NOTICE

of

COUNCIL MEETING

Pursuant to the provisions of section 84 (1) of the
Local Government Act 1999
to be held in the

WALKERVILLE CIVIC CENTRE
COUNCIL CHAMBERS
66 WALKERVILLE TERRACE GILBERTON

on

MONDAY 17 FEBRUARY 2020 AT 7PM

KIKI CRISTOL
CHIEF EXECUTIVE OFFICER

Issue Date: 13 February 2020

MEMBERSHIP

MAYOR ELIZABETH FRICKER - PRESIDING MEMBER

Cr R Ashby AM  Cr M Bishop  Cr N Coleman OAM
Cr S Furlan  Cr J Joshi  Cr J Nenke
Cr C Wilkins  Cr J Williams

1 | Page
AGENDA
17 February 2020

1. ATTENDANCE RECORD

1.1 Present

1.2 Apologies

1.3 Not Present / Leave of Absence

Mayor Elizabeth Fricker requests that Council grant her a leave of absence from 9 March 2020 to 13 March 2020.

2. CONFIRMATION OF MINUTES

That the minutes of the Council meeting held on the 20 January 2020 be confirmed as a true and accurate record of the proceedings.

3. DECLARATIONS OF INTEREST (material, actual, perceived)

4. DEPUTATIONS / REPRESENTATIONS / PRESENTATIONS

Nil.

5. MAYORS DIARY

5.1 Mayors Diary

6. REPORTS FROM ELECTED MEMBERS HAVING ATTENDED TRAINING, CONFERENCES OR SEMINARS

Nil.

7. REPORTS FROM ELECTED MEMBERS HAVING ATTENDED SUBSIDIARY BOARD MEETINGS

7.1 Cr MaryLou Bishop – ERA Water Board Meeting

8. QUESTIONS FROM THE GALLERY

8.1 Members of the public wishing to ask a question must provide the question(s), in writing, to the Chief Executive Officer up to the commencement of the meeting with a maximum of two questions per person;

8.2 The person (or his / her proxy) wishing to ask a question(s) must be present at the meeting, to ask the question(s) and will have a maximum of three minutes to speak;

8.3 Further information on the questions from the gallery policy can be located on Council's website.

9. QUESTIONS WITHOUT NOTICE

Nil.
10. QUESTIONS WITH NOTICE

Nil.

11. PETITIONS

Members of the public wishing to present a petition to Council are required to provide the petition to the Chief Executive Officer by the Tuesday immediately prior to the Council meeting. In line with the Local Government (Procedures at Meetings) Regulations 2013, the petition must:

- Be legibly written, typed or printed
- Clearly set out the top of each page containing the signatures the request or submissions of the petitioners
- Show the printed name of each person, their signature and address
- Include a covering letter with the name, address and contact details of the person to whom Council can address correspondence
- Be addressed to the Chief Executive Officer and delivered to the principal office of the Council at 66 Walkerville Tce Gilberton SA 5081.

12. MOTIONS WITHOUT NOTICE

13. MOTIONS WITH NOTICE

13.1 Motions with Notice – Cr James Nenke

Administration prepare Council’s own survey using an online survey tool and make available on Council’s website under Council Engagement, and to also make a hard copy available of the survey at Council library and Civic Centre. Administration to prepare the questions in the survey, but will have the objective of capturing the resident’s views regarding the following:

- Do they, have they, or would they use the facilities available under the current YMCA management?
- Their perception of the importance and satisfaction of the services provided at the site currently occupied by the YMCA.
- Level of support for the site to continue to provide similar services.
- What type of future use the community would support with options provided that are approved under the current zoning of the land {options presented}?
- Does the community want best financial return on Council land to reduce their rates or willing to share the cost for regional services?
- Are they willing to support a regional facility that is not just for Walkerville residents?

OR

Administration to engage a Research Marketing Company to conduct a statistically relevant survey of only Walkerville residents. The selected company to assist in developing a fair and balanced survey that will capture the resident’s views.
regarding the following:

- Do they, have they, or would they use the facilities available under the current YMCA management?
- Their perception of the importance and satisfaction of the services provided at the site currently occupied by the YMCA.
- Level of support for the site to continue to provide similar services.
- What type of future use the community would support with options provided that are approved under the current zoning of the land. {options presented}?
- Does the community want best financial return on Council land to reduce their rates or willing to share the cost for regional services?
- Are they willing to support a regional facility that is not just for Walkerville residents?

Administration to fund this survey by using $10,000 by deferring an operational projects to 2020/21.

OR

Administration to engage a Research Marketing Company to conduct a statistically relevant survey of only Walkerville residents. The selected company to assist in developing a fair and balanced survey that will capture the resident’s views regarding the following:

- Do they, have they, or would they use the facilities available under the current YMCA management?
- Their perception of the importance and satisfaction of the services provided at the site currently occupied by the YMCA.
- Level of support for the site to continue to provide similar services.
- What type of future use the community would support with options provided that are approved under the current zoning of the land. {options presented}?
- Does the community want best financial return on Council land to reduce their rates or willing to share the cost for regional services?
- Are they willing to support a regional facility that is not just for Walkerville residents?

Council to approve this project under 2020/21 operational budget, and Administration to commence procurement proceedings in May 2020, with the survey to be completed and reported to Council by 30 July 2020.
14.1 Strategy

14.1.1 Draft Phase Three – Planning and Design Code Submission p 24
14.1.2 Strategic Property Review – 39 Smith Street Asset p 40
14.1.3 Warwick Street Footpath and Traffic Movement Study p 69
14.1.4 Long Term Financial Plan p113

14.2 Policy

14.2.1 Proposed Code of Practice – Procedures at Meetings p137
14.2.2 Procurement Policy Review p166
14.2.3 Fraud and Corruption Policy p200
14.2.4 GST Class Ruling – Fees and Charges 2019 / 20 p238
14.2.5 Draft General On-Street Parking Policy Report p291
14.2.6 Privately Funded Development Plan Amendment Policy p302

14.3 Operational

14.3.1 Budget Review 2 2019 / 20 p311

14.4 Subsidiaries

14.4.1 ERA Water Budget Review One p320
14.4.2 Appointment to ERA Water Audit Committee p331
14.4.3 Eastern Health Authority Budget Review One p347
14.4.4 ERA Strategic Plan 2020-2024 p367

15. IDENTIFICATION OF ITEMS FOR INDIVIDUAL CONSIDERATION

16. REPORTS PRESENTED FOR INFORMATION

16.1 Strategy

16.1.2 Walkerville Oval Masterplan – Proposed Redevelopment p567

16.2 Policy

16.2.1 Contributory Items Review Project Update p589
16.3  Operational

16.3.1 Monthly Financial Report p591
16.3.2 2020 / 21 Budget Timetable p599
16.3.3 CAPEX Report p604
16.3.4 Women of Walkerville Proceeds from Raffle Held at the Walkervillage Christmas Fair p606
16.3.5 Walkerville Library 2018 /2019 Australian Library and Information Association (ALIA) Standards Report p607
16.3.6 Audit Committee Meeting Minutes p614
16.3.7 Women of Walkerville Committee Minutes p622
16.3.8 Community Development & Engagement Report p629
16.3.9 Works Report for January 2020 p647

16.4  Subsidiaries

16.4.1 ERA Water Operations Progress Report p649
16.4.2 ERA Water Board Minutes p668
16.4.3 East Waste Special Board Meeting Minutes p674

16.5  Outstanding Council Resolutions

16.5.1 Outstanding Council Resolutions p678

17.  CORRESPONDENCE

17.1 Correspondence to Mayor Fricker from COTA SA p705
17.2 Correspondence to Mayor Fricker from Mr Peter Lorimer p744
17.3 Correspondence from the Chair of the State Planning Commission to the Mayor and Councillors. p753
17.4 Correspondence to Mayor Fricker from the Australian Radiation Protection and Nuclear Safety Agency p755

18.  URGENT OTHER BUSINESS

19.  CONFIDENTIAL ITEM

19.1 Strategic Property Review – 39 Smith St – Attachment C p759

20.  CLOSURE
MINUTES

of

COUNCIL MEETING

held in the

WALKERVILLE CIVIC CENTRE
COUNCIL CHAMBERS
66 WALKERVILLE TERRACE GILBERTON

on

MONDAY 20 JANUARY AT 7:00PM
MINUTES
20 January 2020

The Meeting was declared open at 7.00pm.

1. ATTENDANCE RECORD

1.1 Present

Mayor Elizabeth Fricker
Cr Rob Ashby AM
Cr N Coleman OAM
Cr S Furlan
Cr J Joshi
Cr J Nenke
Cr C Wilkins
Cr J Williams

Staff in Attendance

Chief Executive Officer, K Cristol
Group Manager Corporate Services, K Bone
Group Manager Customer Experience, D Garvey
Group Manager Planning, Environment and Regulatory Services, A Caddy
Business Analyst (Property and Contracts), S Reardon
Manager Community Development and Engagement, F Deckert
Council Secretariat, V Davidson

1.2 Apologies

1.3 Not Present / Leave of Absence

Nil.

2. CONFIRMATION OF MINUTES

Moved: Cr Wilkins
Seconded: Cr Joshi

CNC232/19-20

That the minutes of the Council meeting held on the 16 December 2019 be confirmed as a true and accurate record of the proceedings.

CARRIED

3. DECLARATIONS OF INTEREST (material, actual, perceived)

Cr James Williams declared a perceived conflict of interest in Item 4 Deputations/Representations/Presentations and Item 14.1.1 Community Land Register as the items include the Smith Street / Fuller Street site to which he is a neighbour. Cr Williams advised that he will remain in the room, participate in the debate and vote on the matter.
4. DEPUTATIONS / REPRESENTATIONS / PRESENTATIONS

Request for Deputation INEA YMCA – Response from Mayor Fricker

I received a request for a deputation from INEA YMCA to attend the ordinary meeting of Council to be held on Monday 20 January 2020. After careful consideration and having consulting the Elected Members, I have determined not to accede to this request. The reasons for my decision are as follows:

- In 2016, Council resolved to undertake a masterplan of the site at 39 Smith Street and the former depot at 44 Fuller Street;
- In 2017, Council resolved to provide INEA YMCA a lease extension to 31 December 2020;
- INEA YMCA signed a lease on 13 August 2018 with a known termination date of 31 December 2020;
- 24 October 2019, INEA YMCA was reminded in writing that there were no rights for a lease renewal or extension;
- Council’s intentions are to publicly seek expressions of interest, by open tender, for the lease of the site at 39 Smith Street;
- INEA YMCA will be afforded the opportunity to participate in that process;
- Council is currently reviewing the redevelopment of Walkerville Oval and all key stakeholders, including INEA YMCA have been invited and encouraged to participate in the proposed redevelopment.

INEA YMCA were duly notified accordingly by way of letter on 16 January 2020. A copy of that correspondence is attached at agenda item 17.7.

5. MAYORS DIARY

5.1 Mayors Diary

Moved: Cr Bishop  
Seconded: Cr Williams

CNC233/19-20

The Council receives and notes the Mayoral Diary 12 December 2019 to 16 January 2020; noting that Deputy Mayor Cr MaryLou Bishop was not present at the meeting with the Mayor and CEO held on 16 January 2020.

CARRIED

6. REPORTS FROM ELECTED MEMBERS HAVING ATTENDED TRAINING, CONFERENCES OR SEMINARS

Nil.

7. REPORTS FROM ELECTED MEMBERS HAVING ATTENDED SUBSIDIARY BOARD MEETINGS

Nil.
8. QUESTIONS FROM THE GALLERY

8.1 Mr Peter Grob

My question is about the future use of the proposed change to the Memorial Gardens and reserve. Is there a plan to add tennis courts on the reserve?

Response provided by Mayor Fricker

Memorial Gardens will not be changed. Council is considering the naming of the Reserve in the corner. The unnamed reserve is also maintained to a different standard to that of the Memorial Garden.

I suspect that the reference to the tennis courts relates to the agenda item on the Urban Master Plan, which is a plan developed around 2010 and is a long term vision, which does not automatically mean that everything in it will eventuate. It is interesting to note that the reserve in question was originally tennis courts. I can assure the community that Council has no plans to add tennis courts to this reserve.

9. QUESTIONS WITHOUT NOTICE

9.1 Question Without Notice - Cr James Williams

Does Council currently have any plans for the dead tree in the Walkerville Oval playground and/or new plantings to create shade within the playground?

Administration Response

Administration is currently exploring shade options for the site. Staff met with a shade sail manufacturer and installer on Tuesday 14 January 2020 to investigate suitable options. Three zones have been identified; the swing set, the small slide on the mound and the main playground area with the assortment of play equipment.

We are currently waiting to receive indicative designs and costs for these options.

We hope to be able to retain the large dead Ash tree as a feature and we are examining how best to achieve this.

We currently have 3 “new” ash trees that are approximately 10-15 years old within the playground. They will take another 20 or so years to mature to the point where they can replace the shade of the dead Ash. They are well established and essentially provide the succession planting we require. As such, we have no immediate plans to plant any addition trees at this time.
10. QUESTIONS ON NOTICE

10.1 Question With Notice - Cr James Williams

*What can, or is, Walkerville Council doing to assist communities and Councils affected by the recent bushfires?*

Administration Response

We have offered the secondment of staff to Kangaroo Island (KI), as well as actively promoting:

- the KI Mayoral Bushfire Fund (BankSA BSB: 105 094; Account No: 035 680 540),
- the State Emergency Bushfire Fund (Commonwealth Bank of Australia BSB: 065 266; Account No: 100 201 60),
- volunteering by registering at volunteeringsa-net.org.au or via WeDo app,
- support for the wildlife rescue at savem.org.au/about-savem/donate/; and
- encouraging the purchase of KI produce to help the KI economy.

All of these activities have been and will continue to be promoted in the weekly roundup, posted on Council’s website every Friday afternoon.

11. PETITIONS

Nil.

12. MOTIONS WITHOUT NOTICE

12.1 Motion – Cr Williams – Urban Forest Strategy

**Moved: Cr Williams**

**Seconded: Cr Bishop**

CNC235/19-20

That Council consider the budget ramifications of meeting its targets for the Urban Forest Strategy in our 2020-2021 Annual Business Plan deliberations.

CARRIED
12.2 Community Satisfaction Survey – Cr Nenke

Moved: Cr Nenke
Seconded: Cr Ashby

CNC234/19-20

That Council

1. Request Administration to engage a market research company to continue with the annual community satisfaction survey that is targeted at the statistically relevant number of Council population and to further add additional questions relating to:
   - The importance of the services provided at the site currently occupied by the YMCA and the level of satisfaction with the services.
   - What type of future use the community would support with options provided that are approved under the current zoning of the land.


LOST

13. MOTIONS WITH NOTICE

Nil.

14. REPORTS REQUIRING DECISION OF COUNCIL

14.1 Strategy

14.1.1 Community Land Register

Moved: Cr Wilkins
Seconded: Cr Nenke

CNC236/19-20

That Council endorses the proposed part a. Community Land Register recommendation as deferred from the ordinary meeting of Council held on 18 November 2019, being the revocation of the Community Land status from the portions of land straddling Certificates of Title 5796/887 (Fuller Street Works Depot), 5728/637 (Smith Street 1) and 5838/95 (Smith Street 2).

CARRIED

Moved: Cr Wilkins
Seconded: Cr Coleman

CNC237/19-20
That Council directs Administration to prepare a list of potential prominent Town of Walkerville residents (past and present), including those residents with military service, for consideration in naming the portion of Certificate of Title 5821/229 as outlined in Management Plan 1 (Cnr Church Terrace and Warwick Street).

CARRIED

14.1.2 DRAFT 2020 - 2024 *Living in the Town of Walkerville – strategic community plan*

Moved: Cr Wilkins
Seconded: Cr Furlan

**CNC238/19-20**

1. That Council resolves to release the DRAFT 2020 – 2024 *Living in the Town of Walkerville - strategic community plan*, appearing as Attachment A to this report for public consultation, subject to the following amendments:
   - That the word mobility be changed to ‘movement’.
   - That the document have a stronger focus on environment which could possibly be incorporated into ‘Open Space’ key pillar or the ‘Assets’ key pillar.
   - That the vision statement relating to ecological sustainability become a desired outcome.
   - Reduce land fill waste to be included as a strategy in Economy key pillar.

2. That a further report be presented to Council, following the conclusion of the public consultation process outlining community feedback

CARRIED

The time being 8.15 pm Cr Wilkins left the meeting.

14.2 Policy

14.2.1 Revised Internal Review of Council Decisions Policy

Moved: Cr Furlan
Seconded: Cr Bishop

**CNC239/19-20**

1. That Council adopt the revised Internal Review of Council Decisions Policy appearing as Attachment B to this report.

2. That Council authorise Administration to make amendments of a formatting and or minor technical nature to the Internal Review of Council Decisions Policy.
14.2.2 Review of the Community Engagement and Consultation Policy

The time being 8.18 pm Cr Wilkins returned to the meeting.

Moved: Cr Williams  
Seconded: Cr Bishop

CNC240/19-20

That Council resolve that the revised Public Engagement and Consultation Policy, appearing as Attachment B to this report, be released for public consultation for a period of 30 days in accordance with s50(6)(d) of the Local Government Act 1999.

CARRIED

14.3 Operational

14.3.1 Vale House Capital Expenditure Carry Over

Moved: Cr Wilkins  
Seconded: Cr Bishop

CNC241/19-20

1. That Council resolve to carry forward $309,000 earmarked for Vale House capital restoration from the 2019/20 financial year to the 2020/21 Annual Business Plan & Budget.

2. That Council advises the current Park Manager to cease taking accommodation bookings for Vale House between the period of November 2020 and May 2021 (inclusive) in order for the necessary restorative capital works to be carried out during this time.

CARRIED

14.3.2 Community Fund Applications

Moved: Cr Ashby  
Seconded: Cr Wilkins

CNC242/19-20

1. That Council allocates the following funds to the Community Fund applicant from the 2019/20 Community Fund budget:

   a. Carys Jones – $150

2. That Administration write to the applicant for the Community Fund grant and advises them of the Council resolution.
3. That the successful applicant is invited to attend the Ordinary Meeting of Council to be held on 17 February 2020, to formally receive the funds from Her Worship Mayor Fricker prior to the Council Meeting.

CARRIED

14.3.3 Call for Nominations Greater Adelaide Regional Organisation of Councils (GAROC) – casual vacancy

Moved: Cr Ashby
Seconded: Cr Furlan

CNC243/19-20

That Council, having considered the LGA’s call for nominations to fill one casual vacancy to GAROC, hereby nominates Mayor Elizabeth Fricker and instructs the Chief Executive Officer to complete the Nomination form accordingly.

CARRIED

14.4 Subsidiaries

Nil.

15 IDENTIFICATION OF ITEMS FOR INDIVIDUAL CONSIDERATION

Moved: Cr Bishop
Seconded: Cr Joshi

CNC244/19-20

That items 16.3.3, 16.4.1, 16.4.2 and 16.5.1 be moved as per their recommendations.

CARRIED

16 REPORTS PRESENTED FOR INFORMATION

16.1 Strategy

16.1.1 Urban Master Plan – 10 years on

Moved: Cr Williams
Seconded: Cr Ashby

CNC245/19-20

1. That Council receives and notes the report providing an update on progress made on the Urban Master Plan since 2010, when it was endorsed as the primary visionary and strategic plan for influencing future planning initiatives appropriate for the Town of Walkerville.

2. That the Urban Master Plan be presented to council at an informal gathering in order for the UMP to be reviewed and updated.
16.2 Policy

Nil.

16.3 Operational

16.3.1 Quarterly Financial Report, incorporating capex / opex

Moved: Cr Wilkins
Seconded: Cr Furlan

CNC246/19-20

That Council receives and notes the Quarterly Financial Report, incorporating capex / opex as at 31 December 2019

CARRIED

16.3.2 Customer Experience Quarterly Service Report

Moved: Cr Wilkins
Seconded: Cr Williams

CNC247/19-20

That Council receive and note the Customer Experience Quarterly Report for the period October to December 2019.

CARRIED

16.3.3 Works Report for December 2019

Moved: Cr Bishop
Seconded: Cr Joshi

CNC248/19-20


CARRIED

16.4 Subsidiaries

16.4.1 ERA Water Board Minutes

Moved: Cr Bishop
Seconded: Cr Joshi

CNC249/19-20
That Council receives and notes the ERA Water Board Minutes for the meeting convened on 13 December 2019.

**CARRIED**

16.4.2 ERA Water Operations Report

**Moved:** Cr Bishop  
**Seconded:** Cr Joshi

**CNC250/19-20**

That Council receives and notes the ERA Water Operations Progress Reports appearing as Attachment A to this report

**CARRIED**

16.5 Outstanding Council resolutions

**Moved:** Cr Bishop  
**Seconded:** Cr Joshi

**CNC251/19-20**

That Council receive and note the list of Council resolutions currently being processed as at 16 January 2020.

**CARRIED**

17 CORRESPONDENCE

**Moved:** Cr Williams  
**Seconded:** Cr Joshi

**CNC252/19-20**

That the correspondence as listed below be received and noted:

17.1 Correspondence to Mayor Fricker from the Hon Stephan Knoll MP.

17.2 Correspondence to Mayor Fricker from David Speirs MP

17.3 Correspondence to Mayor Fricker from Margaret Howard, Manager Living Neighbourhoods and Travel Behaviour

17.4 Correspondence to Mayor Fricker from Peter Malinauskas MP

17.5 Correspondence to Mayor Fricker from Mayor David O’Loughlin, Chair LGA Procurement
17.6 Correspondence to Mayor Fricker from Mr Colin Organ CEO INEA YMCA
17.7 Correspondence from Mayor Fricker to Mr Colin Organ CEO INEA YMCA
17.8 Correspondence to Mayor Fricker from Olivia Kelly

CARRIED

18 URGENT OTHER BUSINESS

Nil
19 CONFIDENTIAL ITEMS

19.1 Levi Caravan Park – Future Operations

Moved: Cr Bishop
Seconded: Cr Furlan

CNC253/19-20

Recommendation (Public)

Pursuant to s90(3)(a)

Pursuant to section 90(2) of the Local Government Act 1999 the Council orders that all members of the public, except the Chief Executive Officer Kiki Cristol, Group Manager Corporate Services Katy Bone, Business Analyst (Property & Contracts) Scott Reardon and Council Secretariat Vanessa Davidson, be excluded from attendance at the meeting for Agenda Item 19.1 Levi Caravan Park – Future Operations.

The Council is satisfied that, pursuant to section 90(3)(b) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council may propose to conduct business and would therefore prejudice the commercial position of the Council.

The time being 8.53pm the meeting was closed to the public.

Recommendation (Confidential)

Moved: Cr Furlan
Seconded: Cr Coleman

CNC254/19-20

That Standing Orders be suspended for ten minutes for the purpose of discussing the content of the report with the Administration.

CARRIED

Moved: Cr Bishop
Seconded: Cr Joshi

CNC255/19-20

That Standing Orders be suspended for a further ten minutes for the purpose of discussing the content of the report with the Administration.

CARRIED

The time being 9.16 pm Cr Furlan left the meeting

The time being 9.18 pm Cr Furlan returned to the meeting
The time being 9.18 pm Standing Orders were resumed

Recommendation (Public)

Moved: Cr Williams
Seconded: Cr Bishop

CNC257/19-20

Pursuant to s.91(7)

That having considered Agenda Item 19.1 Levi Caravan Park – Future Operations in confidence under section 90(2) and (3)(b) of the Local Government Act 1999, the Council, pursuant to section 91(7) of that Act orders that the report and attachments relevant to this Agenda Item be retained in confidence for a period of 12 months or the matter has been finalised, excepting that Council authorises the release of the minutes to substantive party / parties to enable enactment of the resolution and that pursuant to Section 91(9)(c) of the Local Government Act 1999 the Council delegates to the Chief Executive Officer the review and power to revoke this Order

and

That Council resolves to end its confidential deliberations pursuant to Section 90(2) of the Local Government Act 1999 and re-admit the public.

CARRIED

The time being 9.19 pm the meeting was reopened to the public.

19.2 Walkerville Developments Pty Ltd (Watson Car Parks) Discretionary Rebate Request

Moved: Cr Bishop
Seconded: Cr Williams

CNC258/19-20

Recommendation (Public)

Pursuant to s90(3)(b)

Pursuant to Section 90(2) of the Local Government Act 1999 the Council orders that all members of the public, except the Chief Executive Officer Kiki Cristol, Group Manager Corporate Services Katy Bone, Business Analyst (Property & Contracts) Scott Reardon and Council Secretariat Vanessa Davidson, be excluded from attendance at the meeting for Agenda Item ‘Walkerville Developments Pty Ltd (Watson Car Park) Discretionary Rebate Request’.

The Council is satisfied that, pursuant to section 90(3)(b) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

CARRIED
The time being 9.19 pm the meeting was closed to the public.

Recommendation (Public)

Moved: Cr Bishop
Seconded: Cr Furlan

CNC260/19-20

That having considered Agenda Item ‘Walkerville Developments Pty Ltd (Watson Car Parks) Discretionary Rebate Request’ in confidence under section 90(2) and (3)(b) of the Local Government Act 1999, the Council, pursuant to section 91(7) of that Act orders that the report and attachments relevant to this Agenda Item be retained in confidence until the matter is resolved, excepting that the Council authorises the release of the Council resolution to those parties identified in the substantive resolution relating to this Agenda Item to enable enactment of the resolution and that pursuant to Section 91(9)(c) of the Local Government Act 1999 the Council delegates to the Chief Executive Officer the review and power to revoke this Order;

and

That Council resolves to end its confidential deliberations pursuant to Section 90(2) of the Local Government Act 1999 and re-admit the public.

CARRIED

The time being 9.20 pm the meeting was reopened to the public.

20. CLOSURE

The meeting was declared closed at 9.20 pm.
Meeting: Council

Title: Mayor’s Report

Responsible Manager: Chief Executive Officer, Kiki Cristol

Author: Council Secretariat, Vanessa Davidson

Key Focus Area: Strategic Community Plan Focus area 3- Transparent and accountable local tier of Government

Type of Report: Information Only

Recommendation

That Council receives and notes the Mayoral Diary from 17 January 2020 to 13 February 2020.

Summary

<table>
<thead>
<tr>
<th>Date of Meeting</th>
<th>Subject</th>
<th>Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 January 2020</td>
<td>Agenda Briefing</td>
<td>Mayor Elizabeth Fricker, CEO Kiki Cristol, Council Secretariat, Vanessa Davidson</td>
</tr>
<tr>
<td>20 January 2020</td>
<td>Council Ordinary Meeting</td>
<td>Mayor Elizabeth Fricker, Elected Members, CEO Kiki Cristol and senior staff</td>
</tr>
<tr>
<td>22 January 2020</td>
<td>Mayor / CEO weekly meeting</td>
<td>Mayor Elizabeth Fricker, Deputy Mayor Cr MaryLou Bishop &amp; CEO Kiki Magro</td>
</tr>
<tr>
<td>22 January 2020</td>
<td>Unley Gourmet Gala</td>
<td>Mayor Elizabeth Fricker, Hon David Pissoni MP, Mayor Michael Hewitson, various local government Mayors &amp; CEOs and dignitaries.</td>
</tr>
<tr>
<td>23 January 2020</td>
<td>Meeting with Sarah Spencer</td>
<td>Mayor Elizabeth Fricker, Sarah Spencer</td>
</tr>
<tr>
<td>24 January 2020</td>
<td>Meeting with Senator the Hon Simon Birmingham</td>
<td>Mayor Elizabeth Fricker, Senator the Hon Simon Birmingham, CEO Kiki Cristol</td>
</tr>
<tr>
<td>26 January 2020</td>
<td>Australia Day Citizenship Ceremony</td>
<td>Mayor Elizabeth Fricker, Senator the Hon Simon Birmingham, Hon Dennis Hood MLC, Hon Rachel Sanderson, Deputy Mayor Cr MaryLou Bishop, Cr James Williams, Cr Conrad Wilkins, Cr Jennifer Joshi, CEO Kiki Cristol, senior staff and a number of dignitaries</td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
<td>Attendees</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>26 January 2020</td>
<td>VIP Room Australia Day in the City</td>
<td>Mayor Elizabeth Fricker, Premier Hon Steven Marshall MP, Hon Jing Lee MLC, Hon Rachel Sanderson MP, Lord Mayor Sandy Verschoor and various Mayors</td>
</tr>
<tr>
<td>3 February 2020</td>
<td>GAROC Mayors Lunch</td>
<td>Mayor Elizabeth Fricker, various GAROC Mayors</td>
</tr>
<tr>
<td>3 February 2020</td>
<td>GAROC Heritage Character Workshop</td>
<td>Mayor Elizabeth Fricker, various GAROC Mayors, local government CEOs and senior staff</td>
</tr>
<tr>
<td>3 February 2020</td>
<td>Meeting of the Audit Committee</td>
<td>Mayor Elizabeth Fricker, Audit Committee Members, CEO Kiki Cristol, Group Manager Corporate Services Katy Bone, Council Secretariat</td>
</tr>
<tr>
<td>4 February 2020</td>
<td>Meeting of the Women of Walkerville Committee</td>
<td>Mayor Elizabeth Fricker, WoW Committee members, Manager Community Development and Engagement, Fiona Deckert, Council Secretariat</td>
</tr>
<tr>
<td>7 February 2020</td>
<td>ERA Mayors Breakfast</td>
<td>Mayor Elizabeth Fricker and various ERA Mayors</td>
</tr>
<tr>
<td>10 February 2020</td>
<td>Meeting with the Hon John Dawkins MLC</td>
<td>Mayor Elizabeth Fricker, Hon John Dawkins MLC, Ms Tanya Mullis, CEO, Kiki Cristol, Manager Community Development and Engagement, Fiona Deckert</td>
</tr>
<tr>
<td>12 February 2020</td>
<td>Mayor / CEO weekly meeting</td>
<td>Mayor Elizabeth Fricker, Deputy Mayor Cr MaryLou Bishop, CEO Kiki Cristol,</td>
</tr>
</tbody>
</table>
Meeting: Council
Title: Draft Submission on Draft Phase Three Planning and Design Code
Responsible Manager: Group Manager Planning Environment & Regulatory Services, Andreea Caddy
Author: Senior Planner, Carly Walker
Key Focus Area: Strategic Community Plan Focus area 3- Transparent and accountable local tier of Government
Key Focus Area: Financial Guiding Principle 1- Finances managed responsibly
Type of Report: Decision Required

Recommendation

1. Council authorises the Chief Executive Officer to finalise the Walkerville Council Planning and Design Code Phase 3 Submission appearing as Attachment A to this report and submit to the State Planning Commission by 28 February 2020.

2. That Council requests that the Chief Executive Officer write to the Minister for Planning and the State Planning Commission, providing Councils support in delaying the implementation of the Code and request that any amendments to the draft Phase Three Planning and Design Code be further consulted on with the community prior to its implementation date.

Summary

The introduction of the Planning, Development and Infrastructure Act 2016 (SA) (PDI Act), Planning, Development and Infrastructure (General) Regulations 2017 (SA) and Planning and Design Code (P&D Code) underpins an immense reform of the statutory planning framework in South Australia. On 1 October 2019, the State Planning Commission released Phase 3 of the Planning and Design Code (P&D Code) for consultation. When fully implemented, the P&D Code will replace all local government Development Plans. This report provides Council an opportunity to review and inform a draft submission on Phase 3 of the P&D Code. Whilst the draft submission provides a critique of the P&D Code, it importantly makes several key recommendations for improvements that will be critical to planning across the Walkerville Council Area. It also highlights some of the major resource implications that will affect Council’s long term financial outlook.

Background

On the 1 October 2019, the Draft Phase Three Planning and Design Code was released for public consultation. The Code will replace all development plans to become the single source of planning policy to underpin statutory planning across the state.

Consultation with the public in general has been somewhat limited by the use of the following methods:
- Newspaper advertisement;
- Radio announcement;
- Industry workshops; and
- Community focus groups.

Since its release, Administration has undertaken a high level policy comparison of this document against the existing Town of Walkerville Development Plan (consolidated on 6 October 2016). Overall, the Department assured Council staff that the document would be a like for like transition of policy; however this has not eventuated. Some of the key policy changes, outlined in detail in the attached draft submission (Attachment A), are summarised below:

- The loss of Desired Character Statements and localised policy, which assists in achieving bespoke development outcomes in areas with a unique genesis i.e. North East Road Corridor Policy Area, Gilberton Medium Density Policy Area, Central Policy Area 6;
- Loss of Local Centre Zone policy;
- The loss of individual Contributory Item listings;
- Increased public notification triggers;
- Reduced Restricted Development Classifications.

On Friday 7 February 2020, the State Planning Commission wrote to Council (Attachment B) and advised that the Minister for Planning has advised of his intention to reintroduce a Bill to Parliament to amend the Planning, Development and Infrastructure Act 2016. This Bill will remove the deadline of 1 July 2020 for the full implementation of the Code, enabling the timeframe to be set by proclamation in the South Australian Government Gazette. In order to get the policy right, is important that Council publicly voice their support for this extension.

Discussion/Issues for Consideration

Administration has carefully considered its response on behalf of Council. Staff attend regular forums with local government peers to determine and discuss the greater impacts of the Code on strategic planning and operational aspects of Councils’ business. Similarly, staff have attended DPTI forums held over the last 12-18 months, in an effort to engage and proactively support the State Government’s reform agenda. Council recently endorsed an approach to further list 34 existing Contributory Items as Local Heritage Places, by virtue of their merits with reference to the Local Heritage criteria.

Despite this enthusiasm to embrace a once in a generational change to the way planning is done, Administration is remiss as to: the Department’s lack of policy testing, the lack of a timely roll out of appropriate e-planning portal training, the stripping of forward facing policy, the omission of numerical recognition of existing allotments embedded within Historic Area Statements, the feeble provisions around design quality within historic area overlays and the stinging loss of demolition tests around Contributory Items. Moreover, the Historic Area Statements that were drafted by Councils have been dramatically altered with a loss of the key mission statements and lacking the very nuance that makes our Township, ours.

Options for Consideration

Option 1

1. Council authorises the Chief Executive Officer to finalise the Walkerville Council Planning and Design Code Phase 3 Submission appearing as Attachment A to this report and submit to the State Planning Commission by 28 February 2020.

2. That Council requests that the Chief Executive Officer write to the Minister for Planning and the State Planning Commission, providing Councils support in delaying the implementation of the Code and request that any amendments to the draft Phase Three Planning and Design Code be further consulted on with the community prior to its implementation date.
Option 2

1. Council authorises the Chief Executive Officer to finalise the Walkerville Council Planning and Design Code Phase 3 Submission appearing as Attachment A to this report and submit to the State Planning Commission by 28 February 2020, subject to the following amendments:
   a. ........................................................................................................................................
   b. ........................................................................................................................................
   c. ........................................................................................................................................

2. That Council requests that the Chief Executive Officer write to the Minister for Planning and the State Planning Commission, providing Councils support in delaying the implementation of the Code and request that any amendments to the draft Phase Three Planning and Design Code be further consulted on with the community prior to its implementation date.

Option 3

Administration will be guided by Council.

Analysis of Options

Option 1 will allow Administration to continue testing and to refine the submission before it is submitted to the Department by 28 February 2020. It also ensures the Department are made aware of Walkerville’s support for a revised implementation date and request to have the major policy errors addressed and further consulted on before implementation. This will hold the Department to the Community Engagement Charter, which requires that they consult with Council’s and the community in a meaningful way.

Option 2 is very similar to option 1, but gives Council the opportunity to make amendments to the Draft Submission contained in Attachment A.

Option 3, gives Council the ability to alter the resolution by some other way that is sought.

Financial Implications

Administration is allocating further resourcing in the form of an additional Senior Planner contract role to be advertised externally in the short term. This further resource will assist in Council’s resilience and adaptability as the new planning system rolls out and impacts of business continuity.

On the proviso that the e-planning system will be rolled out in a timely manner along with the provision of appropriate local government training, Administration is considering the need for a community scanner and computer to digitise and upload their development applications.

Community Implications

The submission to the State Government as found in Attachment A outlines the numerous negative impacts that the Planning & Design Code will have on the community of Walkerville.

Regional Implications

Administration has had the opportunity to review other metropolitan Councils’ submissions and contribute to the Local Government Association collective submission. To this end, the views and sentiments outlined in Attachment A are echoed across the other Phase Three Councils’ submissions.
Governance Implications

The delay of the implementation of Phase Three Councils Code results in a delay in the determination of wholesale delegations related to the Planning Development & Infrastructure Act 2016 for the Town of Walkerville. This is being managed with the Local Government Association and Council’s own legal advice.

Preferred Option & Reasoning

Option 1 is the preferred option. Administration is of the view that identifying the critical issues outlined in Attachment A should form the basis on discussions with the Department hereon. Administration is cognisant and respectful of the undertaking the State Government has embarked on but with sufficient consultation and the use of overlays and TNVs, nuances lost in the pursuit for a one size fits all policy across the state can be subtly reintroduced. Option 1 seeks to ensure decades of planning policy refinement are not lost.

Attachments

<table>
<thead>
<tr>
<th>Attachment A</th>
<th>Draft Submission on Draft Phase Three Planning and Design Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attachment B</td>
<td>State Planning Commission – Letter of 7 February 2020</td>
</tr>
</tbody>
</table>
X February 2020

State Planning Commission
GPO Box 1815
ADELAIDE SA 5001

Via Email: DPTI.PlanningReformSubmissions@sa.gov.au

Dear Mr Michael Lennon

Re: Submission on the Draft Phase Three Planning and Design Code

Thank you for the opportunity to provide feedback on the Draft Planning and Design Code.

The planning reform is a significant body of work which will have a lasting impact on the future of the Walkerville Council area, as well as greater South Australia. The policy needs to be carefully considered, tested thoroughly, integrated seamlessly into the ePlanning Solution and tested again before it is fully implemented. Whilst some errors are understandable given the scope and size of such an undertaking, the Phase Three Planning and Design Code, in its current form includes a lot of errors and missing policy, critical aspects that concern the Council and Administration greatly.

Whilst the Department has expressed that they would like to consult with Council’s in a collaborative manner, Council would like to express their disappointment with the intermittent feed of amendments that have been released since the commencement of public notification of 1 October 2019. This is demonstrated in the release of the updated classification tables released on 23 December and the draft Historic Area Statements more recently. Council is further concerned by the release date of the Draft People and Neighbourhoods Discussion paper, a significant document underpinning the new planning system that was made public around the same time as the Draft Phase Three Planning and Design Code. Whether or not this was intentional, Council would have liked more time to consider the policy direction of the Department before the release of the Draft Code.

Further concerns are raised with the lack ability to test the Draft Code in the ePlanning program. It is understood that the ePlanning solution being created to support the State’s new planning system will not enable Council to maintain a seamless procedure and service to customers. This may require Councils to undertake urgent integration works in order to maintain business continuity and customer service standards. In light of the significant financial contribution made by Councils to date, any additional financial input to make the system operational is considered to be an unacceptable resource imposition.

The lack of direct engagement with property owners who will be negatively affected by the proposed changes is also of great concern for this Council. Whole scale changes have been made to policy which will undermine the bottom line for many property owners without their full knowledge. The first
direct communication received by many individual landowners about the Draft Phase Three Planning and Design Code was their receipt of the Draft Historic Area Statements letters, which were sent out to affected residents on 23 January 2020. This is seen as a major shortfall of the consultation process that is at odds with the Department’s own community engagement charter.

What the Draft Code does well

Council would like to start by outlining what the Draft Code does well. Firstly, the inclusion of Administrative Definitions in welcomed and should be extended to encompass many of those terms either tested through the Environment and Resource Development Court or those that have been significantly lacking in previous years.

Secondly, the extent of public notification triggers for the Suburban Activity Centre Zone (Neighbourhood Centre Zone) have removed public notification for a change of use - where adjoining a different zone, other than where the use falls within “All other code assessed development”. This change acknowledges the established commercial history of these sites and ensures that a change of use from one commercial use to another can occur in a straightforward manner.

Secondly, the Code has improved policy surrounding Water Sensitive Urban Design (WSUD) and climate adaptation (i.e. increasing tree canopy coverage for individual dwellings up to larger scale developments).

Finally, whilst it is unlikely to be popular within the certification community, the onus to carry out a shadow analysis for dwellings as part of a deemed-to-satisfy pathway is also welcomed.

What the Draft Code does not do well

The Town of Walkerville would like to raise the following concerns with the Draft Phase Three Planning and Design Code as it relates to the following sub-headings:

- Rules of Interpretation
- Mapping
- Overlays
- Zones and opportunities for additional subzones
- Land Use Definitions
- Administration Definitions.

Rules of Interpretation

Council acknowledges that planning, in its own right, can be inherently complicated for the average citizen and should be guided by a professional in most circumstances. However, the draft rules of interpretation and the Code in general are considered to be onerous at times for a planning professional to understand, let alone the average citizen. Prior to the release of the final version of the Code, a guide on how to classify a development using the relevant tables with examples should be offered.

Furthermore, there are a number of omissions in this section which will raise many questions when the Code goes live. For example, what is a technical and numerical variation overlay? How much weight does it carry in the assessment? How does a planner reconcile between competing overlays or are they given equal weight in an assessment (i.e. Character Area Overlay vs Historic Area Overlay).

Mapping

As previously advised to Council’s transition manager, there are a number of Local Heritage Place listings that need to be reconciled with the Planning and Design Code. For instance, 35 Wilsden Street no longer exists on the site. The coach house for Willyama previously connected to 12 The Avenue Medindie is now located on 22A Briar Avenue Medindie, which is the result of a subdivision. The stables previously located on 13 James Street Gilberton has now be reunited with the original dwelling listed at 1 Edwin Terrace, Gilberton.
Overlays

Historic Area Overlay

Concerns are held for the test put forth in performance outcome PO 4.1, which seeks to create allotments that are capable of accommodating buildings of a bulk and scale that reflect existing buildings and setbacks in the historic area. When considering this alongside the draft Historic Area Statements and the lack of TNV data for the Suburban Neighbourhood Zone, there is no clear policy on the minimum lot size. This is further supported by the Department’s removal of lot dimensions which were included within the initial draft for the Historic Area Statements. As a result, the ability to control the minimum lot size based on the historic subdivision pattern has been lost; this is likely to put many historic sites at risk of inappropriate development.

Significant concerns are held for the new demolition tests included in PO 6.1 for the reasons stated below. Firstly, a character analysis needs to be carried out before an assessment officer can determine whether or not the demolition test applies. This is onerous and does not offer certainty for the industry. By removing the list of Contributory Items, the process to identify which buildings have the historic characteristics expressed in the Historic Area Statements will be complicated and difficult to manage within the limited assessment timeframes offered under the new Act. The only alternative to this is to identify a DTS with a link to a year. Most Councils have access to aerial photos from 1949 and it would seem reasonable that the demolition of any building constructed before 1949 would be assessed as part of a performance assessed pathways and any building constructed after this time could be assessed as part of a deemed-to-satisfy pathway.

The demolition test outlined under (b) will result in the loss of some of the most historic buildings in Walkerville, which were traditionally designed with the main façade overlooking the hills i.e. most of the dwellings along Edwin Terrace. Council requests that the Administrative Definitions module be amended to define what is meant by “building façade”. Council would further like to express their disappointment with the lack of transparency that has occurred in this respect. Councils should have known that these were the definitive tests for demolition when considering a Development Plan Amendment to elevate the status of these sites.

Reference is made to the demolition test under (c), which states that the structural integrity or condition is beyond economic repair. Council objects to the loss of the structural unsafe and unsound test based on the inherent lack of consideration given to risk to the condition of the building. The proposed “beyond economic repair” test is interpreted as the cost of improving the structural integrity of the building exceeds the replacement or market value of the dwelling. In order to avoid artificial inflation of the repair costs, Council seeks that this be clarified under the administrative definitions module.

Council also oppose the loss of public notification triggers for demolition and partial demolition of previously listed Contributory Items.

Proposed changes:

- Amend PO 4.1 to retain a focus on the traditional pattern and scale of allotments or alternatively return the minimum site areas to the Historic Area Statements.
- Either return the Contributory Items list or include a DTS that allows assessing officers to easily identify those buildings that do or do not have historic characteristics detailed in the Historic Area Statements.
- Remove the reversed façade test under (b) and replace with structurally unsafe and/or unsound.
- Define what is meant by “beyond economic repair” and “building façade”.
- Amend procedural matters to ensure that public notification will apply to partial demolition, alterations and additions to any building exhibiting traditional building character;
Local and State Heritage Place Overlays

Concerns are held for the lack of assessment criteria dealing with developments adjoining a Local or State Heritage Place and the removal of a public notification triggers for demolition works to the original fabric.

Proposed changes:

- Amend the Local and State Heritage Overlays to provide clear and concise policy addressing developments adjoining such heritage places.
- Amend the procedural matters section to include a public notification trigger for any demolition to the original fabric of the place.

Zones and Subzones

The Walkerville Council raises the following concerns with planning policies found in the following Zones. To clarify, a response to the Open Space Zone and Community Facilities Zones have not been addressed due the limited number of changes to policy.

Suburban Activity Centre Zone

Firstly, Local Centre Zones have been lost as a discrete policy layer that addresses the nuances of these sites. Instead, these small commercial sites have been amalgamated into the Suburban Activity Centre Zone, which has resulted in a shift in the maximum permissible building height away from three storeys to three to six storeys. Local Centres are traditionally small scale pockets of land that generally serve the needs of the immediate locality, with a built form scale that is commensurate with adjoining dwellings. Such policy should support the local café, corner shop, butcher and the like with perhaps some supporting residential development above or behind, albeit delivered at a house compatible scale. Larger sites may have capacity to support larger scale developments but still delivering this range of uses at the street level that support the local area.

The restricted development list for this zone is considered to be limited, particularly with respect the types of developments that would prejudice the orderly development of the zone for its intended purpose or be inappropriate within close proximity to a residential area. For instance, it is reasonable to expect that a detached dwelling or group dwelling, not associated with a non-residential development, would fall within the restricted development classification. Instead, the draft Phase Three Planning and Design Code shows that this form of development falls within a performance assessed pathway. Furthermore, LED signs, Warehouse, Service Trade Premises, Hotel and Shop with a gross leasable floor level greater than 1000m² would all fall into the types of developments that also default to a performance assessed pathway. It is not necessarily appropriate for these types of uses to be accommodated on Local Centre sites or to deny adjoining residents from having third party appeal right where they are likely to have a measurable impact on the surrounding residential amenity.

Adult Entertainment premises and Adult Product and Services Premises have also been omitted from the land uses definitions and the restricted development list for this zone. Council requests that this be included within this zone and all of the zones accordingly.

The list of public notification triggers for this zone has been dramatically reduced but has not adequately captured Service Trade Premises and Telecommunications Facility.

Proposed changes:

- Consider a Local Centre Subzone with a maximum building height of five storeys on large sites only and two storeys otherwise.
- Provide firm guidance in a performance outcome on instances where larger scale developments will be considered i.e. amalgamated site areas > 3000m² where interface issues can be addressed.
- Increase the range of Restricted Development to match the public’s expectation for third party appeal rights i.e. Special Industry in a Local Centre Zone.
- Adult Entertainment premises and Adult Product and Services Premises be included in the restricted development list.

General Neighbourhood Zone

This zone replaces the current Residential Zone within the Walkerville jurisdiction.

From a policy point of view, Council strongly opposes the loss of discrete policy for the North East Road Corridor Policy Area. The North East Road Corridor Policy area currently permits medium density developments on amalgamated sites up to a maximum height of three (3) storeys for group dwelling and residential flat buildings, provided that common access to North East Road can be achieved. This density is reflected by a minimum average site area of 150m² for three storey developments and 200m² for two (2) storeys. Under the Draft Phase Three Planning and Design Code, this will be watered down to a maximum of “low rise suburban character”, which permits a maximum building height of up to two (2) storeys. It is not clear whether this is intentional or an oversight and would be viewed unfavourably by landholders who have purchased on the basis of this future development potential. A change in this Policy would also water down the potential density targets that Walkerville Council is required to achieve under the 30 Year Plan for Greater Adelaide.

With this in mind, Council strongly encourages the Department to consider introducing a North East Road Corridor Subzone with tailored policy. If the Department does not intend to do this, Walkerville Council requests that DPTI consult directly with individual property owners about the implications of these changes.

Previous Central Policy Area 6 include those areas which directly adjoin pockets of Residential Character Zone sites and Contributory Items for which there has been a sustained effort over decades to maintain a compatible streetscape character. Under the Draft Phase Three Planning and Design Code, these areas will be entitled to Deemed to Satisfy Detached Dwellings, Semi-Detached Dwellings and Row Dwellings which prevent a streetscape assessment from being carried out. This is likely to result in significant erosion of the existing character in these areas. On this basis, Council requests a subzone.

Furthermore, Council strongly opposes Row Dwellings as part of a deemed to satisfy pathway, particularly with a minimum site area of 200m² and 0.9m side setback from an external boundary. A 0.9m side setback is not appropriate for a two (2) storey dwelling from both a visual and shadow impact point of view and should be reconsidered. Furthermore, there appears to be a lack of external side setbacks addressing detached, group and residential flat buildings.

The restricted development list proposed for this zone is considered to be limited with respect the types of developments that would be inappropriate within a residential area. For instance, those uses that have a significant impact on the amenity of a residential area including General Industry, Industry, Light Industry, Service Trade Premises, Bulky Goods Outlets and the like have been specifically excluded, thereby allowing them to default to a performance assessment pathway. Instead, the current restricted development list is limited to a Shop with a gross leasable floor area greater than 1000m². This has two unfortunate consequences, firstly it sends developers a message that this form of development will be considered from a policy perspective. Secondly, it sends surrounding residents a strong message that their concerns regarding these types of developments are invalid and not worthy of third party appeal rights.

Council raises concerns with the performance notification triggers within this zone found within the Procedural Matters section. In particular, non-compliance with DTS/DPF 5.2, 6.1 and 8.1 are design considerations and should not form part of a public notification trigger as the general public do not generally raise these concerns in an assessment. That is not to say that these provisions should not form an integral part of the assessment and should be retained for the general assessment. The remaining triggers are considered to be reasonable from a public perception point of view but are likely to increase the workload considerably for both Administration and Council Assessment Panels, resulting in resourcing and unforeseen financial burdens on Councils.

Council strongly opposes the number of public notification triggers as they have far reaching resource implications for a small Council like Walkerville. More appropriately trained staff will be required to apply the signage to the sites and to certify that the signage stays in place for the duration
of the public notification process. Alternatively, Councils may need to engage signage companies at additional cost to carry out this legislated process. With the risk of an application becoming deemed approved, more Council Assessment Panel meetings will need to be held to approve and/or refuse the applications before the due date expires.

**Proposed changes:**

- The inclusion of a subzone for the North East Road Corridor Policy Area and Central Policy Area, which are not currently entitled to a deemed to satisfy/Res Code pathway.
- Increase the minimum lot size and external side setback of semi-detached dwellings and row dwellings and ensure row dwellings follow a performance assessed pathway.
- Provide a specific external side setback for detached, group dwellings and residential flat dwellings.
- Remove non-compliance with DTS/DPF 5.2, 6.1 and 8.1 as public notification triggers.
- Include Special Industry, Industry, Light Industry and other incompatible land uses within the Restricted Development classification to afford residents third party appeal rights and guarantee an appropriate separation of uses.

**Suburban Neighbourhood Zone**

This zone replaces the current Residential Character Zone and is largely covered by a Historic Area or Character Area Overlay, which will lead an assessment in this area.

The policy direction exhibited by DTS/DPF 1.4 and PO 1.4 of this Zone will result in more out of centre developments along arterial and collector roads and adjoining existing centres that do not necessarily serve the immediate locality. This change in policy is likely to negatively affect the amenity of these areas. It is also likely to affect the commercial viability of the limited centres that currently exist and encourage the historic strip development forms common in the 1980s and 90s. Council acknowledges that there are some instances where small non-residential uses can be accommodated in a residential area, for instance a medical centre or child care centre. For this reason, Council seeks an amendment to this provision that places the onus on the applicant to demonstrate a need for the development (i.e. not located within 500m of an existing centre or similar) and to ensure that the use services the immediate locality.

Reference is made to the rear setbacks sought under DTS/DPF 9.1, which is 3m for a ground level and 5m for a second building level. Given the low to very low density nature of these allotments, which include areas like Medindie with a site area greater than 1000m², a ground or upper level setback of 5m is considered to be inappropriate. There are three facets to this concern. Firstly, a DTS suggests a minimum benchmark, which can be pushed through a performance solution. Secondly, a two (2) storey building setback at 5m is likely to have some visual impact on a neighbour. The current performance outcome does not adequately deal with the sense of enclosure that would likely be experienced at this distance. Thirdly, due to the absence of a rear setback policy, in either the Historic Area or Character Area Overlays, this provision would likely win out in the assessment of a dwelling. With this in mind, Council strongly encourages the Department to consider increasing the permissible rear setback to 8m and amend the performance outcome to address a sense of enclosure. In this scenario, the applicant and planner can work back to 5m where a site specific reason can be found i.e. in roof design is utilised.

In a similar fashion to other zones, the restricted development list proposed for this zone is considered to be limited with respect the types of developments that would be inappropriate within a residential area. For instance, those uses that have a significant impact on the amenity of a residential area including General Industry, Industry, Light Industry, Service Trade Premises, Bulky Goods Outlets and the like have been specifically excluded, thereby allowing them to follow a performance assessment pathway. Instead, the current list limits a Shop with a gross leasable floor area greater than 1000m² as the only development worthy of third party appeal rights.

For the purpose of equity, Council would like to see consistent but reduced public notification triggers for both the Suburban Neighbourhood Zone and the General Neighbourhood Zone.
Proposed Changes:

- Amend DTS/DPF 9.1 to 8m and amend PO 9 to address a sense of enclosure;
- Include General Industry, Industry, Light Industry and other incompatible land uses within this area within the Restricted Development classification to afford residents third party appeal rights;
- Ensure that the public notification triggers are reduced and consistent across residential areas.

**Housing Diversity and Neighbourhood Zone**

This zone replaces the current Residential Zone (Gilberton Medium Density Policy Area) which relates to land along Park Terrace and Mersey Street, Gilberton.

Firstly, the current Development Plan envisages that this zone will allow building heights up to four (4) storeys. Based on PO 3.1 of the Draft Phase Three Planning and Design Code, the maximum permissible building height will be restricted to "low-rise" developments, which is not permitted to exceed two (2) storeys. This provision somewhat contradicts DTS/DPF 10.1 which suggests that a Residential Flat Building of two (2) or more storeys will be considered. Council asks that PO 3.1 and 10.1 are amended to offer the opportunity for higher building heights or that a more appropriate zone fit be found.

Due to the proximity of the O-Bahn, these sites are well placed to accommodate transit-orientated developments at a higher densities and building heights than the nearby Residential Character Zone. There are a number of large sites along Park Terrace that already exceed this height including Adelaide Clinic, Elliot Lodge and the sites along Mersey Street. Council oppose this policy as it would prejudice the future reasonable expansion or redevelopment of these sites and ask that it be reconsidered.

Reference is made to the underdeveloped parcels of land along Mersey Street. These allotments were approved under a historic approval that replaced the old Channel 7 site, which carries a very bespoke policy suite designed to address the interface with the River Torrens, increased energy efficiency and retention of views. Council request that a subzone be considered in this instance that reflects this bespoke policy pocket.

In relation to the Procedural Matters, concerns are held with the number and relevance of the public notification triggers. Council can understand exceeding the side and rear setbacks as a planning concern for a neighbour, however cannot understand how a neighbour will be concerned about a front setback, secondary street setback or how many articulation measures will be included within a façade. Whilst these are considered to be valuable performance measures to be considered in an assessment, they should not underpin a trigger for public notification. It is worth pointing out that height hasn’t been addressed in this instance and it is wondered whether this was an oversight on the Departments behalf. In any event, the number of different triggers are likely to stress Council’s resources significantly and it is requested that they be limited to more meaningful features of development.

Similar to the other residential zones, the restricted development list proposed for this zone is considered to be limited with respect the types of developments that would be inappropriate within a residential area. For instance, those uses that have a significant impact on the amenity of a residential area including Special Industry, Industry, Light Industry, Service Trade Premises and the like have been specifically excluded, thereby allowing them to follow a performance assessment pathway. Again, the current list limits a Shop with a gross leasable floor area greater than 1000m² as the only development worthy of third party appeal rights.

**Proposed Changes:**

- Amend PO 3.1 and PO 10.1 for this zone to permit a maximum building height of up to three storeys, at least, or allocate to another zone that is a better fit.
- Increase the range of restricted developments to include Industry, Service Trade Premises.
• Reduce the number of public notification triggers to reflect a more meaningful set of development parameters.

Suburban Business and Innovation Zone

This zone replaces the current Mixed Use Zone which relates to land along North East and Main North Roads, in parts. Currently, this zone is entitled to a maximum building height of two (2) storeys where a non-residential use is not integrated with a residential use and three (3) storeys where it is.

Firstly, PO 3.1 seeks that “medium-rise buildings” are permitted with a height up to six (6) storeys, however the corresponding DTS indicates that the maximum building height is three (3) building levels or 12 metres in all other cases. Whilst weight can be given to the DPF in the assessment, a broad scale definition of medium rise suggests that up to six (6) storeys can be achieved. Council is alarmed with this building height and the likely visual impacts that this is likely to have on the adjoining residential areas. Similarly, Council would like to raise concern with the 0.9m side setbacks permitted under DTS/DPF 3.6 and the 3m rear setback permitted under DTS/DPF 3.7.

Again, the restricted development list proposed for this zone is considered to be limited with respect the types of developments that would be inappropriate for an area containing a mixture of dwellings. For instance, Adult Entertainment premises, Adult Product and Services Premises, Special Industry and Industry, and the like have been specifically excluded, thereby allowing them to follow a performance assessment pathway. Instead, the current list limits a Shop with a gross leasable floor area greater than 1000m² (excluding a restaurant) as the only development worthy of third party appeal rights.

Caravan and Tourist Park Zone

Council would like to voice their concern at the omission of demolition works from the development classification tables (both originally released and later amended). This would cause any demolition to default to a performance assessed pathway, which is an onerous imposition on Councils for such a straight forward application.

Again, the list of public notification triggers for this zone is considered to be onerous, particularly for envisaged forms of development. All performance assessed development on this site defaults to requiring public notification on the basis that the entire site adjoins several different zones. Whilst Councils have capacity to deem some developments as minor in nature, this should not be used to explain away poor policy.

Proposed Changes:

• Amend the assessment tables for this zone to address demolition. It is important to note that this site contains a Local and State Heritage Place and that this trigger should appropriately deal with this.
• Amend the Procedural Matters section to ensure that reasonable developments as envisaged do not require public notification unless there is an overwhelming reason i.e. number of storeys exceeded or the like.

Land Uses Definitions

Whilst not an exhaustive list, Council would like to voice their concerns at the loss of the following land uses definitions which appear to have gone missing from the South Australian Planning Policy Library:

• Multiple Dwelling;
• Adult Entertainment premises; and
• Adult Product and Services Premises.
Proposed Changes:

- Amend the Land Use Definitions to transition these over from the South Australian Planning Policy Library.

Administrative Definitions

In order to avoid further ambiguity in an assessment, Council seeks the following administrative definitions:

- rear boundary i.e. boundary parallel with primary street frontage or do you see corner sites as having two front and two side boundaries?
- Building façade
- Streetscape is it limited to one side of the road or both, within three dwellings of the subject site or more?

Proposed Changes:

- Amend the Administrative definitions to address the above shortfalls.

Moving forward

Council would like to acknowledge the recent announcement by the State Commission Assessment Panel to delay the implementation of the Draft Planning and Design Code. In light of the above policy concerns, the announcement that further consultation will not be undertaken on the draft Code is rejected by the Town of Walkerville. There are considerable holes in policy found within the Draft Phase Three Planning and Design Code and any wholesale changes should be consulted on again once they are amended. This position is further supported by the lack of meaningful consultation that the Department has undertaken with the community as a whole.

On this basis, the Council recommends that the Code not be implemented in the Town of Walkerville until:

- There has been a full and comprehensive analysis of the widespread impacts of the proposed changes, advice of the impacts to affected stakeholders and confirmation of suitable policy tools (eg. policy revision, sub zones, TNVs, structure plans) to overcome the significant policy changes identified in this submission

- The State Planning Commission has fully engaged with the Council to address the errors, omissions and inconsistencies identified during the current consultation process

- The State Planning Commission has undertaken a further round of public consultation on the draft Planning and Design Code including post-consultation changes, through an Engagement Program which is designed to provide all affected stakeholders (including property owners).

- The Council has been provided with the opportunity to properly test the effect of the proposed Code in the eplanning system (as originally proposed for in the announced transition process).

- Commence genuine collaboration with Councils to amend the draft Planning and Design Code to incorporate design outcomes that are tailored to address local character needs (as stated in the Blueprint for South Australia’s Planning and Design Code – State Planning Commission 2018).

- All existing Conservation Zones and Contributory Items are transitioned into the first generation of the Planning and Design Code as recommended by the Environment Resources and Development Committee of Parliament in the Heritage Inquiry.
Councillors have been provided with adequate time to prepare for the full impact of the changes, including the considerable integration works they will be required to undertake in order to maintain required business operations and service to the community.

I invite you to contact Carly Walker, Senior Planner on 8342-7106 should you have any questions.

Yours sincerely

Kiki Cristol
Chief Executive Officer

Table 1 – Errors and omissions

<table>
<thead>
<tr>
<th>Module</th>
<th>Errors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suburban Activity Centre Zone</td>
<td>- Technical and numerical variations overlay data missing for this zone where DTS 3.1 refers to it. The Procedural Matters also refers to this DTS.</td>
</tr>
</tbody>
</table>
| General Neighbourhood Zone         | - Tree damaging activity does not have a zone, general development policies allocated under the performance pathway tables. If they are not applicable, say it.  
                                         - All other Code Assessable Development in the performance assessed tables could be interpreted a not having an overlay applicable where I think the intention is that All will apply.  
                                         - Procedural matters table for the General Neighbourhood Zone lists (b) development identified as "all other code assessed development" in Suburban Neighbourhood Zone Table 3 – not sure if this was copied out of the Suburban Neighbourhood Zone to be used in the General Neighbourhood Zone. |
| Suburban Neighbourhood Zone        | - Tree damaging activity does not have a zone, general development policies allocated under the performance pathway tables.  
                                         - DTS/DPF 2.1 – there isn't a TNV for site areas and allotment frontages.  
                                         - Procedural matters (b) references Suburban Neighbourhood (Low Density) Zone Table 3 – it does not exist anymore. |
| Housing Diversity and Neighbourhood Zone | - Procedural matters (b) development identified as "all other code assessed development" in Suburban Neighbourhood (Medium Density) Zone Table 3 – does not exist. |
| Administrative Definitions         | - Neighbourhood Zone references the old zone names i.e. Suburban Neighbourhood (Medium Density) Zone. |
7 February 2020

Council Chief Executive Officer
Via email

Dear Chief Executive Officer

I am writing to let you know that over these past months the State Planning Commission has genuinely listened and heard your concerns about the timeframes for implementation of the draft Planning and Design Code (the Code).

Today, the Minister for Planning has advised his intention to reintroduce a Bill to Parliament to amend the *Planning, Development and Infrastructure Act 2016*. This Bill will remove the deadline of 1 July 2020 for full implementation of the Code, enabling the timeframe to be set by proclamation in the *South Australian Government Gazette*.

The Minister has accepted our recommendation to provide councils, industry and the community more time to understand and prepare for the Code’s implementation in the rural (Phase Two) and urban (Phase Three) areas of our State. This Bill will help enable all stakeholders to feel comfortable and confident with the introduction of our new planning system.

This additional step and extension of time will allow users of the new ePlanning platform to become familiar, trained and business ready prior to its implementation. It will facilitate more time for validation and testing plus potentially enable improvements to be made to the system, should they be required. It will also allow practitioners to better understand the new Code and how to navigate it.

As consultation on the draft Phase Two Code is complete, we can now put in place a comprehensive readiness program to assist council and other users in their preparations. Phase Two will be implemented in July 2020.

As Phase Three Code consultation is still open, the range of matters and potential for change is not yet fully known, however we expect a similar extension of time and as such anticipate that Phase Three will be implemented in September.

Please note that this will not result in a further period of consultation on the Code – which has already had an extensive period of consultation – Phase Two has already closed and Phase Three will be closing at midnight on 28 February 2020.
Extra time provides opportunity for people to see the finalised Code and ePlanning solution before our new system goes live – which is the core concern expressed to date.

Once the Bill is reintroduced to Parliament we will provide further information about the new timelines for implementation of our new planning system. In the meantime you can keep up to date with the new system by visiting www.saplayingportal.sa.gov.au.

Kind regards,

Michael Lennon
Chair
State Planning Commission
Meeting: Council
Title: Strategic Property Review – 39 Smith Street Asset
Responsible Manager: Group Manager Corporate Services, Katy Bone
Author: Business Analyst (Property & Contracts), Scott Reardon

Key Focus Area: Strategic Community Plan Focus area 3 - Transparent and accountable local tier of Government
Key Focus Area: Financial Guiding Principle 1 - Finances managed responsibly
Type of Report: Decision Required

Recommendation

1. That pursuant to the requirements of s 20J (1) (b) of the Retail and Commercial Leases Act 1995, Council officially advises the current Lessee (INEA YMCA) that at the end of the lease term (viz 31 December 2020) Council does not propose to offer a renewal or extension of the existing lease;

2. That Council engage Professional Service Contractors to further investigate the condition of the building, including the identified concrete cancer and general infrastructure on the land (for example, any of works and costs associated with further repairs and the installation of a suitable storm water drainage system);

3. That Council instructs Administration to undertake the following:

   a. an open Expressions of Interest Tender process seeking out parties whom may have an interest in entering into a long-term lease over the whole or part of Certificates of Title 5651/912 (Fuller Street 1), 5274/937 (Fuller Street 2), 5796/887 (Fuller Street Works Depot), 5728/637 (Smith Street 1) and 5838/95 (Smith Street 2) for the purpose of potentially investing in and redeveloping the site/building for the benefit of the community; and

   b. as part of the 2020/21 Annual Budget Review process Administration seek direct resident feedback as to whether a Rates increase of between 5% and 10% would be supported to fund the required capital and repair works to the building located at 39 Smith Street Walkerville;

4. That following the completion of Recommendation 1 to 3 a subsequent ‘options’ report be returned to Council for consideration and determination;

5. That Council does not grant any new lease, licence and/or occupancy rights to the building/site until such time that all reports and risks (including financial and legal) associated with the strategic direction of the site have been considered and determined.
6. That Council notes further information in relation to this matter is presented in confidence, pursuant to section 90(3)(h) of the *Local Government Act, 1999* as the information contained therein, is legal advice, provided to Council, which is subject to professional privilege.

**Summary**

In September 2019 Council engaged G-Force Building & Consulting to undertake an independent condition assessment of the building located at 39 Smith Street Walkerville (Building). The findings of the assessment indicated that the building requires repair works, which are estimated to cost $411,600. This total consists of $150,700 worth of general repairs and maintenance, $238,500 worth of capital works, and approximately $22,400 to rectify issues of non-compliance.

Noting that the roof was not assessed during this audit, signs of concrete cancer were detected and no proper storm water drainage system exists in land surrounding portions of the building (which is likely to be contributing to the concrete cancer), the ‘actual’ estimated costs of repairs are expected to be closer to $500,000.

As part of Council’s auditing requirements in 2019/20 Marsh Valuation Services were appointed to conduct a full valuation of all assets, building and properties owned by the Town of Walkerville. This audit indicated the current depreciated replacement cost (Value) of the building to be $880,333. The audit also indicated that as a usable facility the building is nearing end of life - so much so that no condition rating was assigned to the building and the valuer componentised the structure; only assigning an estimated life and value to each individual main component.

Administration has sought Legal Advice (Advice) regarding matters outlined in this report; which appears as Confidential Attachment C, under separate cover. While this Advice is to be retained in confidence as the information is subject to professional privilege, it discusses the issues of Council granting occupancy rights to the site in its current condition.

It is worth noting that while none of the itemised repairs in the G-Force report present an immediate threat or are deemed to be dangerous, as the asset ages the risk of possible issue increases. Therefore, on the basis that: the building is nearing its end of life and only valued at $880,333; the necessary repairs and maintenance are expected to cost in excess of $500,000; undertaking the repairs and maintenance will not significantly extend the life of the building; funding the repairs would considerably impact Council’s Long-Term Financial Plan; it is recommended that Council endorse the recommendations contained within this report.

**Background**

At the ordinary meeting held on 3 February 2003 Council resolved:

**CNC030203/11.4**

“to grant a licence for the Young Men’s Christian Association of Inner North East of Adelaide Inc. to occupy the premises at 39 Smith Street, Walkerville for a period of 10 years with a right of renewal for a further 10 years in accordance with the terms and conditions specified within the Licence”.

On 17 June 2011 the INEA YMCA exercised their right of renewal and on 19 September 2011, Council resolved:

**OM210/11**

“That Council grant an extension of Licence to the YMCA for a period of three (3) years expiring on 15 November 2014 on the existing terms and conditions”.
Following this resolution INEA YMCA disputed the licence terms as it was less that the ten (10) year term outlined in the lease. Administration obtained legal advice and at their Ordinary Meeting held on 1 July 2013, Council Resolved:

**CNC6/13/14:**

1. That the verbal legal advice be received; and
2. That Council develop a strategy by the October ordinary meeting to resolve current issues surrounding the occupation of 39 Smith Street by the INEA YMCA including licence and/or lease issues and Council administration provide regular updates on the progress to Elected Members.

Following this, at their Ordinary Meeting held on 18 November 2013 Council Resolved:

**CNC172/13-14**

1. To offer a new lease agreement to the INEA YMCA in respect of the facility at part of 39 Smith Street, Walkerville for a term of 5 years and on the terms and conditions of the attached Terms Sheet (Attachment A), amended as follows:
   a) The lease property excludes the car park (Item 2)
   b) The Lease Fee to be indexed by the CPI for Adelaide (Item 7)
   c) Clarify the methodology to deal with contributions made by the Lessee to capital works (Item 13) i.e. proposed as “may be offered a subsidy” then how is this decided.
   d) That a clause be incorporated for reciprocal termination arrangements
2. To authorise the Chief Executive Officer to negotiate and finalise a new lease agreement between the Council and the INEA YMCA.
3. For Administration to provide the agreed new lease agreement to Council for approval.

On 17 February 2014 Council resolved:

**CNC240/13-14:**

1. to approve the draft Lease Agreement (revised) recommended by Administration for execution with INEA YMCA;
2. to authorise the Chief Executive Officer (or her delegate) to finalise and execute the draft Lease Agreement (revised) between the Council and INEA YMCA;
3. to authorise the Mayor and Chief Executive Officer to affix the Council’s common seal to all documents required to give effect to this resolution and all transactions contemplated by it; and
4. to authorise the Chief Executive Officer to prepare all documents and do all acts required to be done in pursuance of this resolution.
5. and a copy of the executed lease be provided to Elected Members.

On 19 May 2014 Council resolved:

**CNC364/13-14**
1. endorses the final terms of the Lease agreement with INEA YMCA (which has already been signed by the INEA YMCA); and

2. provides delegation to the CEO and Acting Mayor to affix the Common Seal to the Lease agreement for execution.

Finally, at their Ordinary Meeting held on 19 June 2017, Council resolved:

**CNC484/16-17**

 Council grants a short term lease extension to INEA YMCA (Young Men’s Christian Association of Inner North East Adelaide Incorporated), until 31 December 2020, with rental beyond the current term (cessation date of 31 December 2018), to be calculated pursuant to the terms contained within the current lease, Clause 4.10.1 for rent review.

**Discussion/Issues for Consideration**

The following outlines all relevant leasing, valuation and condition information as it pertains to the building located at 39 Smith Street Walkerville, as well as the associated financial implications of undertaking the necessary repairs and maintenance to the building.

**Land and Building**

The Town of Walkerville (Council) is the registered proprietor of Certificates of Title 5796/887 (Fuller Street Works Depot), 5728/637 (Smith Street 1) and 5838/95 (Smith Street 2). The two (2) Smith Street Titles comprise the property known as 39 Smith Street Walkerville. On this property is situated a multi-storey building (Building / Premises) approximately 2,182m² in size. It should be noted that the building straddles the aforementioned three (3) titles. Refer Attachment A.

The building is presently leased and occupied by the Young Men’s Christian Association of the Inner North East of Adelaide (INEA YMCA) and the lease expires 31 December 2020.

**Building Condition Assessment Report**

In September 2019 Administration engaged G-Force Building & Consulting to undertake an independent assessment report of the building. The report appears as Attachment B to this report but in summary the premises requires general repair, capital and non-compliance works across a number of areas. The report estimates that these works would total $411,600, however noting that the asbestos roof was not assessed during the audit, signs of concrete cancer were detected in a number of locations and no proper storm water draining system exists in areas surrounding the building, the ‘actual’ costs of repairs are expected to exceed $500,000. The required works include:

- general repairs and maintenance works totalling $150,700;
- full redevelopment capital works (totalling $238,500) of:
  - the access toilet;
  - both the women’s and men’s toilet and shower area; and
  - general patch repairs to some walls;
- approximately $22,400 or works to rectify areas of non-compliance.

**Asset Audit and Valuation**

As part of auditing requirements Councils are periodically required to engage independent valuation companies to audit and value all assets, buildings and properties owned by the Council. As the last valuation was completed in 2014, Administration engaged Marsh Valuation Services (AssetVal) to conduct a valuation in the 2019/20 financial year.

The recent valuation report completed by AssetVal indicates that the current depreciated replacement cost (CDRC) (Value) of the building located at 39 Smith Street (as it currently stands) is $880,333.
AssetVal estimates that the annual depreciation rate of the building is $80,458 per year, and also suggests that as a usable facility the building is nearing end of life. As such no condition rating was assigned to the building as a whole, as part of the audit, but instead the valuation of the building has been componentised - only assigning an estimated life and cost to each main component, those being:

- substructure - maximum life of 12 years with a CDRC of $52,000;
- superstructure - maximum life of 12 years with a CDRC of $312,000;
- roofing - maximum life of 24 years with a CDRC of $135,000;
- fittings - maximum life of 8 years with a CDRC of $153,333;
- services - maximum life of 9 years with a CDRC of $228,000.

AssetVal have also estimated that based on today's standard, the cost to replace the building to like-for-like specifications (ie size and amenities etc) would be approximately $3,310,000 (based on $1,800 per m² – noting that “basic” centres equate to $1,600 per m²).

Legal Advice re: Re-Lease of Building

Following receipt of the of the G-Force and AssetVal reports, Administration obtained legal advice pertaining to matters outlined in this report. This Advice appears as Confidential Attachment C under separate cover, however in summary it discusses the issues associated with Council granting occupancy rights to the site in current condition.

Lease Agreement

The Lease Agreement (dated 26 May 2014) held between Council and INEA YMCA commenced 1 January 2014 for a term of five (5) years (expiring 31 December 2018). This Agreement did not include a right of renewal and stated:

“due to various factors, the Lessor cannot guarantee an extension of the term of the lease”.1

“at […] the expiration of this Lease […]”:

“the Lessee shall peacefully surrender and yield up the Premises […]”;

“[…] remove the alterations and additions in and to the Premises or the Land effected by or at the request of the Lessee and reinstate the Premises and the Land […] and immediately make good any resulting damage”.

Despite this clause and Council’s intention to wind-up the Lease over the site at the time, at their Ordinary Meeting of 16 June 2017, Council resolved to enter into a short-term lease extension with the INEA YMCA for a further period of two (2) years commencing 1 January 2019 (expiring 31 December 2020).3 This Agreement (dated 17 July 2018) explicitly stated:

“[…] the Lessor and the Lessee mutually agree that the Lease is extended for the renewal term upon the same terms and conditions as are expressed or implied in the Lease”4;

“Unless otherwise agreed in writing by the parties, the Lessee does not have a further right of renewal under the Lease beyond the Renewal Term.”5

Pursuant to s 20J (1) of the Retail and Commercial Leases Act 1995, a Lessor must advise a Lessee not less than six (6) months and not more than twelve (12) months before the end of the term of a lease,

1 Clause 14.2.
2 Clause 4.11.1.
3 Resolution CNC484/16-17.
4 Clause 3.3.1.
5 Clause 3.3.2.
whether the Lessor intends to either offer the lessee a renewal or extension of the lease,⁶ or does not propose to offer a renewal or extension of the lease.⁷

**Expression of Interest and Community Zone**

The entirety of the land contained within Certificates of Title 5796/887 (Fuller Street Works Depot), 5728/637 (Smith Street 1) and 5838/95 (Smith Street 2) is designated as a **Community Zone**. This zoning category requires that the permitted use of the land be restricted to uses accommodating community, educational and recreational facilities. The following forms of development are envisaged in such a zone:

- car parking associated with a community facility;
- recreation facility or educational establishment;
- child care centre;
- clubroom associated with a recreation facility;
- community centre;
- consulting room in association with an educational establishment or recreational facility;
- educational establishment;
- hall;
- health facility;
- library;
- lighting for night use of facilities;
- minor public service depot;
- office associated with a community facility, recreation facility or educational establishment;
- place of worship;
- playground;
- pre-school;
- primary school;
- public administration office;
- recreation centre;
- shops ancillary to a community facility, recreation facility or educational establishment;
- secondary school;
- swimming pool;
- theatre.

Noting that all examples above would be of benefit to the community and the financial impost associated with Council funding the required repairs, it is recommended that in order for Council to be better positioned to make a decision about the building/site, Administration undertake an exploratory **Expressions of Interest (EOI)** process to gauge whether there is any external interest from parties whom may have a desire to enter into a long-term lease over the whole or part of Certificates of Title 5651/912 (Fuller Street 1), 5274/937 (Fuller Street 2), 5796/887 (Fuller Street Works Depot), 5728/637 (Smith Street 1) and 5838/95 (Smith Street 2) for the purpose of investing in and redeveloping the site/building for the benefit of the community.

The results of the EOI will be returned to Council as part of a future ‘options’ report.

**Options for Consideration**

**Option 1**

**Recommendation**

1. That pursuant to the requirements of s 20J (1) (b) of the *Retail and Commercial Leases Act 1995*, Council officially advises the current Lessee (INEA YMCA) that at the end of the lease

---

term (viz 31 December 2020) Council does not propose to offer a renewal or extension of the existing lease;

2. That Council engage Professional Service Contractors to further investigate the condition of building, including the identified concrete cancer and general infrastructure on the land (for example, any of works and costs associated with further repairs and the installation of a suitable storm water drainage system);

3. That Administration undertakes the following:
   a. an open Expressions of Interest Tender process seeking out parties whom may have an interest in entering into a long-term lease over the whole or part of Certificates of Title 5651/912 (Fuller Street 1), 5274/937 (Fuller Street 2), 5796/887 (Fuller Street Works Depot), 5728/637 (Smith Street 1) and 5838/95 (Smith Street 2) for the purpose of potentially investing in and redeveloping the site/building for the benefit of the community; and
   b. as part of the 2020/21 Annual Budget Review process Administration seek direct resident feedback as to whether a Rates increase of between 5% and 10% would be supported to fund the required capital and repair works to the building located at 39 Smith Street Walkerville;

4. That following the completion of Recommendation 1 to 3 a subsequent ‘options’ report be returned to Council for consideration and determination;

5. That Council does not grant any new lease, licence and/or occupancy right to the building/site until such time that all reports and risks (including financial and legal) associated with the strategic direction of the site have been considered and determined.

6. That Council notes further information in relation to this matter is presented in confidence, pursuant to section 90(3)(h) of the Local Government Act, 1999 as the information contained therein, is legal advice, provided to Council, which is subject to professional privilege

Option 2

Recommendation

1. That Council directs Administration to undertake all necessary works to the Smith Street building as outlined in the G-Force assessment report appearing as Attachment B to this report;

2. That the funding for the works be sourced from:
   
   • _____________

Analysis of Options

The preferred option seeks to deliver an outcome that further protects Council’s land holdings, maximises the possible use options for Council’s land, and at this stage will present little to no impost to Council’s financial sustainability.

Option 2 delivers an outcome that will place the Long-Term Financial Plan, Walkerville Oval project and Council’s future cash flows at risk, and/or could result in a sizeable rates increase to residents.

Financial Implications

Should Council endorse and proceed with Option 2, the Long-Term Financial Plan will be placed at risk as the funding required to do both the Walkerville Oval project and Smith street building repairs will
mean that: A) the loan balance will exceed the $9.5M approval; and B) additional strain and uncertainty will be placed on Council’s cash flows. If Council decide to repair the building, an external funding source will need to be identified, or the repairs will need to be funded through an increase in rates or borrowings.

It should be noted that if an alternate source of funding is not identified and Council proceeds with the repairs, this would result in an Rates increase of approximately between 5% and 10%; which will be passed on to the residents of the Town of Walkerville.

Community Implications

Option 1 provides an opportunity for Council to further explore its options to develop the site, optimise the use of Council’s assets, update its aging facilities, and provide alternate options for community benefit; thus aligning Council’s practices with the community’s expectations of good governance and fiscal responsibility.

Regional Implications

At this present time there are no foreseen or expected regional implications associated with this report.

Governance Implications

At this present time there are no foreseen governance implications as Option 1 results in an explorative process, analysis and the resubmission of a future ‘options’ paper to Council for final determination. The adoption of the recommendations outlined in this report seeks to ensure optimal management of the land for the benefit and enjoyment of the community.

Preferred Option & Reasoning

Option 1 is the preferred option on the basis that it is consistent with both legislative and policy frameworks, Council’s strategic vision for its land, and is relevant to the needs of both the greater community and Council’s operational requirements.

Attachments

| Attachment A | Site Map |
| Attachment B | G-Force Building & Consulting – Building Condition Report |
## Maintenance and Building Compliance Audit

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrance Gate</td>
<td>1</td>
<td>Front Door/Gate 1460mm wide and swings in with free egress handle fitted. Non compliant with D2.20 NCCS (Construction of exits). Door required to swing out in the path of egress.</td>
<td>$1,200</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entrance - 1200mm Wide Ramp</td>
<td>2, 3</td>
<td>No tactile to landings. Handrail at 900mm with no return &amp; concrete upward 80mm inside hand rail width dimensions. Non complying with AS1428. Ramp requires top and bottom landings with tactile indicators and complying hand rail.</td>
<td>$8,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entrance Double Doors</td>
<td>4</td>
<td>810/810mm French doors with clear opening of 820mm to active leaf. Free egress handle. Non complying with AS1428. Active leaf requires min 870mm clear opening.</td>
<td>$4,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foyer Floor Surface</td>
<td>6</td>
<td>Vinyl tiles to floor. (Consult note in Asbestos register to have floor tiles independently analysed with specific methodology). See additional notes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reception Store Switch Board</td>
<td>7, 8</td>
<td>Items stored in front of switch board. Remove and install sign to keep area clear.</td>
<td>$50</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Toilet Hand Dryer</td>
<td>9</td>
<td>Hand Dryer tag &quot;do not use&quot; March 2015. Replace or remove. Towel dispenser placed on back of door but not used.</td>
<td>$250</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reception Floor Tiles</td>
<td>10, 11</td>
<td>Vinyl tiles damaged at door threshold &amp; at fridge location.</td>
<td></td>
<td></td>
<td></td>
<td>$250</td>
<td></td>
</tr>
<tr>
<td>Reception Reception Desk</td>
<td>12</td>
<td>Laminate top and shelves are worn. Poor ergonomic positioning for computer use. Reconfigure under bench storage to accommodate suitable seating positions for staff at computers. New benchtop.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$4,000</td>
</tr>
<tr>
<td>Hall Fire Hydrant</td>
<td>13</td>
<td>Service maintenance program.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hall Floor Surface</td>
<td>14</td>
<td>Damaged floor tiles at transition from hall to gym/stadium foyer.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$250</td>
</tr>
<tr>
<td>Gym Stadium/Foyer Floor Surface</td>
<td>15</td>
<td>Missing and damaged tiles to base of stairs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$250</td>
</tr>
<tr>
<td>Gym Stadium/Foyer Stairs</td>
<td>16</td>
<td>Height from stair nosing to bulkhead is 1870mm (Non compliant with NCCS - min 2000mm required) Cut back upper floor and reconfigure balustrade to allow adequate headroom on stairs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$4,200</td>
</tr>
<tr>
<td>Gym Stadium/Foyer Floor Surface Transition</td>
<td>17</td>
<td>Poor join/transition of floor surfaces from foyer to gymnasium. Provide wide aluminium threshold.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$300</td>
</tr>
<tr>
<td>Gym Stadium/Foyer Gate</td>
<td>18, 19</td>
<td>Gate to gym 870mm with 850mm clear opening with directional exit sign over. Gate swings in direction of travel with Mag Latch catch. Non complying. Suggest removing non compliant exit sign as there are additional exits from the gymnasium that are correctly signed.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$250</td>
</tr>
<tr>
<td>Cardio Room Floor Surface</td>
<td>20, 21</td>
<td>Timber ply floor boards are worn. Light sand &amp; re-coat with clear seal.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$8,000</td>
</tr>
<tr>
<td>Blue Room Floor Surface</td>
<td>22</td>
<td>Timber ply floor boards are worn. Light sand &amp; re-coat with clear seal.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$8,000</td>
</tr>
<tr>
<td>Blue Room Door to Rear</td>
<td>23</td>
<td>Door to rear of room no longer used and has been poorly installed. Damaged timbers to the external (MDF swelling with moisture). Suggest removal and installing windows and security screen.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$6,000</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Staff Rooms Door</td>
<td></td>
<td>Fit free egress lever handle to rear staff room.</td>
<td>$150</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Rooms Carpet</td>
<td></td>
<td>Stained but wearing okay.</td>
<td></td>
<td>$800</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Squash Court 1 Wall/Paint</td>
<td>24,25</td>
<td>Wall surfaces are in poor condition for use of room. (Squash sports activity). Paint flaking off with top surface of plaster. Service wall also showing signs of deteriorating. Remove top layer of plaster and resurface all walls to comply with Squash Australia regulations tolerances for playing surfaces.</td>
<td></td>
<td></td>
<td>$7,200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Squash Court 2 Wall/Paint</td>
<td>26</td>
<td>Two horizontal cracks also evident through block mortar joints. Repair prior to repainting wall.</td>
<td></td>
<td></td>
<td></td>
<td>$7,200</td>
<td></td>
</tr>
<tr>
<td>Squash Court 2 Wall/Paint</td>
<td>27</td>
<td>Similar condition as Court 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Squash Court 3 Windows</td>
<td>28, 29</td>
<td>Numerous cracked/broken window panes to higher level windows. Replace glass glazing with Perspex glazing or install ball safe screens to internal side of glazing and repair windows.</td>
<td></td>
<td></td>
<td>$3,800</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Squash Court 3 Wall/Paint</td>
<td>30</td>
<td>Similar condition as Courts 1 and 2</td>
<td></td>
<td></td>
<td></td>
<td>$6,800</td>
<td></td>
</tr>
<tr>
<td>Squash Courts 1, 2 &amp; 3 Translucent Roof Sheets</td>
<td>31</td>
<td>Translucent sheets in good condition. Mesh non compliant but there is full mesh (10x10mm woven) to under side of roof over purline that may suffice through deemed to satisfy provisions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Squash Courts 1, 2 &amp; 3 Entry steps</td>
<td>32</td>
<td>Steps protrude into hall. Highlight with suitable tape or paint.</td>
<td></td>
<td></td>
<td></td>
<td>$250</td>
<td></td>
</tr>
<tr>
<td>Vacation Care Roller Door</td>
<td>33, 34</td>
<td>Lock cross bar damaged. Roller Door has numerous dents. Hole to plasterboard soffit over roller door. Replace roller door latch and patch soffit.</td>
<td></td>
<td></td>
<td></td>
<td>$500</td>
<td></td>
</tr>
<tr>
<td>Vacation Care Entrance door</td>
<td>35</td>
<td>Vent at base of entry door damaged. Replace entry door vent.</td>
<td></td>
<td></td>
<td></td>
<td>$400</td>
<td></td>
</tr>
<tr>
<td>Stadium Floor</td>
<td>36</td>
<td>Damaged vinyl floor tiles. (ACM register) (see Additional Notes).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$4,000</td>
</tr>
<tr>
<td>Stadium DA Toilet</td>
<td>37-43</td>
<td>Accessible toilet built circa 1990 may have complied with the Australian Standards of that day. Non compliant against todays current standards. Clear opening undersized, door latch not compliant, door circulation under sized, entire circulation space under sized, toilet not 450mm off wall, grab rails non compliant, no shelf or hooks, baby change table non compliant, shower non compliant. Propose New Accessible toilet be added to a future capital works program.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$42,000</td>
</tr>
<tr>
<td>Stadium Roller Door</td>
<td>43</td>
<td>Replace missing/damaged paneling over roller door.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$400</td>
</tr>
<tr>
<td>Stadium (South East End) Emergency Light</td>
<td>44</td>
<td>Replace lens cover and cage to Emergency Light.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$200</td>
</tr>
<tr>
<td>Stadium Translucent Roof Sheets</td>
<td>46</td>
<td>Non-compliant mesh. Not lapped &amp; twitches correctly.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$4,000</td>
</tr>
<tr>
<td>Meeting Room 3 A/C</td>
<td>47</td>
<td>Old wall mount A/C unit. Replace with new split system.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$3,000</td>
</tr>
<tr>
<td>Meeting Room 4 Windows</td>
<td>48</td>
<td>Cracked pane to one window. No fly/security screens to all windows in room. Replace glazing. Suggest security screens.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$200</td>
</tr>
<tr>
<td>Meeting Room 5 Store</td>
<td>49, 50</td>
<td>Crack to block work. (See ACM register, floor tiles) Patch and repair.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$300</td>
</tr>
<tr>
<td>Meeting Room 6 Door</td>
<td>51</td>
<td>Active leaf not latching. It appears non active leaf has dropped although there is no loose movement. Adjust striker plate.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$150</td>
</tr>
<tr>
<td>Female Toilets Walls</td>
<td>52, 53</td>
<td>Crack to wall adjacent showers. Patch and repair.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$450</td>
</tr>
<tr>
<td>Female Toilets Toilets</td>
<td>54</td>
<td>Poorly fitted cistern. Paint required included wall patching to all cisterns.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$800</td>
</tr>
<tr>
<td>Female Toilets Capital Works</td>
<td></td>
<td>Propose full redevelopment of Female Toilet and Shower Facilities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$90,000</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Male Toilets</td>
<td>55/58</td>
<td>Soap holders to open showers broken. Tiles to Showers / Change room floor worn and a few broken / damaged tiles. Still serviceable. Replace broken soap holders with wall tiles.</td>
<td>$600</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male Toilets</td>
<td>61</td>
<td>Door to air lock water damaged at the base. Replace door.</td>
<td></td>
<td>$800</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male Toilets</td>
<td>56</td>
<td>Patch and paint walls and ceiling around hot water units. Units should be in a separate dedicated plant room or have tamper proof cages installed around them.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$2,000</td>
</tr>
<tr>
<td>Male Toilets</td>
<td>57</td>
<td>Paint condition poor.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male Toilets Capital Works</td>
<td></td>
<td>Propose full redevelopment of Male Toilet and Shower Facilities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$90,000</td>
</tr>
<tr>
<td>Gym</td>
<td>62</td>
<td>Directional exit light non compliant. Change to non directional running man.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$500</td>
</tr>
<tr>
<td>Gym</td>
<td>63</td>
<td>Install new vent cover to Gym side</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$250</td>
</tr>
<tr>
<td>Kitchen</td>
<td>64</td>
<td>Under bench oven not in use (signed but not tagged). Have an electrician investigate issue and remove if no longer used. Replace with new unit.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$900</td>
</tr>
<tr>
<td>Kitchen</td>
<td>65</td>
<td>Slight damage wear to laminate joinery. Doors and draws all operate correctly.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$12,000</td>
</tr>
<tr>
<td>Kitchen Store</td>
<td>76, 78</td>
<td>Crack in wall adjoining female toilet. Possible cause from storm water sump outside rear door. Downspouts don’t directly fall into sump. Plumber required to check stormwater systems for any possible leaks and blockages and to redirect downspouts so they discharge into sump directly. Monitor over 6-12 months. If cracks reappear or open up, have an Engineer investigate possible causes and recommendations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$2,500</td>
</tr>
<tr>
<td>Meeting Room 2 A/C</td>
<td>66</td>
<td>Old window mount A/C. Replace with new split system</td>
<td></td>
<td></td>
<td>$3,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting Room 2 Floor</td>
<td>67</td>
<td>Pine boards worn. Light sand and coat.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$8,000</td>
</tr>
<tr>
<td>Weights Room Ceiling</td>
<td>68, 69</td>
<td>Ceiling damaged by possible water leak over 2nd exit from room. Comica conduit coming away from ceiling.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$400</td>
</tr>
<tr>
<td>Weights Room Wall Lining</td>
<td>70</td>
<td>Lining to ventilation duct is splitting. Patch ceiling.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$400</td>
</tr>
<tr>
<td>Cardio Room A/C Dripper</td>
<td>71</td>
<td>A/C air diffuser is rusting. Treat and paint or replace directional diffuser.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$450</td>
</tr>
<tr>
<td>Foyer Floor</td>
<td>72</td>
<td>Floor tiles damaged and hole in wall.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$400</td>
</tr>
<tr>
<td>Red Room (Meeting Room 1) Kitchenette</td>
<td>73</td>
<td>Base of joinery doors and locker are water affected.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$6,000</td>
</tr>
<tr>
<td>Red Room (Meeting Room 1) Floor</td>
<td>74</td>
<td>Light sand and seal.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$6,000</td>
</tr>
<tr>
<td>Upper Level Viewing Area</td>
<td>75</td>
<td>Provide suitable infill panel and flashing to roof corner adjacent to 2nd exit door from weight room.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$600</td>
</tr>
</tbody>
</table>

**EXTERNAL AREA**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>External Area Rear Path</td>
<td>79, 80</td>
<td>Keep vegetation to a minimum. Don’t allow any building up of materials to inhibit exit paths.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$400</td>
</tr>
<tr>
<td>North Corner</td>
<td>81</td>
<td>Remove stakes from north corner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$150</td>
</tr>
<tr>
<td>North West gable end</td>
<td>82</td>
<td>Ply window covering is deteriorating - Replace with CFC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$3,400</td>
</tr>
<tr>
<td>------</td>
<td>-----------</td>
<td>------------------------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Meeting room Sth/Wst façade</td>
<td>83</td>
<td>A/C surround is in poor condition - Replace with CFC</td>
<td>$600</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting room Sth/Wst façade</td>
<td>84</td>
<td>Downspout outside female toilets is rusted - Replace</td>
<td>$600</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>West corner external path</td>
<td>85</td>
<td>Gate to west corner not latching. Adjust striker.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$150</td>
</tr>
<tr>
<td>Stadium Sth/Wst façade</td>
<td>86</td>
<td>Damaged upper level windows to stadium. Replace with CFC infill panels.</td>
<td>$4,200</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sth/Est Façade</td>
<td>87</td>
<td>Broken hinge to blue room external door security cage. Repair if not removing door as previously noted.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$150</td>
</tr>
<tr>
<td>Sth/Est Façade</td>
<td>88</td>
<td>Weather damaged MDF moulding to door. Repair / Replace with hardwood if not removing door as previously noted.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$800</td>
</tr>
<tr>
<td>Sth/Est Façade</td>
<td>89</td>
<td>Leaking garden tap. Suggest fitting vandal-proof tap (adjacent to blue room door).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$150</td>
</tr>
<tr>
<td>Sth/Est Boundary</td>
<td>90</td>
<td>Fire Hydrant (Tested June 2019) - Corroded pipe</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$2,400</td>
</tr>
<tr>
<td>Sth/Est Boundary</td>
<td>91, 92</td>
<td>Neighbour Fence is in poor condition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$3,000</td>
</tr>
<tr>
<td>Sth/Est Boundary</td>
<td>93</td>
<td>Post (&amp; chain) over end of wayside lane. Remove and replace with hi-vis removable vehicle bollards.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$2,400</td>
</tr>
<tr>
<td>Internal Paint</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$12,000</td>
</tr>
<tr>
<td>External Paint</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$10,000</td>
</tr>
</tbody>
</table>

Additional Notes:
- Under-take an Asbestos investigation Report to update the existing dated Feb 2016 and produce a recommended works program from this Report. $2,000
- Toilet Facilities as per Table F2.3 of the NCCS are inadequate for the design occupancy of the facility. Recommend a full redesign including Access toilet looking at the possibility of provide a new set of toilets/change rooms that are not accessed through an activities area. Feasibility and design consultancy fees. $12,000
- Directory board requires updating. (Photo 5) $1,500
- Evacuation diagrams require updating and correcting. (Photo 5) $2,200

TOTAL ($+GST) $63,050 $91,700 $54,800 $6,450 $195,600

Summary:

G-Force were requested by the Town of Walkerville to undertake a condition, maintenance and compliance audit on the Inner North East Adelaide YMCA facilities at 39 Smith Street, Walkerville.

The building is comprised of squash courts (both existing and converted to activity rooms), large gymnasium (The Stadium), smaller gymnasium (Gym), staff rooms and offices, reception area, vacation care office and upper level activity and meeting rooms.

The original building dates from 1965 with additions and alterations undertaken throughout the years.

The facility provides a range of activities and health / fitness programs for a broad section of the local community for a vast age range.

The building is of solid construction; mainly concrete block work with some brick sections and upper level lightweight cladding with an iron clad roof. There is minimal movement through out with the majority of block work in good condition other than a section to the west adjacent the kitchen store and female toilets that has been noted in this report. Floor structures are sound with little to no movement noted during the investigation. The roof was not able to be inspected at the time of investigation.

General condition throughout, although sound and solid, is of a worn and aged nature which is expected of a building of this age. There are a number of compliance issues that have been highlighted in this report that require addressing to bring this facility up to current design codes and standards.
AUDIT PHOTOGRAPHS

Photo No. 1

Photo No. 2

Photo No. 3

Photo No. 4

Photo No. 5

Photo No. 6

Typical evacuation Diagram & Directory Board.
AUDIT PHOTOGRAPHS

Photo No. 7

Photo No. 8

Photo No. 9

Photo No. 10

Photo No. 11

Photo No. 12
AUDIT PHOTOGRAPHS

Photo No. 14

Photo No. 14

Photo No. 15

Photo No. 16

Photo No. 17

Photo No. 18
AUDIT PHOTOGRAPHS

Photo No. 25

Photo No. 26

Photo No. 27

Photo No. 28

Photo No. 29

Photo No. 30
AUDIT PHOTOGRAPHS

Photo No. 31

Photo No. 32

Photo No. 33

Photo No. 34

Photo No. 35

Photo No. 36
AUDIT PHOTOGRAPHS

Photo No. 43

Photo No. 44

Photo No. 45

Photo No. 46

Photo No. 47

Photo No. 48
AUDIT PHOTOGRAPHS

Photo No. 55

Photo No. 56

Photo No. 57

Photo No. 58

Photo No. 59

Photo No. 60
AUDIT PHOTOGRAPHS

Photo No. 61

Photo No. 62

Photo No. 63

Photo No. 64

Photo No. 65

Photo No. 66
AUDIT PHOTOGRAPHS

Photo No. 67

Photo No. 68

Photo No. 69

Photo No. 70

Photo No. 71

Photo No. 72
AUDIT PHOTOGRAPHS

Photo No. 73

Photo No. 74

Photo No. 75

Photo No. 76

Photo No. 77

Photo No. 78
AUDIT PHOTOGRAPHS

Photo No. 79

Photo No. 80

Photo No. 81

Photo No. 82

Photo No. 83

Photo No. 84
AUDIT PHOTOGRAPHS

Photo No. 85

Photo No. 86

Photo No. 87

Photo No. 88

Photo No. 89

Photo No. 90
AUDIT PHOTOGRAPHS

Photo No. 91

Photo No. 92

Photo No. 93

Photo No. 94

Photo No. 95
Meeting: Council

Title: Warwick Street Footpath and Traffic Movement Study

Responsible Manager: Group Manager Assets & Infrastructure, Joshua Bowen

Author: Group Manager Assets & Infrastructure, Joshua Bowen

Key Focus Area: Strategic Community Plan Focus area 4 – Healthy, connected and inspired community

Key Focus Area: Financial Guiding Principle 2 – Invest sustainably in community assets for the future

Type of Report: Decision Required

Recommendation

That Council:

1. Note the report from GTA Consultants (Attachment A);

AND

2. Adopt the following recommendations as contained in Attachment A;

- Retain two-vehicle movement along Warwick Street,
- Installation of a footpath on the Walkerville Oval parallel to Warwick Street,
- Installation of an emu (School) crossing south of Walkerville Primary School eastern gate entrance, to be installed at the same time as the work on the central section of footpath is undertaken.

AND

3. Authorise Administration in developing a budget bid for Council’s consideration as part of the 2020/2021 Annual Business Plan and budgeting process.

Summary

Administration engaged GTA Consultants (Consultant) to undertake a footpath and traffic movement study to better understand the issues associated with Warwick Street between Walkerville Terrace and Church Terrace.

The reports tables the methodology, engagement, concept development and recommendations based on community consultation and collected data.
Background

Over the past few years, Administration has received a number of complaints from both residents and the greater community regarding vehicle and pedestrian behaviour on Warwick Street between Walkerville Terrace and Church Terrace.

As part of 2019 /2020 budget deliberations, Council provided funds to undertake a footpath and traffic study of the subject area. As such, Administration engaged the GTA Consultants to undertake a footpath and traffic movement study with the view to providing options to improve the safety within the street and better manage the pedestrian parking and traffic movement activities.

Discussion/Issues for Consideration

For the most part, Warwick street is relatively quiet with the average daily two-way traffic volumes observed to be less than 650 vehicles on weekdays, which is within the typical local street volumes. Average vehicle speeds are within typical local street vehicle speeds with less than 1% of total vehicles surveyed being over 50 km/h and 70-80% observed within a speed range of 20 to 50 km/h.

Current conditions pose a safety concern for pedestrians and students walking along and crossing Warwick Street during school times and users accessing Walkerville Oval during other times. The consultants developed two footpath and four traffic options, which were presented to the community for feedback. Engagement consisted of a community consultation drop in session and survey. The results revealed that the majority preferred retaining two way traffic movement and that a footpath be constructed within the Walkerville Oval surrounds and a school emu crossing near the existing school entry to better manage pedestrian movements.

Options for Consideration

Option 1
- Retain two-vehicle movement along Warwick Street
- Installation of a footpath on the Walkerville Oval parallel to Warwick Street
- Installation of an emu (School) crossing south of Walkerville Primary School eastern gate entrance to be installed at the same time as the central section of footpath.

Option 2

Administration will be guided by Council.

Analysis of Options

Attachment A provides a detailed analysis of the various options presented to the community for feedback. Option 1 received the highest score in comparison to the other options.

- There is strong community support to retain two-way traffic movement
- Minimises the impact on vehicle access to properties and the potential for increased congestion and safety issues at either Walkerville Terrace or Church Terrace.
- Provides a footpath and emu crossing enable the safer movements of pedestrians between Warwick street and Walkerville Oval.
- Proposed solution may result in a minor loss of parking on Warwick Street and within the oval carpark. The exact number would be quantified during the detailed design phase.

Financial Implications

Should Council support the recommendations presented by GTA Consultants, Administration will develop a budget bid for Council’s further consideration as part of the 2020 / 2021 Annual Business Plan and budgeting process or beyond.
Community Implications

Council has undertaken community consultation. It has listened and responded to a community raised issue, considered the various options, engaged with community and developed a possible solution that addresses the concerns raised.

Regional Implications

There are no regional implications contained within the report or attachment.

Governance Implications

There are no governance implications contained within the report or attachment.

Preferred Option & Reasoning

Option 1 is the preferred option. The community has raised concerns regarding pedestrian safety on Warwick Street between Walkerville Terrace and Church Terrace. Council and Administration have investigated the concerns and the proposed solution provides balance between school students, parents/caregivers and neighbouring residents.

Attachment/s

| Attachment A | Warwick Street Footpath and Traffic Report |
Warwick Street Footpath and Traffic Movement Study

Final Report

Client: Town of Walkerville

on 11/02/2020

Reference: S176620

Issue #: A

Quality Record

<table>
<thead>
<tr>
<th>Issue</th>
<th>Date</th>
<th>Description</th>
<th>Prepared By</th>
<th>Checked By</th>
<th>Approved By</th>
<th>Signed</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>11/02/2020</td>
<td>Final</td>
<td>Greg Pollard</td>
<td>Paul Froggatt</td>
<td>John Devney</td>
<td></td>
</tr>
</tbody>
</table>

John Devney
## CONTENTS

1. **Introduction**
   1.1. Background  
   1.2. Study Scope  
   1.3. Structure of Report

2. **Existing Conditions**
   2.1. Warwick Street  
   2.2. Traffic Volumes and Speeds  
   2.3. Pedestrian Footpaths and Activity  
   2.4. Cross-Sections

3. **Option Development**
   3.1. Option Identification  
   3.2. Footpath Options  
   3.3. Traffic Movement  
   3.4. Emu School Crossing

4. **Community and Stakeholder Consultation**
   4.1. Community Engagement  
   4.2. Stakeholder Engagement

5. **Option Assessment**
   5.1. Option Summary  
   5.2. Option Evaluation

6. **Preferred Option Concepts**

7. **Summary and Recommendations**

### Appendices

A. Traffic Survey Results  
B. Community Consultation Survey
### Figures

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1.1</td>
<td>Study Area for the Warwick Street Footpath and Traffic Movement Study</td>
</tr>
<tr>
<td>Figure 2.1</td>
<td>Warwick Street looking north towards Church Terrace</td>
</tr>
<tr>
<td>Figure 2.2</td>
<td>Warwick Street looking south towards Walkerville Terrace</td>
</tr>
<tr>
<td>Figure 2.3</td>
<td>Warwick Street / Alfred Street / Queen Street junction looking north on Warwick Street</td>
</tr>
<tr>
<td>Figure 2.4</td>
<td>Warwick Street / Queen Street junction looking south on Warwick Street</td>
</tr>
<tr>
<td>Figure 2.5</td>
<td>Warwick Street Existing Parking Controls</td>
</tr>
<tr>
<td>Figure 2.6</td>
<td>Traffic Speeds and Volumes</td>
</tr>
<tr>
<td>Figure 2.7</td>
<td>Footpath ending at Warwick Street / Queen Street junction looking north on Warwick Street</td>
</tr>
<tr>
<td>Figure 2.8</td>
<td>Walkerville Oval fence line adjacent to Warwick Street looking south</td>
</tr>
<tr>
<td>Figure 2.9</td>
<td>Section between Walkerville Oval and Memorial Gardens Reserve adjacent to Warwick Street looking north</td>
</tr>
<tr>
<td>Figure 2.10</td>
<td>Memorial Gardens Reserve adjacent to Warwick Street looking north</td>
</tr>
<tr>
<td>Figure 2.11</td>
<td>Pedestrian movements from the Walkerville Oval across Warwick Street</td>
</tr>
<tr>
<td>Figure 2.12</td>
<td>School children crossing Warwick Street from Walkerville Oval</td>
</tr>
<tr>
<td>Figure 2.13</td>
<td>Warwick Street Cross Section between Alfred Street and Church Terrace looking north</td>
</tr>
<tr>
<td>Figure 2.14</td>
<td>Warwick Street Cross Section between Walkerville Terrace and Alfred Street looking north</td>
</tr>
<tr>
<td>Figure 3.1</td>
<td>Footpath Option A – On the Walkerville Oval</td>
</tr>
<tr>
<td>Figure 3.2</td>
<td>Footpath Option B – On Roadway</td>
</tr>
<tr>
<td>Figure 3.3</td>
<td>Option 1 – Retain Two-way Movements</td>
</tr>
<tr>
<td>Figure 3.4</td>
<td>Option 2 – One way Northbound only</td>
</tr>
<tr>
<td>Figure 3.5</td>
<td>Option 3 – One-way Southbound only</td>
</tr>
<tr>
<td>Figure 3.6</td>
<td>Option 4 – One-way Traffic Northbound in Warwick Street from Walkerville Terrace to Clarke Street and Two-way Traffic between Clarke Street and Church Terrace</td>
</tr>
<tr>
<td>Figure 3.7</td>
<td>Example of an Emu School Crossing</td>
</tr>
<tr>
<td>Figure 3.8</td>
<td>Proposed Emu School Crossing in Warwick Street</td>
</tr>
<tr>
<td>Figure 4.1</td>
<td>Community Response for a Footpath on the Oval (Option A)</td>
</tr>
<tr>
<td>Figure 4.2</td>
<td>Community Response for a Footpath within the Road (Option B)</td>
</tr>
<tr>
<td>Figure 4.3</td>
<td>Results from Development Option of a school emu crossing on Warwick Street</td>
</tr>
<tr>
<td>Figure 4.4</td>
<td>Results from Development Options of Warwick Street Traffic Movement (Options 1-4)</td>
</tr>
<tr>
<td>Figure 5.1</td>
<td>Warwick Street Footpath and Traffic Movement Options</td>
</tr>
<tr>
<td>Figure 6.1</td>
<td>Preferred Traffic Movement Option</td>
</tr>
<tr>
<td>Figure 6.2</td>
<td>Footpath along the Southern Section of Warwick Street</td>
</tr>
<tr>
<td>Figure 6.3</td>
<td>Concept Footpath along the Central Section</td>
</tr>
<tr>
<td>Figure 6.4</td>
<td>Concept Footpath in the Northern Section of Warwick Street</td>
</tr>
<tr>
<td>Figure 6.5</td>
<td>Concept Design of an Emu School Crossing on Warwick Street</td>
</tr>
<tr>
<td>Tables</td>
<td>Warwick Street Footpath Options</td>
</tr>
<tr>
<td>------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>Table 5.2:</td>
<td>Options Scoring Assessment and Ranking</td>
</tr>
</tbody>
</table>
1. INTRODUCTION

1.1. Background

Warwick Street is a local street in the suburb of Walkerville in the Town of Walkerville (Council) that links between Church Terrace and Walkerville Terrace. Warwick Street is a narrow two-way street which has mostly residential housing on the western side with the eastern side primarily adjacent to the Walkerville Oval and other community and sporting venues. Walkerville Primary School is also to the west of Warwick Street with an access from Warwick Street that is busy with traffic during school drop-off time in the morning and school pick-up time in the afternoon.

The width of Warwick Street limits the parking availability only to the western side and a lack of footpath on a large section of the eastern side are combining to create unsafe conditions. The key safety concerns relate to pedestrians, many of which are primary school students, that sometimes walk on the roadway and they do not have a safe, formalised crossing location near the school entrance. Issues with safe pedestrian and traffic movements and the need for short term parking during school drop-off and pick-up times are becoming a greater concern with the residents and visitors to the street.

Council is therefore seeking to develop options to improve the safety in the street and better manage the pedestrian, parking and traffic movement activities.

1.2. Study Scope

The study area comprises the section of Warwick Street between Church Terrace in the north to Walkerville Terrace in the south. The study area, which is north of the shopping precinct along Walkerville Terrace and between the Walkerville Primary School and Walkerville Oval, is shown in Figure 1.1.
1.3. Structure of Report

This study report is structured with the following sections:

- **Existing Conditions** describing the existing physical attributes and traffic and movement situation in Warwick Street with regards to speeds, volumes, parking controls, and footpath conditions.
- **Options Development** showing multiple alternatives for traffic movement and pedestrian access.
- **Community and Stakeholder Consultation** showing the response from the community for each traffic and pedestrian movement option.
- **Options Assessment** assessing and scoring each option based on a list of criteria developed.
- **Preferred Option Concepts** showing examples of the preferred options with design drawings.
- **Conclusions and Recommendations** summarising the report for Warwick Street and providing traffic suggestions to implement.
- **Appendices** that include the traffic survey results and the community consultation form.
2. EXISTING CONDITIONS

2.1. Warwick Street

Warwick Street is a local road that is oriented in a north to south direction connecting to Church Terrace to the north, as shown in Figure 2.1, and Walkerville Terrace to the south, as shown in Figure 2.2.

Figure 2.1: Warwick Street looking north towards Church Terrace

Figure 2.2: Warwick Street looking south towards Walkerville Terrace

Adjoining local streets that connect to Warwick Street are Alfred Street / Queen Street as shown in Figure 2.3 and Clarke Street as shown in Figure 2.4.

Figure 2.3: Warwick Street / Alfred Street / Queen Street junction looking north on Warwick Street

Figure 2.4: Warwick Street / Queen Street junction looking south on Warwick Street

“No Stopping” parking controls exist along the entire eastern side of Warwick Street. The western side of Warwick Street between Walkerville Terrace and Church Terrace has 2-hour parking controls at all times,
with the exception of a section directly in front of the school where 15-minute parking applies during school times. These parking restrictions are shown in Figure 2.5.

Figure 2.5: Warwick Street Existing Parking Controls
2.2. Traffic Volumes and Speeds

Automatic traffic count tubes were installed on Warwick Street immediately north of the school entrance from Monday 28th October to Sunday 3rd November 2019 to measure vehicle traffic volumes and speeds. The weather during the 7-day period was fine, warm and dry. The results of these traffic count and speed surveys are shown in Figure 2.6.

Figure 2.6: Traffic Speeds and Volumes

![Traffic speeds and volumes diagram](image)

During school times on weekdays, Warwick Street can become congested with vehicles queueing and parking to pick up / drop off children. This causes delays and frustration for drivers trying to access and exit out of Warwick Street.

2.3. Pedestrian Footpaths and Activity

Although a continuous footpath exists along the western side of Warwick Street, the eastern side of Warwick Street has only limited footpath provision. The current eastern footpath provision on Warwick Street extends from Walkerville Terrace to the Warwick Street / Queen Street junction as shown in Figure 2.7. Beyond this, there is the Walkerville Oval fence line as shown in Figure 2.8.
Continuing north past Walkerville Oval the eastern frontage comprises car parking, stobie pole, fencing and vegetation as shown in Figure 2.9. North of this section, pedestrian access is via the Memorial Gardens Reserve that connects Warwick Street to Church Terrace as shown in Figure 2.10. The Memorial Gardens Reserve are at a different level to Church Terrace.

Pedestrian activity shows a high number of school children and parents crossing Warwick Street from Walkerville Oval to Walkerville Primary School during school pick up and drop off times. Students also cross Warwick Street during school times to access the oval for sporting activities.

Informal observations suggested around 100 pedestrians, including some unaccompanied students, crossed Warwick Street from the Walkerville Oval, during the school pick-up period. As shown in Figure 2.11, most of these crossing movements are towards the south. Students also cross Warwick Street during school times to access the oval for sporting activities. Currently pedestrians access Walkerville Oval via the car park entrance as a fence runs along the oval as shown in Figure 2.12.
2.4. Cross-Sections

The existing cross sections and road widths along Warwick Street for the northern and southern sections are shown in Figure 2.13 and Figure 2.14 respectively.

Figure 2.13: Warwick Street Cross Section between Alfred Street and Church Terrace looking north
Figure 2.14: Warwick Street Cross Section between Walkerville Terrace and Alfred Street looking north
3. OPTION DEVELOPMENT

3.1. Option Identification

A series of options for Warwick Street that would respond to the pedestrian, parking and road safety issues were developed.

3.2. Footpath Options

In order to resolve the pedestrian safety issues, two options were developed for the installation of the missing section of footpath.

3.2.1. Footpath Option A

Option A proposed a new footpath on the edge of Walkerville Oval parallel to the existing Warwick Street roadway as shown in Figure 3.1.

Figure 3.1: Footpath Option A – On the Walkerville Oval

The existing sections of wire fence along the eastern side of the road would be removed or relocated, as well as three trees behind the brick building. A footpath within the Walkerville Oval would also affect an existing parking area used by school staff and the Oval sports clubs, with the removal of up to three spaces. There would however be the potential for some additional car parking to be provided on the east side of Warwick Street under road options 2 and 3 in the following sections. The footpath would continue through Memorial Gardens Reserve connecting to Church Terrace with a suitable ramp treatment, running east of the
landscape area on the north west corner of the reserve to avoid removing the trees. It is anticipated that a small verge would be provided between the road and the footpath where space permits.

**Advantages**

- No impact on road function or road width.
- No impact on stormwater drainage.
- Likely to be the lowest cost option.
- Provision of a verge separating vehicles and pedestrians would improve pedestrian safety.

**Disadvantages**

- Impact on green space.
- May require fence relocation on southern section to manage sports balls encroaching into roadway.
- Loss of trees behind small oval building (these trees are not significant or regulated).
- Loss of car parking spaces.

### 3.2.2. Footpath Option B

Option B would provide a new footpath along the eastern side of Warwick Street within the existing roadway as shown in Figure 3.2. The footpath would run along the outside of the existing fence line. The roadway would require narrowing to cater for the footpath along the eastern side and there would be no verge provision.

**Figure 3.2: Footpath Option B – On Roadway**

**Advantages**

- No impact on green space.
- Fence line would remain in its current location.
- No loss of car parking.

**Disadvantages**

- This would reduce the width of the roadway within the street with car parking to remain on the western side of Warwick Street, limiting two-way vehicle movement to one-way vehicle movement.
- Pedestrians would be immediately adjacent to the traffic lane with no verge separation feasible.
- Stormwater would require reconstruction which would increase the cost significantly.

### 3.3. Traffic Movement

In order to resolve traffic movement issues, a series of options were developed.

**Traffic Option 1 – Two-way Traffic Movements**

Option 1 would retain two-way traffic movements as existing with a new footpath along the western edge of the Walkerville Oval under option A. The footpath option within Warwick Street (Option B) does not apply to this traffic option.

**Figure 3.3: Option 1 – Retain Two-way Movements**

**Advantages**

- Access to resident properties is maintained in both directions.
- Two-way traffic will assist in maintaining safer and lower vehicle speeds.

**Disadvantages**

- Limited opportunity for additional on-street parking spaces for drop-off and pick-up activity.
- Two-way traffic during school days may create traffic delays.
- Does not reduce traffic volumes in Warwick Street.
3.3.1. Traffic Option 2 – Northbound Traffic Movement

Option 2 would provide for one-way traffic northbound only in Warwick Street from Walkerville Terrace to Church Terrace, with vehicle entry via Walkerville Terrace. Either of the footpath Options A or B could be considered with this traffic option.

Figure 3.4: Option 2 – One way Northbound only

Advantages

- Provides opportunity for more spaces for drop-off and pick-up activity or additional parking near the school entrance.
- Reduced traffic volumes anticipated in Clarke Street.

Disadvantages

- One-way streets typically attract higher speeds.
- Increased traffic volume likely to circulate around Church Terrace, Stephen Terrace and Walkerville Terrace, including increased right turns into Warwick Street from Walkerville Terrace and into Church Terrace from Warwick Street.
- Likely to create traffic congestion at Walkerville Terrace / Warwick Street intersection due to the increase in the number of right turning vehicles.
- Would likely generate drop-off and pick-up activity on the opposite side of the school entrance in Warwick Street.

3.3.2. Traffic Option 3 – Southbound Traffic Movement

Option 3 would provide one-way traffic southbound only in Warwick Street from Church Street to Walkerville Terrace, with all vehicle entry only via Church Terrace. This traffic option would also be feasible with footpath Options A or B.
Advantages

- Potential for additional on-street parking in Warwick Street.
- Reduced traffic volumes anticipated in Clarke Street.

Disadvantages

- One-way streets typically attract higher speeds.
- Would likely generate drop-off and pick-up activity on the opposite side of the school entrance in Warwick Street.
- Increased traffic volume likely to circulate around Walkerville Terrace, Stephen Terrace and Church Terrace, including increased right turns in to Warwick Street from Church Terrace and increased right turns from Warwick Street to Walkerville Terrace.
- More likely to create traffic congestion at Church Terrace / Warwick Street intersection.

3.3.3. Traffic Option 4 – Hybrid Traffic Movements

Option 4 would provide one-way traffic northbound in Warwick Street from Walkerville Terrace to Clarke Street and two-way traffic between Clarke Street and Church Terrace. As with Option 1, retaining two-way traffic at the northern end of Warwick Street would require the footpath to be located within the Oval, meaning that only footpath Option A would apply.
Figure 3.6: Option 4 – One-way Traffic Northbound in Warwick Street from Walkerville Terrace to Clarke Street and Two-way Traffic between Clarke Street and Church Terrace

**Advantages**
- Maintain two-way access to resident properties north of Clarke Street.
- Would reduce traffic volumes south of Clarke Street and remove the two-way conflicts in the narrow section of Warwick Street.

**Disadvantages**
- Increased traffic volumes would be anticipated in Clarke Street.
- Does not provide for additional spaces for drop-off and pick-up activity at the Warwick Street entrance of the school.

### 3.4. Emu School Crossing

To further improve the safety for pedestrians, the potential for an emu school crossing on Warwick Street close to the school access has been investigated. An example of an emu crossing is shown in Figure 3.7. The crossing would enable parents and school children to cross the road from Walkerville Oval during school starting / ending times and for school children to cross Warwick Street during school times to access Walkerville Oval.
The most likely location for the emu school crossing would be immediately south of the school access gates on Warwick Street as shown in Figure 3.8. This would enable pedestrians departing to the north and south to use the crossing without significant diversion from their shortest route. This location would also not impact on parking provision outside the residential properties.
Advantages

- Safer crossing for school children and parents.
- Crossing only applies during school starting / ending times and when students are accessing the Walkerville Oval.
- Presence of crossing (even when not operational) is likely to assist in managing vehicle speeds.

Disadvantages

- Removal of up to two parking spaces would be required for crossing location. Additional parking would need to be removed on the south side of the crossing if the pedestrian waiting area is not extended to the edge of the parking.
- Emu school crossing may not be the most appropriate crossing option if there is pedestrian crossing activity outside of school times accessing the Walkerville Oval.
4. COMMUNITY AND STAKEHOLDER CONSULTATION

4.1. Community Engagement

A community information session was promoted and held at the Walkerville Memorial Gardens on Wednesday 27th November 2019 from 3 pm-6pm to meet Council staff and the transport planners. This drop-in session was conducted so that the wider community, including the local residents and visitors to the school and the Walkerville Oval, could obtain additional information on the proposed footpath and traffic movement options and provide feedback regarding these options developed to improve the safety in Warwick Street.

A total of 24 members of the public provided feedback on the options by completing a short questionnaire as shown in Appendix B. The results from the community consultation are provided in this section.

The community was asked whether they would prefer a footpath on the Oval or on the roadway and the responses are shown in Figure 4.1 and Figure 4.2.

![Figure 4.1: Community Response for a Footpath on the Oval (Option A)](image1)

![Figure 4.2: Community Response for a Footpath within the Road (Option B)](image2)

The results from the informal, non-statistical survey indicate that 63 per cent of the community consultation attendees were in favour of a footpath on the oval side and only 21 per cent would be in favour of the footpath being provided on the roadway of Warwick Street.
The community was also asked if they would support the installation of an emu school crossing with the results shown in Figure 4.3. They clearly support a formalised pedestrian crossing close to or at the school entrance.

**Figure 4.3: Results from Development Option of a school emu crossing on Warwick Street**

The responses indicate that 75 per cent of the community consultation attendees were in favour of an emu crossing and only 8 per cent would not support a crossing.

The community were also asked to comment on their preferences for the four traffic movement options that were identified for Warwick Street. The results are shown in Figure 4.4.

**Figure 4.4: Results from Development Options of Warwick Street Traffic Movement (Options 1-4)**
The responses indicate that the highest support of 58 per cent would be for retaining two-way traffic movement along Warwick Street. 38 per cent of respondents would support northbound traffic only but there was very little support among the community for southbound traffic only or the hybrid option.

4.2. Stakeholder Engagement

Walkerville Primary School and the Council officers responsible for Walkerville Oval were contacted to gain feedback and understand their viewpoint regarding the traffic and pedestrian issues on Warwick Street, the. The comments from each stakeholder are as follow:

Walkerville Primary School

- Having a crossing on Walkerville Terrace for southern access would be beneficial to improve student safety, school access to the Walkerville Oval and encourage increased walking to the school.
- A Warwick Street crossing would need to be between the school access and car park access.
- The school has a small number of students riding to school, estimated at 25 cyclists, some of whom would also benefit from the crossing.
- The school would not be likely to object to one-way traffic movement option were that to be proposed.
- Loss of staff parking spaces within the Walkerville Oval car park would be a concern.

Other Council staff regarding the Walkerville Oval redevelopment

- The car park on Warwick Street adjacent to the Oval club house was upgraded by the Department for Education for use by the school.
- Amendments to the car parking provision and location are likely to form part of the proposed Oval upgrade project for which the timing is unknown but likely to be several years away.
- The existing red brick building is used for storage only and could be demolished if required. From the previous concept plans for the Walkerville Oval upgrade project, this building would be replaced, and the land would be redesigned for other purposes that are yet to be determined.
## 5. OPTION ASSESSMENT

### 5.1. Option Summary

A summary of the traffic and footpath options for Warwick Street and a description of each option is given in Table 5.1.

<table>
<thead>
<tr>
<th>Option</th>
<th>Option Name</th>
<th>Option Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Two-way traffic with footpath on Oval</td>
<td>Two-way traffic as existing with a new footpath along the western edge of the Oval</td>
</tr>
<tr>
<td>2A</td>
<td>One-way northbound traffic with footpath on Oval</td>
<td>One-way traffic northbound only in Warwick Street from Walkerville Terrace to Church Terrace (entry only via Walkerville Terrace) with footpath option A on Walkerville Oval</td>
</tr>
<tr>
<td>2B</td>
<td>One-way northbound traffic with footpath on east side of Warwick Street</td>
<td>One-way traffic northbound only in Warwick Street from Walkerville Terrace to Church Terrace (entry only via Walkerville Terrace) with footpath option B along east side of Warwick Street</td>
</tr>
<tr>
<td>3A</td>
<td>One-way southbound traffic with footpath on Oval</td>
<td>One-way traffic southbound only in Warwick Street from Walkerville Terrace to Church Terrace (entry only via Walkerville Terrace) with footpath option A on Walkerville Oval</td>
</tr>
<tr>
<td>3B</td>
<td>One-way southbound traffic with footpath on east side of Warwick Street</td>
<td>One-way traffic southbound only in Warwick Street from Walkerville Terrace to Church Terrace (entry only via Walkerville Terrace) with footpath option B along east side of Warwick Street</td>
</tr>
<tr>
<td>4</td>
<td>One-way northbound traffic to Clarke Street with footpath on Oval</td>
<td>One-way traffic northbound in Warwick Street from Walkerville Terrace to Clarke Street and two-way traffic north of Clarke Street with footpath option A on Walkerville Oval</td>
</tr>
</tbody>
</table>
5.2. Option Evaluation

Each of the options has been evaluated against 10 criteria that relate to the desired outcomes of the study and minimising any associated impacts. The 10 assessment criteria are as follows:

- **The community support from consultation** is based upon the responses from the community as part of the community consultation.
- **Safety for walking along Warwick Street** is based upon the safety risk of having a path adjacent to the roadway as opposed the potential for verge separation on the Oval.
- **Crash risks for vehicles** considers the risk of crashes within Warwick Street and of increased crash risks at the intersections at either end as a result of increased right turn movements.
- **Traffic movements** relates to the efficiency and capacity of traffic movements within the roadway and adjacent intersections.
- **Access to properties in the local streets** assesses the vehicle access connectivity for properties along Warwick Street.
- **Availability for additional on-street parking** assesses the opportunity for additional parking capacity along the roadway.
- **Impact on public space** relates to the impact on public green space and the natural environment.
- **Engineering design and complexity** relates to the ease of implementation of each option regarding infrastructure/services and associated construction processes.
- **Project costs (design, construction, maintenance)** relates to the costs involved with each option including design, construction and ongoing maintenance costs.

These assessment criteria were scored on a 1-5 scale rating with 5 as the highest score to achieve the study objectives or to minimise the negative impacts. The criteria have no weightings applied and therefore each criterion has equal importance for this assessment. The assessment scores for each option are provided in Table 5.2, with the overall scores presented in Figure 5.3.

**Table 5.2: Options Scoring Assessment and Ranking**

<table>
<thead>
<tr>
<th>Number</th>
<th>Criteria</th>
<th>Warwick Street Footpath and Traffic Movement Study</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Option 1 Two-way traffic with footpath on Oval</td>
<td>Option 2A One-way northbound with footpath on Oval</td>
</tr>
<tr>
<td>1</td>
<td>Community support from consultation</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Safety for walking along Warwick Street</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Crash risks for vehicles</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Traffic movements</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>Access to properties in the local streets</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>Availability for additional on-street parking</td>
<td>3</td>
</tr>
</tbody>
</table>
### Warwick Street Footpath and Traffic Movement Study

<table>
<thead>
<tr>
<th>Number</th>
<th>Criteria</th>
<th>Option 1</th>
<th>Option 2A</th>
<th>Option 2B</th>
<th>Option 3A</th>
<th>Option 3B</th>
<th>Option 4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Two-way traffic with footpath on Oval</td>
<td>One-way northbound with footpath on Oval</td>
<td>One-way northbound with footpath on east side of street</td>
<td>One-way southbound with footpath on Oval</td>
<td>One-way southbound with footpath on east side of street</td>
<td>One-way northbound to Clarke Street with footpath on Oval</td>
</tr>
<tr>
<td>7</td>
<td>Impact on public space</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>8</td>
<td>Engineering design and complexity</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>9</td>
<td>Project Cost (design, construction, maintenance)</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>10</td>
<td>Time to implement</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>35</td>
<td>26</td>
<td>23</td>
<td>23</td>
<td>21</td>
<td>18</td>
</tr>
</tbody>
</table>

**Figure 5.1: Warwick Street Footpath and Traffic Movement Options**

From the options assessment scoring, Option 1 which would retain two-way traffic and providing a footpath on the western side of the Oval has the highest score in comparison to the other options. The following reasons are provided to support this highest assessment score:

- Strong community support for retaining two-way traffic movement and providing the footpath within the Walkerville Oval.
- Minimising the impact on vehicle access to properties and the potential for increased congestion and safety issues at either Walkerville Terrace or Church Terrace.
- Cost of implementation of footpath on Oval side (roadside has stormwater drainage that would require reconstruction).
6. PREFERRED OPTION CONCEPTS

6.1.1. Traffic Movement

Option 1 that would retain two-way traffic movements is recommended as the preferred option for Warwick Street. This option had the highest proportion of community support and is the best option for maintaining access to properties and minimising traffic impact. Converting the street to one way would create access issues as well as increased congestion with all vehicles needing to enter or exit via Walkerville Terrace where traffic congestion already exists at the peak traffic and pedestrian movement periods.

Figure 6.1: Preferred Traffic Movement Option

6.1.2. Preferred Footpath Option

The installation of a footpath on the oval was the preferred option with the majority of the community as it would impact less on the operation of Warwick Street. A footpath is not feasible within the roadway unless the traffic flow is changed to one-way only. The cost of implementation was also a consideration as stormwater drainage would require reconstruction if the path was to be installed on the roadway.

Concepts for a footpath on the oval side were broken down into three sections from south to north. The southern section would be built along the Walkerville Oval from the southern end of the existing footpath to the car park access between the fence line and trees as shown in Figure 6.2. The existing fence line has an important role to stop balls and school children running onto the road during sporting activities. However, it may provide improved crossing connectivity if the fence was relocated inside the footpath and closer to the oval and have the footpath adjacent to the roadway.
Figure 6.2: Footpath along the Southern Section of Warwick Street

The central section of footpath is located from the car park access to the southern edge of the reserve and would run between the fence line and building as shown in Figure 6.3. The fence line would be removed in this section for improved crossing connectivity as it would not have the same issues as the southern section due to having a building alongside the path. Up to three car parking spaces would need to be removed, although there may be opportunity to reconfigure areas within the car park to mitigate this reduction. Three trees and some other smaller vegetation would need to be removed, and none of the trees are significant or regulated. The footpath would be extended around the stobie pole.
The northern section would connect across the reserve to the southern footpath on Church Terrace as shown in Figure 6.4. In order to avoid the removal of the trees and landscape area on the north eastern corner of Warwick Street, the footpath may be designed to divert into the reserve and to improve the directness of a connection to the existing steps that link to the footpath in Church Terrace. In order to provide this pedestrian connection and to maintain the connection to the east-west footpath within the reserve, this section would require suitable structures, which should achieve DDA access requirements.
6.1.3. Proposed Crossing

The proposed crossing was identified as an emu (school) crossing and the provision of the crossing was widely supported by the community (75 per cent support). This type of crossing is proposed because the roadway is a narrow local street with low vehicle volumes and low average vehicle speeds. This crossing would be mostly used by school students and parents and have minimal usage because outside of school times it does not have significant pedestrian desire movement given the nature of the street and locality.

The location of the crossing is recommended to be immediately south of the school entrance gate on Warwick Street as this would have no impact on parking in front of residents and align with pedestrian desire lines. It is expected the Emu School Crossing would have build-outs onto the roadway to retain DDA complain footpath widths and minimise the loss of on-street parking adjacent to the crossing. This could be implemented during the same time as the central section of the footpath as the fence line behind the building would require removal as part of this project.
In order to progress these concept solutions to the next stage, a full survey of the site and drainage assessment would be required.
7. SUMMARY AND RECOMMENDATIONS

7.1.1. Summary

The findings from this footpath and movement study are summarised as follows:

- The observed average vehicle speeds along Warwick Street are within typical local street vehicle speeds. Less than one per cent of the total vehicles surveyed had a speed over 50 km/h. 70 to 80 per cent of the traffic in Warwick Street was observed within a speed range of 20 to 50 km/h.
- The average daily two-way traffic volumes in Warwick Street were observed to be less than 650 vehicles on weekdays, which is within the typical local street volumes.
- High numbers of pedestrians, including large numbers of school children and parents cross Warwick Street to access the Walkerville Oval by using the driveway entrance. During an informal count, up to 100 students and parents were observed crossing Warwick Street during the peak school pick-up time.
- Existing design of the street is posing a safety concern for students walking along and crossing Warwick Street during school times.
- Two footpath and four traffic options were developed and assessed for changes to the pedestrian and traffic conditions in Warwick Street.
- Option 1 to retain two-way movement was identified as the preferred traffic movement for Warwick Street.
- Consultation from the community revealed the majority were in favour in retaining two-way movement with the installation of a footpath on the oval and an emu school crossing.
- Evaluation of each option found retaining two-way movement with the footpath on the oval and the installation of an emu school crossing as the highest scoring based on the criteria applied.
- Concepts designs have shown the location and identified design issues for further consideration for the preferred options.
- Access to Warwick Street by either entering or exiting via Walkerville Street that is already congested during peak times was a main concern if a one-way option was implemented. Church Terrace is an alternative traffic route to access residential properties in Warwick Street.

7.1.2. Recommendations

From the assessment and analysis, the following recommendations are provided for consideration:

- Retain two-way vehicle movement along Warwick Street.
- Installation of a footpath on the Walkerville Oval parallel to Warwick Street.
- Installation of an emu (school) crossing south of Walkerville Primary School eastern gate entrance to be installed at the same time as the central section of the footpath.
A. TRAFFIC SURVEY RESULTS
<table>
<thead>
<tr>
<th>Time</th>
<th>Monday 28/10/19</th>
<th>Tuesday 29/10/19</th>
<th>Wednesday 30/10/19</th>
<th>Thursday 31/10/19</th>
<th>Friday 01/11/19</th>
<th>Saturday 02/11/19</th>
<th>Sunday 03/11/19</th>
<th>6 Day Average (Total Time)</th>
<th>7 Day Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>00:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>01:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>02:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>03:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>04:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>05:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>06:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>07:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>08:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>09:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>10:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>11:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>12:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>13:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>14:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>15:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>16:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>17:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>18:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>19:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>20:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>21:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>22:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>23:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**SouthEast Bypass**

<table>
<thead>
<tr>
<th>Time</th>
<th>Monday 28/10/19</th>
<th>Tuesday 29/10/19</th>
<th>Wednesday 30/10/19</th>
<th>Thursday 31/10/19</th>
<th>Friday 01/11/19</th>
<th>Saturday 02/11/19</th>
<th>Sunday 03/11/19</th>
<th>6 Day Average (Total Time)</th>
<th>7 Day Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>00:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>01:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>02:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>03:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>04:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>05:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>06:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>07:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>08:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>09:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>10:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>11:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>12:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>13:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>14:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>15:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>16:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>17:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>18:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>19:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>20:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>21:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>22:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>23:00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
7 Day Traffic Report

Temporal Distributions of All Vehicles

Monday 28/10/2019

Tuesday 29/10/2019

Wednesday 30/10/2019

Thursday 31/10/2019

Friday 01/11/2019

Saturday 02/11/2019

Sunday 03/11/2019

Peak Hour By Day

<table>
<thead>
<tr>
<th></th>
<th>North-West Bound</th>
<th>South-East Bound</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>115</td>
<td>77</td>
</tr>
<tr>
<td>Tuesday</td>
<td>192</td>
<td>97</td>
</tr>
<tr>
<td>Wednesday</td>
<td>110</td>
<td>64</td>
</tr>
<tr>
<td>Thursday</td>
<td>115</td>
<td>67</td>
</tr>
<tr>
<td>Friday</td>
<td>163</td>
<td>65</td>
</tr>
<tr>
<td>Saturday</td>
<td>60</td>
<td>54</td>
</tr>
<tr>
<td>Sunday</td>
<td>62</td>
<td>52</td>
</tr>
</tbody>
</table>

Total Vehicles

North-West Bound

South-East Bound

6 Day Average Daily Traffic: 271
5 Day Average Daily Traffic: 232

G:\data\proj0002\data\211_Walkerville_MetroCount_Oct 12\Warwick St\Warwick St MetroCount\Report.xlsx

2 / 3
### 7 Day Traffic Report

**Location:** Warwick Street, Warwick

#### North-West Bounded

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Car</td>
<td>295</td>
<td>294</td>
<td>403</td>
<td>295</td>
<td>377</td>
<td>290</td>
<td>200</td>
<td>2297</td>
</tr>
<tr>
<td>Right Turn</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Pedestrian</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Unclassified</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>308</td>
<td>315</td>
<td>409</td>
<td>295</td>
<td>378</td>
<td>299</td>
<td>200</td>
<td>2394</td>
</tr>
</tbody>
</table>

**South-East Bounded**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Car</td>
<td>211</td>
<td>216</td>
<td>272</td>
<td>214</td>
<td>246</td>
<td>127</td>
<td>163</td>
<td>1014</td>
</tr>
<tr>
<td>Right Turn</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Pedestrian</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Unclassified</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>221</td>
<td>217</td>
<td>275</td>
<td>215</td>
<td>248</td>
<td>127</td>
<td>171</td>
<td>1039</td>
</tr>
</tbody>
</table>

### SPEED MATRIX (7 Day Totals)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>40 - 53</td>
<td>54</td>
<td>50</td>
<td>63</td>
<td>58</td>
<td>56</td>
<td>58</td>
<td>58</td>
<td>407</td>
</tr>
<tr>
<td>54 - 67</td>
<td>74</td>
<td>77</td>
<td>80</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>572</td>
</tr>
<tr>
<td>68 - 80</td>
<td>39</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>314</td>
</tr>
<tr>
<td>81 - 93</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>94 - 106</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>107 - 119</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>120 - 132</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>133 - 145</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>145 - 158</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>159 - 160</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>596</td>
<td>642</td>
<td>724</td>
<td>694</td>
<td>707</td>
<td>707</td>
<td>707</td>
<td>5027</td>
</tr>
</tbody>
</table>

### SPEED DISTRIBUTION

**North-West Bound**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>50 - 63</td>
<td>50</td>
<td>50</td>
<td>63</td>
<td>58</td>
<td>56</td>
<td>58</td>
<td>58</td>
<td>407</td>
</tr>
<tr>
<td>64 - 76</td>
<td>74</td>
<td>77</td>
<td>80</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>572</td>
</tr>
<tr>
<td>77 - 89</td>
<td>39</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>314</td>
</tr>
<tr>
<td>90 - 102</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>103 - 115</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>116 - 128</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>129 - 141</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>142 - 154</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>155 - 160</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>596</td>
<td>642</td>
<td>724</td>
<td>694</td>
<td>707</td>
<td>707</td>
<td>707</td>
<td>5027</td>
</tr>
</tbody>
</table>

**South-East Bound**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>50 - 63</td>
<td>50</td>
<td>50</td>
<td>63</td>
<td>58</td>
<td>56</td>
<td>58</td>
<td>58</td>
<td>407</td>
</tr>
<tr>
<td>64 - 76</td>
<td>74</td>
<td>77</td>
<td>80</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>77</td>
<td>572</td>
</tr>
<tr>
<td>77 - 89</td>
<td>39</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>314</td>
</tr>
<tr>
<td>90 - 102</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>103 - 115</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>116 - 128</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>129 - 141</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>142 - 154</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>155 - 160</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>596</td>
<td>642</td>
<td>724</td>
<td>694</td>
<td>707</td>
<td>707</td>
<td>707</td>
<td>5027</td>
</tr>
</tbody>
</table>

### 7 DAY SPEED STATISTICS

<table>
<thead>
<tr>
<th></th>
<th>North-West Bound</th>
<th>South-East Bound</th>
<th>Two Way</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean Speed (kph)</td>
<td>58.3</td>
<td>58.3</td>
<td>58.3</td>
</tr>
<tr>
<td>25th Percentile (kph)</td>
<td>44.0</td>
<td>44.0</td>
<td>44.0</td>
</tr>
<tr>
<td>75th Percentile (kph)</td>
<td>70.3</td>
<td>70.3</td>
<td>70.3</td>
</tr>
</tbody>
</table>
B. COMMUNITY CONSULTATION SURVEY
Warwick Street Footpath and Traffic Movement Study
Community Drop-in Session
3 to 6 pm, Wednesday 27th November 2019

Name: ________________________________
Address: ________________________________
Email: ________________________________

Which Options do you support?

<table>
<thead>
<tr>
<th>Option Description</th>
<th>Yes / Maybe / No</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Footpath Option A:</strong> A new footpath along the western edge of the Oval parallel to Warwick Street with the potential for some additional car parking on the eastern side of Warwick Street if it is changed to become a one-way street.</td>
<td></td>
</tr>
<tr>
<td><strong>Footpath Option B:</strong> A new footpath along the eastern side of Warwick Street in the street with car parking to remain on the western side of Warwick Street</td>
<td></td>
</tr>
<tr>
<td><strong>Option 1:</strong> Two-way traffic as existing with a new footpath along the western edge of the Oval</td>
<td></td>
</tr>
<tr>
<td><strong>Option 2:</strong> One-way traffic northbound only in Warwick Street from Walkerville Terrace to Church Terrace (entry only via Walkerville Terrace) with footpath option A or B</td>
<td></td>
</tr>
<tr>
<td><strong>Option 3:</strong> One-way traffic southbound only in Warwick Street from Church Terrace to Walkerville Terrace (entry only via Church Terrace) with footpath option A or B</td>
<td></td>
</tr>
<tr>
<td><strong>Option 4:</strong> One-way traffic northbound in Warwick Street from Walkerville Terrace to Clarke Street and two-way traffic north of Clarke Street with footpath option A or B</td>
<td></td>
</tr>
</tbody>
</table>

Please send any other ideas in an email to walkerville@walkerville.sa.gov.au by the end of Friday 6th December 2019. Please mention “Warwick Street” in the subject heading. Thank you.
Meeting: Council
Title: Long Term Financial Plan
Responsible Manager: Group Manager, Corporate Services, Katy Bone
Author: Group Manager, Corporate Services, Katy Bone
Key Focus Area: Strategic Community Plan Focus area 2- Sustainable and resilient future
Key Focus Area: Financial Guiding Principle 1- Finances managed responsibly
Type of Report: Decision Required

Recommendation

1. That the Council adopts the:
   - 10 Year Long Term Financial Plan (Attachment A)
   - Operating Surplus ratio, to remain at 0 - 15%
   - Net financial Liability ratio, to remain at 0 - 120%
   - Asset sustainability ratio, to remain at 90 - 110%.

2. That as part of the next review of the Long Term Financial Plan, Administration is to provide an analysis of the:
   - operating surplus ratio; and
   - net financial liability ratio, to reflect the maximum amount of borrowings.

Summary

The Long Term Financial Plan report was presented to the Audit Committee on Monday 3 February 2020 and is now presented to Council in order to provide the opportunity to review plan and financial ratios.

Background

The 10 Year Long Term Financial Plan was presented to the Audit Committee and reviewed on the 3 February 2020. The Committee resolved as follows:

AC23/19-20

1. That the Audit Committee recommends the following to Council:
   - 10 Year Long Term Financial Plan (Attachment A)
   - Operating surplus ratio target to remain at 0 - 15%
   - Net financial liability ratio target to remain at 0 - 120%
   - Asset sustainability ratio to remain at 90 - 110%.
2. That the Audit Committee provides the following comments for Council’s consideration:

   a. That the operating surplus ratio be reviewed by Administration.
   b. That the net financial liability ratio be reviewed to reflect the maximum amount of borrowings.

The Local Government Act (1999) section 122(1a)(a), sets out certain requirements to develop and adopt a long term financial plan for a period of at least 10 years.

Regulation 5 of Local Government (Financial Management) Regulations 2011 states:

   (1)….. must include
   (b) a summary of proposed operating and capital investments activities presented in a manner consistent with the note on the Model Financial Statements entitled Uniform Presentation of Finances; and
   (c) estimates and target ranges adopted by the council for each year of the long –term financial plan…..

   (2) …..must be accompanied by a statement which set out-
   (a) the purpose of the long-term financial plan; and
   (b) the basis on which it has been prepared; and
   (c) the key conclusions with may be draw for the estimates, proposals and other information in the plan.

Discussion/Issues for Consideration

The Long Term Financial Plan (LTFP) has been developed in line with Town of Walkerville’s Financial Guiding Principles for Council.

The Financial Guiding Principles are designed to provide direction and context for decision making in relation to the allocation, management and use of its financial resources. Together with ensuring that Council remains financially sustainable while giving focus to financing key priorities though strong financial management.

Guiding Principles

Priority 1 Stability

Council will only use debt financing to fund capital expenditure.

There is no additional debt financing required to fund operating expenditure.

It is expected that Council will require to draw down from its CAD 74 Cash Advance in both 2021/22 and 2022/23 this is in line with the expected capital expenditure required for the Walkerville Oval Masterplan. This is yet to be finalised.

Council will not increase loan borrowings beyond its current draw down facility of $9.5m without community consultation.

The below graph shows the anticipated end of year balances for the debt management / funding of the current $9.5m CAD 74 Cash Advance.
The orange line (top line) represents the total cash advance approval of $9.5m.

Council will plan to maintain a small operating surplus (average over three years) and Operating Surplus Ratio 0-15%.

This ratio expresses the operating surplus as a percentage of total operating revenue. The current Council target is 0-15%. A positive ratio indicates that recurring operating revenue exceeds recurring operating expenses. The positive operating surplus ratio of Council for the entire LTFP ten year period is a strong indicator of long term sustainability.

The below graph illustrated the projected 10 years based on the 10 year LTFP (attachment A).

Net financial liability ratio target 0-120%

Net financial liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue. Council current target is set between 0-120%.

The net financial liabilities ratio is a measure of the significance of the net amount owed at the end of a financial year compared with operating revenue for the year.
The below graph illustrates the projected Net Financial Liabilities Ratio based on the 10 year LTFP (attachment A). The level of Council debt is decreasing over the 10 year LTFP. The increase in 2020/22 and 2022/23 includes the $3m for the Walkerville Oval Masterplan.

**Asset sustainability ratio 90-110%**

The Asset sustainability ratio is expressed as net capital expenditure on renewal and replacement of existing assets as a percentage of the optimal level for such expenditure as shown in a Council's Infrastructure and Asset Management Plan.

The LTFP projects 100% over 10 years as the renewal program is expected to be expensed each year in full.

**Priority 2 Affordability**

*Operating and capital budgets will not exceed anticipated cash flows*

Where available fund levels are above minimum requirements, consideration is given to the allocation of funds to deferred asset renewals or investments that reduce future operational costs. By holding a level of available funds and planning for a near break-even funds results, this position can be maintained.

The budgeted cash flow statement for cash & cash equivalents at end of period in the LTFP is positive refer attachment A. This indicates that the operating and capital budget does not exceed anticipated cash flows.

*Rate increases will be in line with the average of the December LGPI and CPI of the current financial year*

The assumption used for rate increases is based on the 2018 December LGPI and CPI being 2.2% and 1.8% respectively. Equally the expenditure has been based on the same assumption and any changes to the actual rate increase will need to be offset against expenditure.

Rate variations will be linked to community aspirations for services, which will improve initiatives and cost reduction opportunities.
Options for Consideration

Option 1

1. That the Council adopts the:
   - 10 Year Long Term Financial Plan (Attachment A)
   - Operating Surplus ratio, to remain at 0 - 15%
   - Net financial Liability ratio, to remain at 0 - 120%
   - Asset sustainability ratio, to remain at 90 - 110%.

2. That as part of the next review of the Long Term Financial Plan Administration provide a review of the:
   - operating surplus ration and
   - net financial liability ratio to reflect the maximum amount of borrowings.

Option 2

That Council having considered the long term financial plan and ratios, resolves:

   - ..................
   - ..................

Analysis of Options

Option one aligns with the current Financial Guiding Principle ratios for operating surplus, net financial liability and Asset sustainability ratio.

Financial Implications

The Long term financial plan currently aligns with the Financial Guiding Principles.

Community Implications

The Long Term Financial Plan enables Council to continue to provide the current community services.

Regional Implications

There are no know regional implications

Governance Implications

Together with Councils Financial Guiding Principles and the requirements of section 122(1a)(a) of the Local Government Act 1999, the proposed Long Term Financial Plan meets these obligations.

Preferred Option & Reasoning

Option 1 has been considered by the Councils Audit Committee and is in line with Councils Financial Guiding Principles.

Attachments

<table>
<thead>
<tr>
<th>Attachment</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attachment A</td>
<td>10 Year Long term Financial Plan</td>
</tr>
<tr>
<td>Attachment B</td>
<td>Financial Guiding Principles</td>
</tr>
</tbody>
</table>
### Statement of Comprehensive Income

#### Budgeted INCOME STATEMENT (excl NRM)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>INCOME</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Rates Revenue</td>
<td>8,670</td>
<td>8,922</td>
<td>9,190</td>
<td>9,466</td>
<td>9,701</td>
<td>9,943</td>
<td>10,192</td>
<td>10,447</td>
<td>10,708</td>
<td>10,975</td>
</tr>
<tr>
<td>Statutory Charges</td>
<td>264</td>
<td>269</td>
<td>274</td>
<td>279</td>
<td>284</td>
<td>290</td>
<td>296</td>
<td>302</td>
<td>308</td>
<td>315</td>
</tr>
<tr>
<td>User Charges</td>
<td>67</td>
<td>71</td>
<td>72</td>
<td>73</td>
<td>75</td>
<td>76</td>
<td>77</td>
<td>79</td>
<td>80</td>
<td>82</td>
</tr>
<tr>
<td>Grants, Subsidies &amp; Contributions</td>
<td>534</td>
<td>273</td>
<td>245</td>
<td>198</td>
<td>151</td>
<td>153</td>
<td>156</td>
<td>159</td>
<td>162</td>
<td>165</td>
</tr>
<tr>
<td>Investment Income</td>
<td>493</td>
<td>501</td>
<td>508</td>
<td>518</td>
<td>527</td>
<td>536</td>
<td>546</td>
<td>556</td>
<td>566</td>
<td>576</td>
</tr>
<tr>
<td>Reimbursements</td>
<td>18</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>Other Income</td>
<td>119</td>
<td>121</td>
<td>98</td>
<td>99</td>
<td>101</td>
<td>103</td>
<td>105</td>
<td>107</td>
<td>109</td>
<td>111</td>
</tr>
<tr>
<td>Net Gain - Equity Accounted Council Businesses</td>
<td>(5)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>10,160</td>
<td>10,170</td>
<td>10,400</td>
<td>10,646</td>
<td>10,852</td>
<td>11,116</td>
<td>11,386</td>
<td>11,663</td>
<td>11,947</td>
<td>12,238</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Costs</td>
<td>3,243</td>
<td>3,308</td>
<td>3,375</td>
<td>3,459</td>
<td>3,546</td>
<td>3,634</td>
<td>3,725</td>
<td>3,818</td>
<td>3,906</td>
<td>3,996</td>
</tr>
<tr>
<td>Materials, Contracts &amp; Other Expenses</td>
<td>4,509</td>
<td>4,481</td>
<td>4,526</td>
<td>4,654</td>
<td>4,719</td>
<td>4,852</td>
<td>4,938</td>
<td>5,079</td>
<td>5,168</td>
<td>5,267</td>
</tr>
<tr>
<td>Finance Costs</td>
<td>250</td>
<td>184</td>
<td>217</td>
<td>244</td>
<td>230</td>
<td>230</td>
<td>217</td>
<td>198</td>
<td>171</td>
<td>144</td>
</tr>
<tr>
<td>Depreciation, Amortisation &amp; Impairment</td>
<td>2,142</td>
<td>2,182</td>
<td>2,222</td>
<td>2,265</td>
<td>2,308</td>
<td>2,355</td>
<td>2,403</td>
<td>2,452</td>
<td>2,503</td>
<td>2,554</td>
</tr>
<tr>
<td>Net Loss - Equity Accounted Council Businesses</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>10,144</td>
<td>10,156</td>
<td>10,339</td>
<td>10,621</td>
<td>10,802</td>
<td>11,071</td>
<td>11,283</td>
<td>11,548</td>
<td>11,747</td>
<td>11,980</td>
</tr>
<tr>
<td><strong>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</strong></td>
<td>16</td>
<td>14</td>
<td>61</td>
<td>25</td>
<td>50</td>
<td>44</td>
<td>103</td>
<td>116</td>
<td>200</td>
<td>258</td>
</tr>
<tr>
<td><strong>AMOUNTS SPECIFICALLY FOR NEW/UPGRADED ASSETS</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>INFRASTRUCTURE, PROPERTY, PLANT &amp; EQUIPMENT RECEIVED FOC</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>NET SURPLUS/(DEFICIT)</strong></td>
<td>16</td>
<td>14</td>
<td>61</td>
<td>25</td>
<td>50</td>
<td>44</td>
<td>103</td>
<td>116</td>
<td>200</td>
<td>258</td>
</tr>
<tr>
<td><strong>OTHER COMPREHENSIVE Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changes in revaluation surplus</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Other Comprehensive Income</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Comprehensive Income</strong></td>
<td>16</td>
<td>14</td>
<td>61</td>
<td>25</td>
<td>50</td>
<td>44</td>
<td>103</td>
<td>116</td>
<td>200</td>
<td>258</td>
</tr>
</tbody>
</table>
## Statement of Financial Position

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>360</td>
<td>171</td>
<td>317</td>
<td>138</td>
<td>450</td>
<td>167</td>
<td>183</td>
<td>312</td>
<td>516</td>
<td>846</td>
</tr>
<tr>
<td>Trade &amp; Other Receivables</td>
<td>417</td>
<td>429</td>
<td>442</td>
<td>455</td>
<td>467</td>
<td>478</td>
<td>490</td>
<td>502</td>
<td>515</td>
<td>528</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>777</td>
<td>601</td>
<td>759</td>
<td>594</td>
<td>917</td>
<td>645</td>
<td>673</td>
<td>815</td>
<td>1,031</td>
<td>1,374</td>
</tr>
<tr>
<td>Non-Current Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Assets</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>Equity Accounted Investments in Council businesses</td>
<td>2,782</td>
<td>2,782</td>
<td>2,782</td>
<td>2,782</td>
<td>2,782</td>
<td>2,782</td>
<td>2,782</td>
<td>2,782</td>
<td>2,782</td>
<td>2,782</td>
</tr>
<tr>
<td>Infrastructure, Property, Plant &amp; Equipment</td>
<td>119,004</td>
<td>118,422</td>
<td>119,638</td>
<td>120,870</td>
<td>120,026</td>
<td>120,447</td>
<td>120,017</td>
<td>119,323</td>
<td>118,328</td>
<td>117,282</td>
</tr>
<tr>
<td>Other Non-Current Assets</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Non-Current Assets</td>
<td>121,865</td>
<td>121,283</td>
<td>122,500</td>
<td>123,731</td>
<td>123,309</td>
<td>122,879</td>
<td>122,184</td>
<td>121,190</td>
<td>120,144</td>
<td></td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>122,642</td>
<td>121,884</td>
<td>123,259</td>
<td>124,325</td>
<td>123,804</td>
<td>123,954</td>
<td>123,552</td>
<td>122,999</td>
<td>122,221</td>
<td>121,517</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade &amp; Other Payables</td>
<td>1,746</td>
<td>1,664</td>
<td>1,768</td>
<td>1,796</td>
<td>1,713</td>
<td>1,805</td>
<td>1,804</td>
<td>1,812</td>
<td>1,837</td>
<td>1,837</td>
</tr>
<tr>
<td>Provisions</td>
<td>466</td>
<td>496</td>
<td>506</td>
<td>519</td>
<td>533</td>
<td>545</td>
<td>559</td>
<td>572</td>
<td>586</td>
<td>599</td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td>2,233</td>
<td>2,160</td>
<td>2,274</td>
<td>2,315</td>
<td>2,245</td>
<td>2,350</td>
<td>2,376</td>
<td>2,398</td>
<td>2,437</td>
<td>2,437</td>
</tr>
<tr>
<td>Non-Current Liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade &amp; Other Payables</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Borrowings-Non Current Long Term Borrowings</td>
<td>7,525</td>
<td>6,825</td>
<td>8,025</td>
<td>9,025</td>
<td>8,525</td>
<td>8,525</td>
<td>8,025</td>
<td>7,325</td>
<td>6,325</td>
<td>5,325</td>
</tr>
<tr>
<td>Other Non Current Borrowings</td>
<td>65</td>
<td>65</td>
<td>65</td>
<td>65</td>
<td>65</td>
<td>65</td>
<td>65</td>
<td>65</td>
<td>65</td>
<td>65</td>
</tr>
<tr>
<td>Liability - Equity accounted Council businesses</td>
<td>327</td>
<td>327</td>
<td>327</td>
<td>327</td>
<td>327</td>
<td>327</td>
<td>327</td>
<td>327</td>
<td>327</td>
<td>327</td>
</tr>
<tr>
<td>Total Non-Current Liabilities</td>
<td>7,917</td>
<td>7,217</td>
<td>8,417</td>
<td>9,417</td>
<td>8,917</td>
<td>8,917</td>
<td>8,417</td>
<td>7,717</td>
<td>6,717</td>
<td>5,717</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>10,150</td>
<td>9,377</td>
<td>10,691</td>
<td>11,732</td>
<td>11,162</td>
<td>11,267</td>
<td>10,762</td>
<td>10,093</td>
<td>9,115</td>
<td>8,154</td>
</tr>
</tbody>
</table>

### NET ASSETS

|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|

### EQUITY

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accumulated Surplus</td>
<td>34,481</td>
<td>34,496</td>
<td>34,557</td>
<td>34,582</td>
<td>34,632</td>
<td>34,676</td>
<td>34,779</td>
<td>34,895</td>
<td>35,095</td>
<td>35,352</td>
</tr>
<tr>
<td>Asset Revaluation Reserve</td>
<td>77,620</td>
<td>77,620</td>
<td>77,620</td>
<td>77,620</td>
<td>77,620</td>
<td>77,620</td>
<td>77,620</td>
<td>77,620</td>
<td>77,620</td>
<td>77,620</td>
</tr>
<tr>
<td>Open Space Strategy Reserve</td>
<td>220</td>
<td>220</td>
<td>220</td>
<td>220</td>
<td>220</td>
<td>220</td>
<td>220</td>
<td>220</td>
<td>220</td>
<td>220</td>
</tr>
<tr>
<td>Other Reserves</td>
<td>171</td>
<td>171</td>
<td>171</td>
<td>171</td>
<td>171</td>
<td>171</td>
<td>171</td>
<td>171</td>
<td>171</td>
<td>171</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Receipts</td>
<td>9,587</td>
<td>9,657</td>
<td>9,879</td>
<td>10,116</td>
<td>10,314</td>
<td>10,568</td>
<td>10,828</td>
<td>11,095</td>
<td>11,369</td>
<td>11,649</td>
</tr>
<tr>
<td>Investment Receipts</td>
<td>483</td>
<td>501</td>
<td>508</td>
<td>517</td>
<td>527</td>
<td>536</td>
<td>546</td>
<td>556</td>
<td>566</td>
<td>576</td>
</tr>
<tr>
<td>Payments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Payments to Suppliers and Employees</td>
<td>(7,221)</td>
<td>(7,775)</td>
<td>(7,877)</td>
<td>(8,075)</td>
<td>(8,233)</td>
<td>(8,446)</td>
<td>(8,628)</td>
<td>(8,855)</td>
<td>(9,039)</td>
<td>(9,244)</td>
</tr>
<tr>
<td>Finance Payments</td>
<td>(238)</td>
<td>(184)</td>
<td>(218)</td>
<td>(244)</td>
<td>(230)</td>
<td>(230)</td>
<td>(217)</td>
<td>(198)</td>
<td>(171)</td>
<td>(144)</td>
</tr>
<tr>
<td><strong>Net Cash provided by (or used in) Operating Activities</strong></td>
<td>2,622</td>
<td>2,199</td>
<td>2,293</td>
<td>2,315</td>
<td>2,377</td>
<td>2,428</td>
<td>2,529</td>
<td>2,598</td>
<td>2,724</td>
<td>2,837</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM INVESTING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts Specifically for New/Upgraded Assets</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Sale of Replaced Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net distributions received from equity accounted businesses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repayments of Loans by Community Groups</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Payments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure on Renewal/Replacement of Assets</td>
<td>(2,169)</td>
<td>(1,647)</td>
<td>(1,797)</td>
<td>(1,493)</td>
<td>(1,566)</td>
<td>(2,710)</td>
<td>(2,013)</td>
<td>(1,769)</td>
<td>(1,521)</td>
<td>(1,508)</td>
</tr>
<tr>
<td>Expenditure on New/Upgraded Assets</td>
<td>(1,523)</td>
<td>(46)</td>
<td>(1,550)</td>
<td>(2,000)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Net Cash Provided by (or used in) Investing Activities</strong></td>
<td>(3,692)</td>
<td>(1,687)</td>
<td>(3,347)</td>
<td>(3,493)</td>
<td>(1,566)</td>
<td>(2,710)</td>
<td>(2,013)</td>
<td>(1,769)</td>
<td>(1,521)</td>
<td>(1,508)</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM FINANCING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from Borrowings</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Long Term Borrowings</td>
<td>1,100</td>
<td>1,200</td>
<td>1,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other New Borrowings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repayments of Other Borrowings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repayments of Borrowings</td>
<td>(700)</td>
<td>(500)</td>
<td>(500)</td>
<td>(700)</td>
<td>(1,000)</td>
<td>(1,000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Cash provided by (or used in) Financing Activities</strong></td>
<td>1,100</td>
<td>(700)</td>
<td>1,200</td>
<td>1,000</td>
<td>(500)</td>
<td>0</td>
<td>(500)</td>
<td>(700)</td>
<td>(1,000)</td>
<td>(1,000)</td>
</tr>
<tr>
<td><strong>Net Increase/(Decrease) in cash held</strong></td>
<td>30</td>
<td>(189)</td>
<td>146</td>
<td>(179)</td>
<td>312</td>
<td>(283)</td>
<td>16</td>
<td>129</td>
<td>204</td>
<td>329</td>
</tr>
<tr>
<td><strong>Cash &amp; Cash Equivalents at Beginning of Period</strong></td>
<td>330</td>
<td>360</td>
<td>171</td>
<td>317</td>
<td>138</td>
<td>450</td>
<td>167</td>
<td>183</td>
<td>312</td>
<td>516</td>
</tr>
<tr>
<td><strong>Cash &amp; cash equivalents at end of period</strong></td>
<td>360</td>
<td>171</td>
<td>317</td>
<td>138</td>
<td>450</td>
<td>167</td>
<td>183</td>
<td>312</td>
<td>516</td>
<td>846</td>
</tr>
</tbody>
</table>
### Budgeted Statement of Changes in Equity

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

#### ACCUMULATED SURPLUS

- **Balance at end of previous reporting period**: $34,465, $34,481, $34,496, $34,557, $34,582, $34,632, $34,676, $34,779, $34,895, $35,095
- **Net Surplus / (Deficit)**: $16, $14, $61, $25, $50, $44, $103, $116, $200, $258
- **Balance at end of period**: $34,481, $34,496, $34,557, $34,582, $34,632, $34,676, $34,779, $34,895, $35,095, $35,352

#### ASSET REVALUATION RESERVE

- **Gain on Revaluation of Infrastructure, Property, Plant & Equipment**: $0, $0, $0, $0, $0, $0, $0, $0, $0, $0

#### OTHER RESERVES

- **Balance at end of previous reporting period**: $391, $391, $391, $391, $391, $391, $391, $391, $391, $391
- **Balance at end of period**: $391, $391, $391, $391, $391, $391, $391, $391, $391, $391

#### TOTAL EQUITY AT END OF REPORTING PERIOD

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

### Uniform Presentation of Finances

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

#### Uniform Presentation of Finances

- **Operating Revenues**: $10,160, $10,170, $10,400, $10,646, $10,852, $11,116, $11,386, $11,671, $11,283, $11,548, $11,747
- **Operating Expenses**: $10,144, $10,156, $10,339, $10,621, $10,802, $11,071, $11,283, $11,548, $11,747, $11,947
- **Operating Surplus/(Deficit) before Capital Amounts**: $16, $14, $61, $25, $50, $44, $103, $116, $200, $258
- **Net Lending / (Borrowing) for Financial Year**: $(1,183), $596, $(1,156), $(1,206), $893, $(377), $533, $810, $1,195, $1,304
## Key Financial Indicators

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$(’000)</td>
<td>$(’000)</td>
<td>$(’000)</td>
<td>$(’000)</td>
<td>$(’000)</td>
<td>$(’000)</td>
<td>$(’000)</td>
<td>$(’000)</td>
<td>$(’000)</td>
<td>$(’000)</td>
</tr>
<tr>
<td>Operating Surplus / (Deficit) - $(’000)</td>
<td>16</td>
<td>14</td>
<td>61</td>
<td>25</td>
<td>50</td>
<td>44</td>
<td>103</td>
<td>116</td>
<td>200</td>
<td>258</td>
</tr>
<tr>
<td>Operating Surplus Ratio - %</td>
<td>0.2%</td>
<td>0.1%</td>
<td>0.6%</td>
<td>0.2%</td>
<td>0.5%</td>
<td>0.4%</td>
<td>0.9%</td>
<td>1.0%</td>
<td>1.7%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Net Financial Liabilities - $(’000)</td>
<td>9,293</td>
<td>8,696</td>
<td>9,852</td>
<td>11,059</td>
<td>10,165</td>
<td>10,542</td>
<td>10,009</td>
<td>9,199</td>
<td>8,004</td>
<td>6,700</td>
</tr>
<tr>
<td>Net Financial Liabilities Ratio - %</td>
<td>91%</td>
<td>86%</td>
<td>95%</td>
<td>104%</td>
<td>94%</td>
<td>95%</td>
<td>88%</td>
<td>79%</td>
<td>67%</td>
<td>55%</td>
</tr>
<tr>
<td>Asset Sustainability Ratio - %</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Financial guiding principles for Council:

creating a legacy of strong financial management and investment
The Financial guiding principles were adopted by Council in August 2018 as per resolution CNC50/18–19.

The Town of Walkerville acknowledges the Kaurna people as the traditional custodians of this land, and respects their spiritual relationship with their country.

The Town of Walkerville recognises the generations of stewardship the Kaurna people have provided to this land, and respects that their cultural heritage and beliefs are as important today, as they were for their ancestors.
## Contents

**Preamble:**
- About the Town of Walkerville: 4
  - Introduction: 4
  - Objectives: 7
  - Principles: 7

**Priority 1:**  
**Stability:** 8
- Maintaining our independence: 8
- Available funds: 8
- Debt: 8
- Operational result (pre capital): 9
- Asset management: 10

**Priority 2:**  
**Affordability:** 11
- Available funds: 11
- Capital expenditure: 11
- Rates, fees & charges: 11
- Investment of surplus cash: 12
- Grant funding and other capital contributions: 12

**Priority 3:**  
**Efficiency – value For money:** 13
- Utilisation of Council’s assets: 13
- Service reviews: 13
- In–house delivery versus external contract: 13
- Benchmarking: 14
- Staffing establishment levels: 14

**The Financial guiding principles in action: check list:** 15
About the Town of Walkerville

The Town of Walkerville is the smallest Council in inner metropolitan Adelaide and covers a land area of 3.5km². The Township is home to almost 8000 residents and remains the only Council in inner metropolitan Adelaide to have retained its ‘Town’ status.

The Town of Walkerville encompasses the suburbs of Gilberton, Medindie, Vale Park and Walkerville and is located immediately north–east of the city of Adelaide, about 4 kilometres from the Adelaide GPO.

The Town of Walkerville is bordered by the River Torrens, the Adelaide Parklands and residential suburbs to the north and north–east.

Introduction

The Financial guiding principles are a ‘decision–making’ document that will direct Council in maintaining a strong and consistent legacy of financial management and investment over the long term. The principles provide an agreed framework to support Council in forecasting budgets and developing financial plans that, in turn, will achieve the vision of Council’s overarching strategic vision.

Related strategies and plans:

• A connected community: the Town of Walkerville urban master plan
• annual business plans
• long term financial plans
• four year strategic plans.

While the needs and aspirations of the local Community evolve and adapt over time, aligning Council decisions against a set of agreed guiding principles provides consistency and context to effectively manage the allocation of Council’s financial resources.

Financial principles are also a useful tool for the community to better understand the process and priorities that sit behind budgets and long term financial plans. With almost 90% of Council revenue drawn from rates revenue, the community has a vested interest in engaging with the setting of annual budgets through the process of public consultation.

In turn, it is Council’s responsibility to assess the impact of rates and policies on ratepayers in a responsive and responsible manner so that annual budgets and long term financial plans are delivered wisely and within Council’s means.
How can the community benefit from these principles?

The Financial guiding principles are designed to enhance a sustainable quality of life for the community in the following ways:

- long-term financial sustainability, driven by strategic financial plans
- responsible debt management
- improved infrastructure
- maintained independence (no Council amalgamation)
- enhanced ‘village’ atmosphere and inclusive community
- continued revitalisation of Walkerville Terrace, Main North Road and North East Road
- a level of service and services to the community that exceeds expectations
- a better understanding the community’s needs, wants, desires and priorities for services and service levels and matching that to the organisation’s capacity to sustainably fund the provision of agreed services
- greater capacity to meet existing and increasing expectations from all areas including community, service users and government
- ensuring future decisions provide affordable long term solutions that are within the financial capacity of the community
- delivering organisational change to improve efficiency and quality of service to the community
- managing any future demands and impacts that are associated with climate change.

What do the principles do?

They provide direction and context for decision making that guides the allocation, management and use of its financial resources.

They ensure the Council remains financially sustainable while giving focus to financing key priorities through strong financial management.

They serve as the catalyst for improving efficiency, continuous improvement initiatives and releasing resources to improve frontline services to deliver and meet community expectations.

How do the guiding principles work?

The Financial guiding principles set out clearly defined parameters within which Council agrees to operate in order to maintain accepted financial outcomes. Accepted financial priorities are defined as measures that enable:

- stability
- affordability
- efficiency (i.e value for money).
Challenges and opportunities: futureproofing the community

The Town of Walkerville will face new challenges, as well as new opportunities, which call for consistent financial decisions and innovative and community centred solutions.

Some of these key challenges include:

1. addressing Council’s medium to long term funding of renewal and maintenance of assets used to deliver our services;
2. meeting expectations from all areas including community, service users and government, by ensuring standards across key services keep pace with demand and in balance with the capacity to fund these operations;
3. financial risk associated with growth and development of new infrastructure and services;
4. demands associated with the management of climate change;
5. increasing costs of some key supplies such as recyclables, energy, bitumen, concrete and labour;
6. addressing additional expectations and demands from government authorities.

The Financial guiding principles represents a comprehensive approach to integrate the various strategies (financial and other) of Council. The development of the long–term financial projections represents the output of several strategy areas, that when combined, produce the financial direction of Council as illustrated below:
Financial guiding principles: in detail

Objectives

1. Provide direction and context for decision making in the allocation, management and use of the Town of Walkerville’s financial resources.

2. Guide Council in the development of its long term financial planning and determine financial boundaries for delivery of operational and capital plans.

3. Assist Council to wisely use ratepayers money, together with other funding available, to provide prioritised services and improve financial sustainability and asset management.

Principles

Principle 1:
The Community’s finances will be managed responsibly to enhance the wellbeing of residents.

Council will ensure it only raises the revenue it needs and does so in the most efficient and equitable manner possible. Council will manage community funds according to best practice standards and ensure information regarding its financial management decisions is accessible to the community. Council will consider outsourcing services and activities that can be delivered more efficiently and cost effectively by external providers.

Principle 2:
Council will maintain community wealth to ensure that the wealth enjoyed by today’s generation may also be enjoyed by tomorrow’s generation.

Council will seek to achieve equity across generations by recognising that each generation must pay its way with respect to recurrent expenses being met from recurrent revenue (the full cost of the service it consumes). Council will invest sustainably in community assets to maintain (and potentially enhance) service levels.

Principle 3:
Council’s financial position will be robust enough to recover from unanticipated events, and absorb the volatility inherent in revenues and expenses.

Council will ensure it accumulates and maintains sufficient financial resource and has the borrowing capacity to deal with volatility and unexpected events. Council’s operational budget will be flexible enough to ensure that volatility in revenues and expenses as a result of the changing economic environment can be absorbed.

Principle 4:
Resources will be allocated to those activities that generate community benefit.

Council will ensure that robust and transparent processes are in place for the allocation and prioritisation of resources through budgetary decision–making, as well as for choosing the most effective methods for delivering specific services and projects. Strategies will include a vigorous cost–benefit analysis in preparing and assessing proposals.

Council will recognise its service obligations to the Town of Walkerville community in its decision–making.

These four principles are underpinned by the following priorities:

- stability
- affordability
- efficiency (i.e. value for money).
Priority 1: Stability

**Maintaining our independence**

Council will proactively continue to seek opportunities to collaborate with other Councils to remain viable, competitive and independent. Council will be financially sustainable by generating sufficient revenues to perform its fundamental function and deliver core services up to an acceptable level.

**Available funds**

Council will aim to maintain access to available funds (the unallocated portion of all future revenues) between 1.5% and 3.0% of operational revenue (pre capital) as part of their Long-term financial plan (LTFP). Available funds are funds that Council has earned, but not allocated to recurrent expenditure in future. They are held to use against unanticipated future costs, or can be used to provide flexibility to take advantage of opportunities that may arise. If funds are not required as part of the annual budget process these will be used to reduce rates or reduce debt.

While the available fund balance may fall below the targeted level in a period, the onus in planning is to ensure adequate adjustment is made to restore the balance through future programs, within an acceptable timeframe.

**Debt**

Councils do not retire, die or have descendants. They are entities that continue in perpetuity and have an income guaranteed by legislation. Therefore community debt needs to be considered in a different light to that of household or business debt. There is no pressing need to repay debt rapidly, rather, that debt should be maintained at serviceable levels.

Council will only use debt to fund capital expenditure. The term of any debt shall not exceed the life of the asset it is used to fund. Debt will be considered as part of the capital budget process and will only be approved where there is an agreed economic, social or environmental benefit from a project and other suitable sources of funding are not available.

Current debt levels derive from renewing, upgrading and sustaining Council’s assets and is not tied to any particular asset. These are community assets and typically have very long lives i.e. they are intergenerational. Therefore, Council is renewing, upgrading and sustaining intergenerational assets:

- current ratepayers should not be burdened by having to pay for these assets in full now as future generations will enjoy the benefits of those assets.
- debt is a financing mechanism not a funding mechanism.

Council will review the structure of its debt and investments on at least an annual basis. This review will look at interest exposure in relation to risk profile, economic performance and maturity profile where appropriate. Council will not increase loan borrowings (increase debt) beyond its current draw down facility of $9.5m without community consultation.
Operational result (pre capital)

To ensure the Council continues along the path of future financial sustainability, key long-term strategic plans are developed and integrated; demonstrating a strategy to manage the financial implications of its long-term planning. Council will plan to maintain a small operational surplus (pre capital) (average over three years).

The Local Government (Financial Management) Regulations 2011 require a Council to use three specific indicators:

- an operating surplus ratio
- a net financial liabilities ratio, and
- an asset sustainability ratio.

These indicators are to be included in the following:

- long-term financial plan
- annual budget
- mid-year review of the annual budget, and
- report on annual financial results.

The use of these financial indicators and associated targets, as an average over 5 years, have been determined by Council as the following:

<table>
<thead>
<tr>
<th>Ratio</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating surplus ratio</td>
<td>0–15%</td>
</tr>
<tr>
<td>Net financial liability ratio</td>
<td>0–120%</td>
</tr>
<tr>
<td>Asset sustainability ratio</td>
<td>90–110%</td>
</tr>
</tbody>
</table>

Operating surplus ratio

The operating result (pre capital) is considered to be one of the main indicators of the long term financial viability of Council. In broad terms, a deficit from operations indicates that Council is not earning sufficient revenue to fund its ongoing operations (services) and continue to renew the assets, which are an integral part of that service, when required. The indicator includes accounting and engineering estimates relating to the consumption of long lived assets (depreciation) which is used in determining this result.

A positive ratio (above 0%) indicates that recurring operating revenue exceeds recurring operating expenses and this facilitates utilising operating surpluses in assisting to fund capital expenditure. This places less reliance on borrowing money to fund capital expenditure and thus reduces Council debt.

The positive operating surplus ratio of Council for the entire LTFP ten–year–period is a strong indicator of long–term sustainability.

Net financial liabilities ratio

The net financial liabilities ratio is a measure of the significance of the net amount owed at the end of a financial year compared with operating revenue for the year. It is a measure of the indebtedness of a Council as it includes items such as employee long service leave entitlements and other amounts payable as well as taking account of the level of a Council’s cash and investments.

Asset sustainability ratio

Capital expenditure can broadly be classified as new (building something entirely new) or renewal (replacing an old asset with a new one). This ratio measures how much capital expenditure goes toward replacing existing assets each year when divided by depreciation expense.
Asset management

The key objective of Council’s asset management is to maintain Council’s existing assets at desired condition levels. If funding is not sufficiently allocated to asset renewal then Council’s investment in those assets will reduce along with the capacity to deliver services to the community.

Council’s Asset management strategy outlines Council’s approach to improve the way it delivers services from its infrastructure and show how its asset portfolio will meet service delivery needs into the future. The strategy shows how Council’s asset management policies will be achieved and integrated into Council’s long term strategic plan.

Council’s Asset management policy ensures that adequate provision is made for the long-term replacement of major assets by:

- Ensuring that Council’s services and infrastructure are provided reliably, with the appropriate quality levels of service to residents, visitors and the environment.
- Safeguarding Council assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial treatment of those assets.
- Creating an environment where all Council employees will take an integral part in overall management of Council assets (create an asset management awareness throughout Council).
- Meeting legislative compliance 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.
- Major capital expenditure will only occur after community consultation and prudential review.
Priority 2: Affordability

Available funds
Council’s annual allocations to operational and capital budgets will generally not exceed anticipated cash inflows. Where available fund levels are above minimum requirements, consideration will be given to the allocation of funds to deferred asset renewals or investments that reduce future operational costs. Short term stability requires the annual budget is affordable and cash is managed to ensure that payments can be made as required. By holding a level of available funds and planning for near break even funds results, this position can be maintained.

Capital expenditure
The full life cost of capital expenditure will be considered before capital projects are approved. Asset renewal, maintenance and operational costs impacting on future budgets will be included in forecasts as part of the asset management budgeting process.

Capital expenditure decisions need to be fully informed by understanding the impacts on future results. For example, a building cannot be considered as a one-off cost, it will have operational costs for electricity, water and consumables and will normally involve services that will require operational budgets, including employee costs. The building will then need to be maintained and eventually renewed or demolished. Consideration of these costs and any potential revenue must be part of the initial evaluation and approval process and be recognised in future estimates to aid future planning.

Rates, fees & charges
Council will review and maintain its rate base to ensure long term financial capability. Rate increases will be calculated using the average December LGPI and CPI in the current year.

Business rating structures and differential pricing between categories will be considered as part of the annual Rating policy review.

Council’s pricing methodology will be applied consistently for all fees and charges. Fees and charges will be reviewed annually to ensure compliance.

Council’s revenue strategies will be considered as part of the longer term financial planning in accordance with these guidelines. Rate variations will be linked to community aspirations for service, which will be considered in conjunction with other revenue options, continuous improvement initiatives and cost reduction opportunities.
Investment of surplus cash

Council funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or to avoid the raising of new borrowings, will be invested with an Australian Bank whose Standard & Poor’s credit rating is A or higher or with the Local Government Financing Authority.

Council funds available for investment will be lodged ‘at call’. In the case of fixed term investments the term should not exceed a point in time where the funds otherwise could be applied more cost-effectively.

When investing funds Council will select the investment type that delivers the best value, having regard to investment returns, transaction costs and other relevant and objectively quantifiable factors. Returns from investments vary significantly from year to year based on interest rates and the level of cash held. For this reason, it is considered reasonable to apply these funds to capital (or one-off projects) that do not impact on future operational costs. It is also important to understand that predicted future returns may not be realised and funding may not be available as expected.

Council management may from time to time invest surplus funds in:

- deposits with the Local Government Financing Authority
- bank interest bearing deposits
- any other investment requires the specific approval of Council.

Grant funding and other capital contributions

Council will actively pursue funding and other contributions to assist in the delivery of core services. Operational grants and contributions for specific purposes currently provide around 3.5% of Council’s revenue (pre capital).

Continued effort in obtaining and improving Council’s success in targeted grant funding is vital to future performance and stability.
Priority 3: Efficiency – value for money

Utilisation of Council’s assets

It is important that Council’s assets are used effectively to reduce the rate burden on ratepayers, ensuring the sustainability of non-statutory services that would otherwise be stopped due to lack of funding.

The Town of Walkerville possesses many valuable assets such as land, parks and facilities. Council will create and facilitate access to diverse sustainable leisure, recreation and sporting facilities and programs that are safe for people of all ages and abilities. These assets can generate an opportunity in providing greater access and value to the community.

Service reviews

Council will maintain an ongoing review of its services that seeks to better define service requirements, refine delivery methods and balance service aims against affordability for both the Council and residents. Council will consider new and better ways of going about its business in the achievement of its goals, through innovation; which will be assessed critically by using appropriate risk management and other analysis. It is intended that all services be reviewed on a cyclical basis over a period of time. During each review of service the service budget will be zero based in line with the agreed service levels. Council will deliver procurement savings through improved strategic procurement and collaboration with other authorities and agencies.

In order to provide the best value to the community, the Council will leverage the expertise of outside partners where appropriate. The most efficient and effective forms of service delivery will be considered by Council, including partnerships with other entities that align with objectives and priorities. This is to ensure that the resources within the community, or neighbouring councils, are leveraged to provide the best value.

In-house delivery versus external contract

Understanding both the incremental and full cost of service delivery is vital to making decisions on what is the most cost-effective method of service delivery. It is critical to use a consistent approach to analyse the available service delivery options. In particular, understanding how the elements of the full cost that may change if an external contractor is used to deliver the service enable a range of issues to be explored. For example:

- What will the costs to supervise a contractor be compared to supervision of in house service delivery?
- What additional costs will be incurred in switching to external service delivery – staff redundancies, early disposal of plant etc?
- In the short-term, what costs will not be avoided, e.g. staff not redeployed?
- Are there implications for overhead allocation for other services?
- If external service delivery proves unsatisfactory will there be the capacity (skills, re-acquisition of plant, etc.) to return to in-house service delivery?
- Opportunity costs – e.g. cost of capital?

Council will continue to review and outsource services that deliver value for money without compromising community’s expectations.
**Benchmarking**

Analysing performance is important to ensure that the community is getting value for money from their Council. Benchmarking is a tool which is often used to consider how an organisation is functioning compared to others. Benchmarking with an understanding of service delivery highlights those areas where Walkerville is best placed in service delivery for its community and those areas that would be better outsourced or undertaken regionally.

**The objectives of a performance evaluation is to:**

- enhance measurable approaches and techniques
- help Council identify where there is scope for improvement
- promote greater transparency and inform debate about comparative performance.

Council will analyse performance using benchmarking every two years to assist with determining if services are at an acceptable level and are value for money. Below are the areas which have been identified as critical measures for benchmarking.

<table>
<thead>
<tr>
<th>Financial</th>
<th>Governance</th>
<th>Asset management</th>
<th>Service delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>• adjusted operating surplus ratio</td>
<td>• transparency</td>
<td>• asset sustainability ratio</td>
<td>• expenditure per service</td>
</tr>
<tr>
<td>• net financial liabilities ratio</td>
<td>• accountability</td>
<td>• renewal</td>
<td></td>
</tr>
<tr>
<td>• revenue and expenditure growth</td>
<td>• Ombudsman complaints</td>
<td>• building assets</td>
<td></td>
</tr>
<tr>
<td>• rates</td>
<td>• Elected Member responsibilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• grants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• own source income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• business undertaking (leased premises)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• employees</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Staffing establishment levels**

Workforce planning will be considered during the development of annual budgets and the financial impacts of the workforce plan captured within the *Long term financial plan*. The combination of workforce and financial constraints will influence the prioritisation of projects within the *Long term financial plan*. Council will ensure that adequate workforce management and resource strategies are in place to ensure the delivery of objectives, outcomes and strategies of *2016–2020 Living in the Town of Walkerville; a strategic community plan; 2016–2020 Living Walkerville: wellbeing for every age and stage strategy* and *A connected community: the Town of Walkerville urban master plan*. 
The Financial guiding principles in action: check list

To assist Council in applying the financial principles, this checklist will be adopted to ensure that all decisions regarding the allocation and management of Council resources adhere to these agreed principles. In essence, the checklist provides a practical 'tick box' ensuring that decisions of Council are consistent with the principles outlined in this document.

<table>
<thead>
<tr>
<th>Priority 1: Stability</th>
<th>Related principle</th>
<th>Measure</th>
<th>Included Y/N</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,4</td>
<td>Council will aim to maintain available funds between 1.5% and 3% for unanticipated future cost in the LTFP.</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td>2,3</td>
<td>Council will only use debt financing to fund capital expenditure.</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td>2,3</td>
<td>Council will not increase loan borrowing beyond its current draw down facility of $9.5m without community consultation.</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td>1,2,3</td>
<td>Council will plan to maintain a small operational surplus (average over three years).</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td>2,3</td>
<td>Operation surplus target 0–15%.</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td>2,3</td>
<td>Net Financial liability ratio target 0–120%.</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td>2,3,4</td>
<td><em>Long term financial plan and Asset management plan</em> is reviewed annually.</td>
<td>☐</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Priority 2: Affordability</th>
<th>Related principle</th>
<th>Measure</th>
<th>Included Y/N</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,2,3</td>
<td>Operational and capital budgets will not exceed anticipated cash flows.</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td>1,2,3</td>
<td>Operational cost are considered together with capital projects.</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td>2,3</td>
<td>Rate increases will be in line with the average of the December LGPI and CPI of the current financial year.</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td>1,4</td>
<td>Council will actively pursue funding and other contributions.</td>
<td>☐</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Priority 3: Efficiency – Value for money</th>
<th>Related principle</th>
<th>Measure</th>
<th>Included Y/N</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,4</td>
<td>Council will maintain an ongoing review of services.</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td>1,4</td>
<td>Staffing establishment levels are in line with workforce plans and delivery of outcomes.</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td>1,4</td>
<td>Benchmarking completed every two years.</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td>1,4</td>
<td>Return on assets are used to reduce the burden on ratepayers.</td>
<td>☐</td>
<td></td>
</tr>
</tbody>
</table>
Meeting: Council
Title: Proposed Code of Practice – Procedures at Meetings
Responsible Manager: Chief Executive Officer, Kiki Cristol
Author: Council Secretariat, Vanessa Davidson
Key Focus Area: Strategic Community Plan Focus area 3- Transparent and accountable local tier of Government
Type of Report: Decision Required

Recommendation

That Council:

1. Adopts the proposed Code of Practice – Procedures at Meetings appearing as Attachment A to this report.

2. Authorises Administration to make minor changes of a technical or administrative nature to the Code of Practice – Procedures at Meetings.

Summary

The Local Government Act 1999 (Act) and Local Government (Procedures at Meetings) Regulations 2013 (Regulations) legislate the meeting procedures to be observed at Council and Committee meetings. Council may further determine additional meeting procedures or vary the procedure as allowed for in the Regulations.

Background

In accordance with s.86 of the Act the procedure to be observed by a meeting of a Council is prescribed by Regulation. The Regulations detail the minimum meeting procedures Council must observe. The Regulations also provide that Council may determine meeting procedures not prescribed by regulation.

Discussion/Issues for Consideration

In drafting the proposed Code of Practice – Procedures at Meetings (Code) appearing at Attachment A to this report, Administration has been mindful of the requirements of the Act and the Regulations, current practice at Council and Committee meetings and previous resolutions of Council. The Code includes an annotated copy of the Local Government (Procedures at Meetings) Regulations 2013 in order to eliminate the need to refer to two separate documents.

Proposed clauses that relate specifically to the Town of Walkerville have been included as text boxes

Regulation 4 sets out the Guiding Principles that are required to be taken into consideration when developing meeting procedures. These being:
(a) procedures should be fair and contribute to open, transparent and informed decision-making;

(b) procedures should encourage appropriate community participation in the affairs of the Council;

(c) procedures should reflect levels of formality appropriate to the nature and scope of responsibilities exercised at the meeting;

(d) procedures should be sufficiently certain to give the community and decision-makers confidence in the deliberations undertaken at the meeting.

Town of Walkerville provisions that have been included within the Regulations are listed below:

**Regulation 7 - Commencement of Meetings and Quorums**

- Inclusion of provisions relating to the safety of visitors to the public gallery.
- Ability for the Presiding Member to bring an item of business forward with the leave of the Council or Committee.
- The CEO will determine, prior to the commencement of the meeting, the reason why members of the gallery are present at the meeting in order to facilitate the order of business.

**Regulation 8 – Minutes**

- Minutes will be forwarded by soft copy to members, as requested, and placed on Council’s website and SharePoint.
- The minutes of Council and Council Committee meetings will not include voting patterns other than divisions.

**Regulation 9 - Questions**

- In accordance with Council’s resolution (CNC112/19-20) of 28 October 2019 answers are to be prepared by Administration for the Agenda item ‘Questions on Notice’ and provided on the agenda prior to the relevant meeting provided the questions are provided to Administration at least ten clear days prior to the meeting.
- Members may only ask two clarifying questions per agenda item unless the Presiding Member grants leave for more questions to be put.
- A member may ask a question prior to the moving of a motion or during debate on a motion (or an amendment) for clarification purposes only, without losing their right to speak to the motion (or amendment).

**Regulation 10 - Petitions**

- The original of each page of the petition must be presented by the head petitioner to Administration with the first page identifying the name and contact details of the head petitioner.
- The full name and address of each person who signed or endorsed the petition must be clear and legible.
- Electronically submitted petitions will be only be accepted if they meet the requirements detailed in regulation (10) and/ or clauses 8.4 and 8.5 of the Code of Practice.
- If the petition does not comply with regulation (10) and/ or clauses 8.4 to 8.6 of the Code of Practice, the petition will not be accepted or presented to Council for its consideration.
• If a page of a petition does not comply with regulation (10) and/or clauses 8.4 and 8.5 of the Code of Practice, the signatures on that page will not to be taken into account by the Council when considering the petition.

• When a petition is placed on the Council Agenda in accordance with regulation (10.2), the only motion that may be moved is that the petition be received. The petition may be referred to a Council Committee or Administration for consideration and a report back to Council.

• On receipt of a petition pursuant to clause 10(2), the entire petition will be attached to the Agenda report except any page or pages not complying with sub-regulation (5).

Regulation 11 – Deputations

• Deputations will only be heard at a full Council meeting.
• A request for a deputation must be received in writing by 5pm on the Wednesday prior to the Council meeting at which they wish to appear.
• If the Presiding Member declines a request for a deputation the reason for declining the request will be included within the minutes of that meeting.
• A deputation, must not exceed three people and will not exceed 5 minutes in total, not including questions from members, except with the leave of the Presiding Member.
• The name(s) of the representor(s) and subject matter will be recorded in the minutes of a Council or Council Committee meeting but the details of the content of the deputation will not be included.

Regulation 12 – Motions

• If a Member, who has given notice of a motion in accordance with sub-regulation (2), is absent from the meeting at which the motion is to be considered, the motion will lapse unless written authority has been provided by the Member for the notice of motion to be presented by another Member.
• When placing a motion with notice in a Council or Council Committee Agenda, the CEO may take the opportunity to provide written comments to assist Council to make informed decisions.
• A Member must seek and obtain the leave of the meeting to withdraw a motion with notice given in accordance with regulation 12.
• A member must seek and obtain the leave of the meeting to alter the wording of a motion with notice given in accordance with regulation 12.
• If possible, Members are encouraged to provide any motions without notice in writing to the CEO’s office by 6pm on the day of the meeting to expedite the minute taking process.
• If a motion without notice is not accepted for debate it will be deferred until the next Council or Council Committee meeting (as the case may be) when it will be treated as a motion with notice in accordance with regulation 12.1 and 12.2.
• If a motion without notice is accepted for debate at a Council meeting, the Presiding Member will provide the CEO with an opportunity to comment on the proposed motion to assist Council to make an informed decision.
• If a motion without notice is accepted for debate at a Council Committee meeting, the Presiding Member will provide the relevant Group Manager with an opportunity to comment on the proposed motion to assist the Committee to make an informed decision.
• Notwithstanding regulation 13, the presiding member may seek a seconder to a motion before allowing the mover of the motion to speak in support of the motion.
• A Member wishing to move a motion that is different from that recommended in the agenda is required to make available a written copy of their motion to assist the Presiding Member in the conduct of the meeting and the accurate recording of the minutes of the meeting.
Regulation 13 - Amendments to Motions

- A Member who has spoken to a motion may not speak to an amendment and / or a second amendment.
- A Member moving or seconding an amendment will speak to the amendment at the time of moving or seconding the amendment.
- The Presiding Member may seek a seconder to an amendment before allowing the mover of the amendment to speak in support of the amendment.
- If the amendment is not seconded then the amendment will lapse.

Regulation 15 - Addresses by Members etc

- A Member must, at all times during a meeting, address and refer to another Member or an officer or employee by the Member's, officer’s or employee’s official title or designation.
- A Member speaking at a meeting must not make a personal reflection on, or impute an improper motive to, another Member or officer.

Regulation 19 - Adjourned Business

- Council and Council Committee meetings will conclude at or before 10.30pm unless the meeting formally resolves on each specific occasion to continue beyond that time. When a meeting is likely to continue beyond 10.30pm a motion is to be put to the meeting whether to continue or adjourn to another date and time.
- Whenever a meeting is set to conclude before all agenda business has been completed, it must occur by way of a formal motion.

Regulation 25 – Minutes

- The minutes of the Council proceedings must also include:
  - the name and title of each member of the Administration present.
  - the name and title of each member of the management team who is an apology.

- The minutes of Committee meeting proceedings must include:
  - the name and title of each member of the Administration present.
  - the name and title of each member of the management team who is an apology.

Regulation 30 - Interruption of Meetings by Others

- A member of the public who interrupts the orderly conduct of a meeting must, on being requested to do so by the Presiding Member, immediately leave the place where the meeting is being held.
- If a person(s) does not leave the place where the meeting is held at the request of the Presiding Member, a senior officer of Council will contact SAPOL requesting their immediate attendance to remove that person(s).
Other Matters

Mayor's Report

- The Mayor's report must only contain information relating to the official duties of the Mayor since his / her last report.
- The Mayor's report will be included in the agenda, but not the minutes, of a Council meeting and any issues raised by the report can be made the subject of a separate motion.

Tabling of Information by Members

- Written information tabled by Members at a Council meeting will not be included in the Council minutes.
- If Members wish for the information to be considered by Council then a motion with or without notice needs to be raised under the relevant section of the agenda for a report to be brought back to the next or subsequent meeting of Council.

Filming Council and Committee Meetings

- Council and Committee meetings may not be filmed, or recorded in any manner, without the prior written permission of the Presiding Member.

Options for Consideration

Option 1

That Council adopts the proposed Code of Practice - Procedures at Meetings appearing as Attachment A to this report.

Option 2

That Council adopts the proposed Code of Practice - Procedures at Meetings, appearing as Attachment A to this report, with the following amendments:

- ............................................................
- ............................................................

Analysis of Options

Option 1

The proposed Code of Practice – Procedures at Meetings accurately reflects the requirements of the Act and the Regulations, current practice at Council and Committee meetings and previous resolutions of Council. The document is a concise record of how Council and Committee meetings will be conducted.

Option 2

Option 2 provides the opportunity for Council to amend the proposed Code of Practice – Procedures at Meetings. Any proposed amendments must be in accordance with the Local Government Act 1999 and the Local Government (Procedures at Meetings) Regulations 2013.

Financial Implications

There are no known financial implications associated with Council adopting the proposed Code of Practice – Procedures at Meetings.
Community Implications

There are no known community implications associated with Council adopting the proposed Code of Practice – Procedures at Meetings.

Regional Implications

There are no known regional implications associated with Council adopting the proposed Code of Practice – Procedures at Meetings.

Governance Implications

The *Local Government Act 1999* provides that Council may vary (where permissible) the Local Government (Procedures at Meetings) Regulations 2013. The proposed Code of Practice – Procedures at Meetings combines the legislative requirements with previous resolutions of Council and current practice to accurately reflect how Council and Committee meetings are conducted at the Town of Walkerville.

The document set the parameters for the behaviours and expectations of Members and the general public.

As such the documents promotes good governance.

Preferred Option & Reasoning

Option 1 is the preferred option as it formally documents the required legislative provisions and current practice at the Town of Walkerville with regard to meeting procedures.

Attachment

| Attachment A | Proposed Code of Practice – Procedures at Meetings |
Code of Practice – Procedures at Meetings
<table>
<thead>
<tr>
<th>Classification</th>
<th>Code of Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy Name</td>
<td>Cod of Practice – Procedures at Meetings</td>
</tr>
<tr>
<td>Approved by</td>
<td></td>
</tr>
<tr>
<td>First Approved</td>
<td></td>
</tr>
<tr>
<td>Review Frequency</td>
<td>Within 12 months of a General Council Election</td>
</tr>
<tr>
<td>Last Reviewed</td>
<td></td>
</tr>
<tr>
<td>Next Review</td>
<td></td>
</tr>
<tr>
<td>Document Number</td>
<td></td>
</tr>
<tr>
<td>File</td>
<td>18.63.1.1</td>
</tr>
<tr>
<td>Responsible Officer</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>Policies Related</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Caretaker Policy</td>
</tr>
<tr>
<td></td>
<td>Code of Practice Access to Meetings and Documents</td>
</tr>
<tr>
<td></td>
<td>Code of Practice – Access to Council Meetings, Council Committees and Council Documents</td>
</tr>
<tr>
<td>Applicable Legislation</td>
<td>Local Government Act 1999</td>
</tr>
<tr>
<td></td>
<td>Local Government (Procedures at Meetings) Regulations 2013</td>
</tr>
<tr>
<td></td>
<td>Independent Commissioner against Corruption Act 2012</td>
</tr>
<tr>
<td></td>
<td>Mandatory Code of Conduct for Council Members</td>
</tr>
</tbody>
</table>
# Table of Contents

INTRODUCTION................................................................................................................ 3

1. Interpretation (Regulation 3) .................................................................................. 4
2. Guiding Principles (Regulation 4). .......................................................................... 5

PART 2 - MEETINGS OF COUNCILS AND KEY COMMITTEES .............................................. 5

DIVISION 1 - PRELIMINARY ............................................................................................. 5

3. Application of Part (Regulation 5) ........................................................................... 5
4. Discretionary Procedures (Regulation 6) ............................................................... 5

DIVISION 2 PRESCRIBED PROCEDURES ....................................................................... 6

5. Commencement of Meetings and Quorums (Regulation 7) ................................. 6
6. Minutes (Regulation 8) .......................................................................................... 7
7. Questions (Regulation 9) ...................................................................................... 8
8. Petitions (Regulation 10) ........................................................................................ 9
9. Deputations (Regulation 11) .................................................................................. 10
10. Motions (Regulation 12) ...................................................................................... 12
11. Amendments to Motions (Regulation 13) .......................................................... 16
12. Variations etc. (Regulation 14) ............................................................................ 16
13. Addresses by Members etc. (Regulation 15) ....................................................... 17
14. Voting (Regulation 16) ........................................................................................ 17
15. Divisions (Regulation 17) .................................................................................... 18
16. Tabling of Information (Regulation 18) ................................................................ 18
17. Adjourned Business (Regulation 19) .................................................................. 19
18. Short-term Suspension of Proceedings (Regulation 20) ..................................... 19
19. Chief Executive Officer may submit report recommending revocation or amendment of Council decision (Regulation 21)............................ 20

PART 3 - MEETINGS OF OTHER COMMITTEES ........................................................... 20

20. Application of Part (Regulation 22) ..................................................................... 20
21. Notice of Meetings for Members (Regulation 23) .............................................. 20
22. Public Notice of Committee Meetings (Regulation 24) ..................................... 20
23. Minutes (Regulation 25) .................................................................................... 21

PART 4 - MISCELLANEOUS ........................................................................................... 21

24. Quorum for Committees (Regulation 26) ............................................................. 21
25. Voting at Committee Meetings (Regulation 27) .................................................. 22
26. Points of Order (Regulation 28) .......................................................................... 22
27. Interruption of Meetings by Members (Regulation 29) ....................................... 22
28. Interruption of Meetings by Others (Regulation 30) .......................................... 23
29. Other Matters (Town of Walkerville Provision) ............................................... 23
INTRODUCTION

The Town of Walkerville is committed to the principle of honest, open and accountable government and encourages community participation in the business of Council.

The Local Government (Procedures at Meetings) Regulations 2013 (Regulations) stipulate the statutory procedures to be undertaken during the operation of Council and Council Committee meetings.

The Code of Practice seeks to clarify the requirements of the Regulations, where it is permissible to do so.

Further, sections 86(8) and 89(1) of the Local Government Act 1999 (the Act) provide that if a procedure(s) is not prescribed by Regulation, Council or a Council Committee when delegated to do so can determine its own procedure(s) so long as it is not inconsistent with the Act or Regulations.

Variations to the prescribed meeting procedures (Regulations) that have been adopted by Council have been inserted (in a shaded text box) in this Code of Practice to enable them to be read in conjunction with the formal requirements of the Regulations.

The combined document is regarded as the Town of Walkerville’s Code of Practice for Procedures at Meetings (Code of Practice).

The Regulations provide that Council may by resolution supported by at least 2/3 (two-thirds) of the Members entitled to vote on the resolution, alter or substitute or revoke this Code of Practice.
1. **Interpretation (Regulation 3)**

“**Act**” means the *Local Government Act 1999*;

“**clear days**” see sub-regulation (2) and (3);

“**deputation**” means a person or group of persons who wish to appear personally before a Council in order to address the Council or Council Committee (as the case may be) on a particular matter;

“**formal motion**” means a motion -

(a) that the meeting proceed to the next business, or

(b) that the question be put; or

(c) that the question lie on the table; or

(d) that the question be adjourned; or

(e) that the meeting be adjourned\(^1\);

“**Guiding Principles**” see regulation 4;

“**member**” means a member of the Council or Council Committee (as the case may be);

“**point of order**” means a point raised to draw attention to an alleged breach of the Act or these regulations in relation to the proceedings of a meeting;

“**presiding member**” means the person who is the presiding member of a Council or Council Committee (as the case may be) and includes any person who is presiding at a particular meeting;

“**written notice**” includes a notice given in a manner or form determined by the Council.

(1) In the calculation of “**clear days**” in relation to the giving of notice before a meeting -

(a) the day on which the notice is given, and the day on which the meeting occurs, will not be taken into account; and

(b) Saturdays, Sundays and public holidays will be taken into account.

(2) For the purposes of the calculation of clear days under subregulation (2), if a notice is given after 5 p.m. on a day, the notice will be taken to have been given on the next day.

(3) For the purposes of these regulations, a vote on whether *leave of the meeting* is granted may be conducted by a show of hands (but nothing in this sub regulation prevents a division from being called in relation to the vote).

\(^1\) See regulation 12 for specific provisions about formal motions
2. **Guiding Principles (Regulation 4)**

   The following principles (the "Guiding Principles") should be applied with respect to the procedures to be observed at a meeting of a Council or a Council Committee -

   (a) procedures should be fair and contribute to open, transparent and informed decision-making;

   (b) procedures should encourage appropriate community participation in the affairs of the Council;

   (c) procedures should reflect levels of formality appropriate to the nature and scope of responsibilities exercised at the meeting.

   (d) procedures should be sufficiently certain to give the community and decision-makers confidence in the deliberations undertaken at the meeting.

---

**PART 2 - MEETINGS OF COUNCIL AND COUNCIL COMMITTEES**

**DIVISION 1 - PRELIMINARY**

3. **Application of Part (Regulation 5)**

   The provisions of this Part apply to or in relation to -

   (a) the meetings of a Council; and

   (b) the meetings of a Council Committee performing regulatory activities; and

   (c) the meetings of any other Council Committee if the Council has, by resolution, determined that this Part should apply to that Committee.

4. **Discretionary Procedures (Regulation 6)**

   (1) Subject to the requirements of the Act, if a provision of this Part is expressed to be capable of being varied at the discretion of the Council pursuant to this regulation, then a Council may, by a resolution supported by at least 2/3 of the members of the Council entitled to vote on the resolution, determine that a code of practice prepared or adopted by the Council that establishes its own procedures for the relevant matter or matters will apply in substitution for the relevant provision (and such a determination will have effect according to its terms).

   (2) A Council should, at least once in every financial year, review the operation of a code of practice under this regulation.

   (3) A Council may at any time, by resolution supported by at least 2/3 of the members of the Council entitled to vote on the resolution, alter a code of practice, or substitute or revoke a code of practice.

   (4) A Council must, in considering the exercise of a power under this regulation, take into account the Guiding Principles.

   (5) A person is entitled to inspect (without charge) the code of practice of a Council under this regulation at the principal office of the Council during ordinary office hours.
(6) A person is entitled, on payment of a fee fixed by the Council, to a copy of the code of practice.

(7) Regulation 12(4) does not apply to a motion under subregulation (3).

(8) This regulation does not limit or derogate from the operation of regulation 20².

DIVISION 2 PRESCRIBED PROCEDURES

5. Commencement of Meetings and Quorums (Regulation 7)
   
   (1) A meeting will commence as soon after the time specified in the notice of meeting as a quorum is present.
   
   (2) If the number of apologies received by the Chief Executive Officer indicates that a quorum will not be present at a meeting, the Chief Executive Officer may adjourn the meeting to a specified day and time.
   
   (3) If at the expiration of 30 minutes from the time specified in the notice of meeting as the time of commencement a quorum is not present, the presiding member or, in the absence of a presiding member, the chief executive officer, will adjourn the meeting to a specified day and time.
   
   (4) If a meeting is adjourned for want of a quorum, the Chief Executive Officer will record in the minute book the reason for the adjournment, the names of the members present, and the date and time to which the meeting is adjourned.
   
   (5) If a meeting is adjourned to another day, the Chief Executive Officer must:
   
   (a) give notice of the adjourned meeting to each member setting out the date, time and place of the meeting; and
   
   (b) give notice of the adjourned meeting to the public by causing a notice setting out the date, time and place of the meeting to be placed on display at the principal office of the Council.

<table>
<thead>
<tr>
<th>Town of Walkerville Provisions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>(6) Prior to the commencement of the meeting persons in the gallery will be asked to sign an attendance sheet and the Chief Executive Officer will read the Fire Evacuation Statement to ensure the safety of those present.</td>
</tr>
<tr>
<td>(7) The presiding member may alter the order of business listed in the agenda with the leave of the Council or Committee, e.g. if the majority of the gallery is interested in a particular item.</td>
</tr>
<tr>
<td>(8) When there are people in the public gallery the Chief Executive Officer will determine (when possible) their reason for attending and identify any relevant report(s) on the agenda. The relevant information will be provided to the presiding member as soon as is practicable, prior to the beginning of the Council meeting if possible.</td>
</tr>
</tbody>
</table>

² Furthermore, if a matter is not dealt with by the Act or these regulations (including under a code of practice under this regulation), then the relevant procedure will be:
(a) as determined by the Council; or
(b) in the case of a Council Committee where a determination has not been made by the Council, as determined by the Committee.

6. Minutes (Regulation 8)

(1) The minutes of the proceedings at a meeting must be submitted for confirmation at the next meeting or, if that is omitted, at a subsequent meeting.

(2) No discussion on the minutes may occur before confirmation, except as to the accuracy of the minutes as a record of proceedings.

(3) On the confirmation of the minutes, the presiding member will -
   (a) initial each page of the minutes, which pages are to be consecutively numbered; and
   (b) place his or her signature and the date of confirmation at the foot of the last page of the minutes.

(4) The minutes of proceedings of a meeting must include -
   (a) the names of the members present at the meeting; and
   (b) in relation to each member present -
      (i) the time at which the person entered or left the meeting; and
      (ii) unless the person is present for the whole meeting, the point in the proceedings at which the person entered or left the meeting; and
   (c) each motion or amendment, and the names of the mover and seconder; and
   (d) any variation, alteration or withdrawal of a motion or amendment; and
   (e) whether a motion or amendment is carried or lost; and
   (f) any disclosure of interest made by a member; and
   (g) an account of any personal explanation given by a member; and
   (h) details of the making of an order under subsection (2) of section 90 of the Act (see subsection (7) of that section); and
   (i) a note of the making of an order under subsection (7) of section 91 of the Act in accordance with the requirements of subsection (9) of that section; and
   (j) details of any adjournment of business; and
   (k) a record of any request for documents to be tabled at the meeting; and
   (l) a record of any documents tabled at the meeting; and
   (m) a description of any oral briefing given to the meeting on a matter of Council business; and
   (n) any other matter required to be included in the minutes by or under the Act or any regulation.
7. Questions (Regulation 9)

(1) A member may ask a question on notice by giving the Chief Executive Officer written notice of the question at least 5 clear days before the date of the meeting at which the question is to be asked.

(2) If notice of a question is given under sub-regulation (9.1):
   
   (a) the Chief Executive Officer must ensure that the question is placed on the agenda for the meeting at which the question is to be asked; and
   
   (b) the question and the reply must be entered in the minutes of the relevant meeting.

(3) A member may ask a question without notice at a meeting.

(4) The presiding member may allow the reply to a question without notice to be given at the next meeting.

(5) A question without notice and the reply will not be entered in the minutes of the relevant meeting unless the members present at the meeting resolve that an entry should be made.

(6) The presiding member may rule that a question with or without notice not be answered if the presiding member considers that the question is vague, irrelevant, insulting or improper.

8. Petitions (Regulation 10)

(1) A petition to the Council must:

   (a) be legibly written or typed or printed; and

(5) Minutes will be forwarded by soft copy to members, as requested, and placed on Council’s website and SharePoint.

(6) The minutes of Council and Council Committee meetings will not include voting patterns other than divisions.
(b) clearly set out the request or submission of the petitioners;

(c) include the name and address of each person who signed or endorsed the petition; and

(d) be addressed to the Council and delivered to the principal office of the Council.

(2) If a petition is received under sub-regulation (1), the Chief Executive Officer must ensure that the petition or, if the Council has so determined as a policy of the Council, a statement as to the nature of the request or submission and the number of signatories or the number of persons endorsing the petition, is placed on the agenda for the next ordinary meeting of the Council or, if so provided by a policy of the Council, a Committee of the Council.

(3) Sub-regulation (2) may be varied at the discretion of the Council pursuant to regulation 6.

---

**Town of Walkerville Provisions:**

(4) The original of each page of the petition must be presented by the head petitioner to Administration with the first page identifying the name and contact details of the head petitioner.

(5) The full name and address of each person who signed or endorsed the petition must be clear and legible.

(6) Electronically submitted petitions will be only be accepted if they meet the requirements detailed in regulation (10) and/or clauses 8.4 and 8.5 of this Code of Practice.

(7) If the petition does not comply with regulation (10) and/or clauses 8.4 to 8.6 of this Code of Practice, the petition will not be accepted or presented to Council for its consideration.

(8) If a page of a petition does not comply with regulation (10) and/or clauses 8.4 and 8.5 of this Code of Practice, the signatures on that page will not be taken into account by the Council when considering the petition.

(9) When a petition is placed on the Council Agenda in accordance with regulation (10.2), the only motion that may be moved is that the petition be received. The petition may be referred to a Council Committee or Administration for consideration and a report back to Council.

(10) On receipt of a petition pursuant to clause 10(2), the entire petition will be attached to the Agenda report except any page or pages not complying with sub-regulation (5).

---

9. **Deputations (Regulation 11)**

(1) A person or persons wishing to appear as a deputation at a meeting must deliver (to the principal office of the Council) a written request to the Council.

(2) The Chief Executive Officer must transmit a request received under sub-regulation (1) to the presiding member.
(3) The presiding member may refuse to allow the deputation to appear at a meeting.

(4) The Chief Executive Officer must take reasonable steps to ensure that the person or persons who requested a deputation are informed of the outcome of the request.

(5) If the presiding member refuses to allow a deputation to appear at a meeting, the Presiding member must report the decision to the next meeting of the Council or Council Committee (as the case may be).

(6) The Council or Council Committee may resolve to allow a deputation to appear despite a contrary ruling by the presiding member.

(7) A Council may refer the hearing of a deputation to a Council Committee

---

**Town of Walkerville Provisions:**

(8) Deputations will only be heard at a full Council meeting.

(9) A request for a deputation must be received in writing by 5pm on the Wednesday prior to the Council meeting at which they wish to appear.

(10) If the presiding member declines a request for a deputation the reason for declining the request will be included within the minutes of that meeting.

(11) A deputation must not exceed three people and will not exceed 5 minutes in total, not including questions from members, except with the leave of the presiding member.

(12) The name(s) of the representor(s) and subject matter will be recorded in the minutes of a Council or Council Committee meeting but the details of the content of the deputation will not be included.

10. **Motions (Regulation 12)**

   (1) A member may bring forward any business in the form of a written notice of motion.

   (2) The notice of motion must be given to the Chief Executive Officer at least 5 clear days before the date of the meeting at which the motion is to be moved.

   (3) A motion the effect of which, if carried, would be to revoke or amend a resolution passed since the last general election of the Council must be brought by written notice of motion.

   (4) If a motion under sub-regulation (3) is lost, a motion to the same effect cannot be brought:

       (a) until after the expiration of 12 months; or

       (b) until after the next general election,
whichever is the sooner.

**Town of Walkerville Provisions:**

(5) If a member, who has given notice of a motion in accordance with sub-regulation (2), is absent from the meeting at which the motion is to be considered, the motion will lapse unless written authority has been provided by the member for the notice of motion to be presented by another member.

(6) When placing a motion with notice in a Council or Council Committee Agenda, the CEO may take the opportunity to provide written comments to assist Council to make informed decisions.

(7) A member must seek and obtain the leave of the meeting to withdraw a motion with notice given in accordance with regulation 12.

(8) A member must seek and obtain the leave of the meeting to alter the wording of a motion with notice given in accordance with regulation 12.

(9) Subject to the Act and these regulations, a member may also bring forward any business by way of a motion without notice.

**Town of Walkerville Provisions:**

(9.1) If possible, members are encouraged to provide any motions without notice in writing to the CEO's office by 6pm on the day of the meeting to expedite the minute taking process.

(10) The presiding member may refuse to accept a motion without notice if, after taking into account the Guiding Principles, he or she considers that the motion should be dealt with by way of a written notice of motion.

(11) The presiding member may refuse to accept a motion if the subject matter is, in his or her opinion, beyond the power of the Council or Council Committee (as the case may be).

**Town of Walkerville Provisions:**

(11.1) If a motion without notice is not accepted for debate, in accordance with clause (7) above, it will be deferred until the next Council or Council Committee meeting (as the case may be) when it will be treated as a motion with notice in accordance with regulation 12.1 and 12.2.

(11.2) If a motion without notice is accepted for debate at a Council meeting, the presiding member will provide the CEO with an opportunity to comment on the proposed motion to assist Council to make an informed decision.

(11.3) If a motion without notice is accepted for debate at a Council Committee meeting, the presiding member will provide the relevant Group Manager with an opportunity to comment on the proposed motion to assist the Committee to make an informed decision.
(12) A motion will lapse if it is not seconded at the appropriate time.

(13) A member moving or seconding a motion will speak to the motion at the time of moving or seconding the motion.

**Town of Walkerville Provisions:**

(13.1) Notwithstanding regulation (13), the presiding member may seek a seconder to a motion before allowing the mover of the motion to speak in support of the motion.

(14) A member may only speak once to a motion except:

(a) to provide an explanation in regard to a material part of his or her speech, but not so as to introduce any new matter; or

(b) with leave of the meeting; or

(c) as the mover in reply.

(15) A member who has spoken to a motion may not at a later stage of the debate move or second an amendment to the motion.

**Town of Walkerville Provisions:**

(15.1) Notwithstanding sub-regulation (15), a member who has already spoken to a motion or amendment before the presiding member, may move or second a second amendment provided that the member is neither the mover nor seconder of the original motion nor the amendment.

(15.2) A member who has spoken to a motion may not speak to an amendment and / or a second amendment.

(16) A member who has not spoken in the debate on a question may move a formal motion.

(17) A formal motion must be in the form of a motion set out in sub-regulation (14) (and no other formal motion to a different effect will be recognised).

(18) If the formal motion is:

(a) *that the meeting proceed to the next business*, then the effect of the motion, if successful, is, in the case of an amendment, that the amendment lapses and the meeting proceeds with the consideration of the motion before the meeting without further reference to the amendment and, in the case of a motion, that the motion lapses and the meeting proceeds to the next item of business; or

(b) *that the question be put*, then the effect of the motion, if successful, is that debate is terminated and the question put to the vote by the presiding member without further debate; or

(c) *that the question lie on the table*, then the effect of the motion, if successful, is that the meeting immediately moves to the next item of business and the question can then only be retrieved at a later time by
resolution (and, if so retrieved, debate is then resumed at the point of interruption); or

(d) *that the question be adjourned*, then the effect of the motion, if successful, is that the question is disposed of for the time being but debate can be resumed at the later time (at the point of interruption); or

(e) *that the meeting be adjourned*, then the effect of the motion, if successful, is that the meeting is brought to an end immediately without the consideration of further business.

(19) If seconded, a formal motion takes precedence and will be put by the presiding member without discussion unless the motion is for an adjournment (in which case discussion may occur (but only occur) on the details for resumption).

(20) A formal motion does not constitute an amendment to a substantive motion.

(21) If a formal motion is lost:

(a) the meeting will be resumed at the point at which it was interrupted: and

(b) if the formal motion was put during debate (and not at the end of debate) on a question, then a similar formal motion (i.e. a motion to the same effect) cannot be put until at least 1 member has spoken on the question.

(22) A formal motion for adjournment must include the reason for the adjournment and the details for resumption.

(23) Any question that lies on the table as a result of a successful formal motion under sub-regulation (14)(c) lapses at the next general election.

(24) The Chief Executive Officer must report on each question that lapses under subregulation (19) to the Council at the first ordinary meeting of the Council after the general election.

(25) Sub-regulations (9), (10) and (11) may be varied at the discretion of the Council pursuant to regulation 6.

**Town of Walkerville Provisions:**

(26) A member wishing to move a motion that is different from that recommended in the agenda is required to make available a written copy of their motion to assist the Presiding Member in the conduct of the meeting and the accurate recording of the minutes of the meeting.

11. **Amendments to Motions (Regulation 13)**

(1) A member who has not spoken to a motion at an earlier stage of the debate may move or second an amendment to the motion.
Town of Walkerville Provisions:

(1.1) Notwithstanding sub-regulation (12.11), a member who has already spoken to a motion or amendment before the presiding member, may move or second a second amendment provided that the member is neither the mover nor seconder of the original motion nor the amendment.

(1.2) A member who has spoken to a motion may speak to an amendment and a second amendment, for no more than five minutes, other than the members who have moved the original motion.

(2) An amendment will lapse if it is not seconded at the appropriate time.

Town of Walkerville Provisions:

(2.1) A member moving or seconding an amendment will speak to the amendment at the time of moving or seconding the amendment.

(2.2) Notwithstanding clause (2.1), the presiding member may seek a seconder to an amendment before allowing the mover of the amendment to speak in support of the amendment.

(2.3) If the amendment is not seconded then the amendment will lapse.

(3) A person who moves or seconds an amendment (and, if he or she chooses to do so, speaks to the amendment) will, in so doing, be taken to have spoken to the motion to which the amendment relates.

(4) If an amendment is lost, only 1 further amendment may be moved to the original motion.

(5) If an amendment is carried, only 1 further amendment may be moved to the original motion.

(6) Sub-regulations (1), (3), (4) and (5) may be varied at the discretion of the Council pursuant to regulation 6.

12. Variations etc. (Regulation 14)

(1) The mover of a motion or amendment may, with the consent of the seconder, request leave of the meeting to vary, alter or withdraw the motion or amendment.

(2) The presiding member must immediately put the question for leave to be granted and no debate will be allowed on that question.

13. Addresses by Members etc. (Regulation 15)

(1) A member must not speak for longer than 5 minutes at any one time without leave of the meeting.
(2) A member may, with leave of the meeting, raise a matter of urgency.

(3) A member may, with leave of the meeting, make a personal explanation.

(4) The subject matter of a personal explanation may not be debated.

(5) The contribution of a member must be relevant to the subject matter of the debate.

(6) Sub-regulations (1) and (2) may be varied at the discretion of the Council pursuant to regulation 6.

Town of Walkerville Provisions:

(7) A member must, at all times during a meeting, address and refer to another Member or an officer or employee by the member’s, officer’s or employee’s official title or designation.

(8) A member speaking at a meeting must not make a personal reflection on, or impute an improper motive to, another member or officer.

14. Voting (Regulation 16)

(1) The presiding member, or any other member, may ask the Chief Executive Officer to read out a motion before a vote is taken.

(2) The presiding member will, in taking a vote, ask for the votes of those members in favour of the question and then for the votes of those members against the question (and may do so as often as is necessary to enable him or her to determine the result of the voting), and will then declare the outcome.

(3) A person who is not in his or her seat is not permitted to vote.

(4) Sub-regulation (3):

(a) may be varied at the discretion of the Council pursuant to regulation 6; and

(b) does not apply in relation to a member participating in a Council Committee meeting by telephone or electronic means approved in accordance with procedures determined by the Council or Council Committee for the purposes of section 89 of the Act.

15. Divisions (Regulation 17)

(1) A division will be taken at the request of a member.

(2) If a division is called for, it must be taken immediately and the previous decision of the presiding member as to whether the motion was carried or lost is set aside.
The division will be taken as follows:

(a) the members voting in the affirmative will, until the vote is recorded, stand in their places; and

(b) the members voting in the negative will, until the vote is recorded, sit in their seats; and

(c) the presiding member will count the number of votes and then declare the outcome.

The Chief Executive Officer will record in the minutes the names of members who voted in the affirmative and the names of the members who voted in the negative (in addition to the result of the vote).

Sub-regulation (3) may be varied at the discretion of the Council pursuant to regulation 6.

16. Tabling of Information (Regulation 18)

(1) A member may require the Chief Executive Officer to table any documents of the Council relating to a motion that is before a meeting (and the Chief Executive Officer must then table the documents within a reasonable time, or at a time determined by the Presiding Member after taking into account the wishes of the meeting, and if the member who has required the tabling indicates that he or she is unwilling to vote on the motion until the documents are tabled, then the matter must not be put to the vote until the documents are tabled).

(2) The Chief Executive Officer may, in tabling a document, indicate that in his or her opinion consideration should be given to dealing with the document on a confidential basis under section 90 or 91 of the Act.

17. Adjourned Business (Regulation 19)

(1) If a formal motion for a substantive motion to be adjourned is carried:

(a) the adjournment may either be to a later hour of the same day, to another day, or to another place; and

(b) the debate will, on resumption, continue from the point at which it was adjourned.

(2) If debate is interrupted for want of a quorum and the meeting is then adjourned, the debate will, on resumption, continue from the point at which it was interrupted.

(3) Business adjourned from a previous meeting must be dealt with before any new business at a subsequent meeting.

(4) The provision of this regulation may be varied at the discretion of the Council pursuant to regulation 6.
18. **Short-term Suspension of Proceedings (Regulation 20)**

(1) If the presiding member considers that the conduct of a meeting would benefit from suspending the operation of all or some of the provisions of this Division for a period of time in order to allow or facilitate informal discussions, the presiding member may, with the approval of at least 2/3 of the members present at the meeting, suspend the operation of this Division (or any part of this Division) for a period determined by the presiding member.

(2) The Guiding Principles must be taken into account when considering whether to act under sub-regulation (1).

(3) If a suspension occurs under sub-regulation (1):
   
   (a) a note of the suspension, including the reasons for and period of suspension, must be entered in the minutes; and
   
   (b) the meeting may proceed provided that a quorum is maintained but, during the period of suspension:
      
      (i) the provisions of the Act must continue to be observed[^3], and
      
      (ii) no act or discussion will have any status or significance under the provisions which have been suspended; and
      
      (iii) no motion may be moved, seconded, amended or voted on, other than a motion that the period of suspension should be brought to an end; and
   
   (c) the period of suspension should be limited to achieving the purpose for which it was declared; and
   
   (d) the period of suspension will come to an end if:
      
      (i) the Presiding Member determines that the period should be brought to an end; or
      
      (ii) at least 2/3 of the members present at the meeting resolve that the period should be brought to an end.

19. **Chief Executive Officer may submit report recommending revocation or amendment of Council decision (Regulation 21)**

(1) The Chief Executive Officer may submit a report to Council recommending the revocation or amendment of a resolution passed since the last general election

[^3]: See particularly Part 4 of Chapter 5, and Chapter 6, of the Act.
of the Council.

(2) The Chief Executive Officer must ensure that the report is placed on the agenda for the meeting at which the report is considered.

(3) The provisions of this regulation may be varied at the discretion of the Council pursuant to regulation 6.
PART 3 - MEETINGS OF OTHER COMMITTEES

20. Application of Part (Regulation 22)
The provisions of this Part apply to or in relation to the meetings of any Council Committee that is not subject to the operation of Part 2.

21. Notice of Meetings for Members (Regulation 23)
Pursuant to section 87(15) of the Act, section 87 is modified in its application in relation to the meetings of a Committee to which this Part applies as if subsections (4) and (7) to (10) of that section provided as follows:

(a) that notice of a meeting of the Committee may be given in a form determined by the Committee after taking into account the nature and purpose of the Committee; and
(b) that notice need not be given for each meeting separately; and
(c) that if ordinary meetings of the Committee have a set agenda then notice of such a meeting need not contain, or be accompanied by, the agenda for the meeting; and
(d) that it is not necessary for the Chief Executive Officer to ensure that each member of the Committee at the time that notice of a meeting is given is supplied with a copy of any documents or reports that are to be considered at the meeting.

22. Public Notice of Committee Meetings (Regulation 24)
Pursuant to section 88(7) of the Act, section 88 is modified in its application in relation to the meetings of a Committee to which this Part applies as if subsections (2), (3) and (4) provided as follows:

(a) that public notice need not be given for each meeting separately; and
(b) that public notice may be given by displaying a notice and agenda in a place or places determined by the Chief Executive Officer after taking into account the nature and purpose of the Committee.

23. Minutes (Regulation 25)
(1) The minutes of the proceedings of a meeting must include:

(a) the names of the members present at the meeting; and
(b) each motion carried at the meeting; and
(c) any disclosure of interest made by a member; and
(d) details of the making of an order under subsection (2) of section 90 of the Act (see subsection (7) of that section); and
(e) a note of the making of an order under subsection (7) of section 91 of the Act in accordance with the requirements of subsection (9) of that section.
**Town of Walkerville Provisions:**

(1.1) The minutes of the Council proceedings must also include:

- the name and title of each member of the Administration present.
- the name and title of each member of the management team who is an apology.

(1.2) The minutes of Committee meeting proceedings must include:

- the name and title of each member of the Administration present.
- the name and title of each member of the management team who is an apology.

(2) The minutes of the proceedings at a meeting must be submitted for confirmation at the next meeting or, if that is omitted, at a subsequent meeting.

### PART 4 - MISCELLANEOUS

**24. Quorum for Committees (Regulation 26)**

(1) The **prescribed number** of members of a Council Committee constitutes a quorum of the Committee and no business can be transacted at a meeting unless a quorum is present.

(2) For the purposes of this regulation, the **prescribed number** of members of a Council Committee is:

- unless paragraph (b) applies, a number ascertained by dividing the total number of members of the Committee by 2, ignoring any fraction resulting from the division, and adding 1; or
- a number determined by the Council.

Note:
See also section 41(6) of the Act.

**25. Voting at Committee Meetings (Regulation 27)**

(1) Subject to the Act and these regulations, a question arising for decision at a meeting of a Council Committee will be decided by a majority of the votes cast by the members present at the meeting and entitled to vote on the question.

(2) Each member of a Council who is a member of a Council Committee and who is present at a meeting of the Committee must, subject to a provision of the Act to the contrary, vote on a question arising for decision at that meeting.

(3) The residing member of a Council Committee has a deliberative vote on a question arising for decision at the meeting but does not, in the event of an equality of votes, have a casting vote.

**26. Points of Order (Regulation 28)**

(1) The presiding member may call to order a member who is in breach of the Act or these regulations.
A member may draw to the attention of the presiding member a breach of the Act or these regulations, and must state briefly the nature of the alleged breach.

A point of order takes precedence over all other business until determined.

The presiding member will rule on a point of order.

If an objection is taken to the ruling of the presiding member, a motion that the ruling not be agreed with must be moved immediately.

The presiding member is entitled to make a statement in support of the ruling before a motion under sub-regulation (5) is put.

A resolution under sub-regulation (5) binds the meeting and, if a ruling is not agreed with:
(a) the ruling has no effect; and
(b) the point of order is annulled.

27. Interruption of Meetings by Members (Regulation 29)

(1) A member of a Council or Council Committee must not, while at a meeting:
(a) behave in an improper or disorderly manner; or
(b) cause an interruption or interrupt another member who is speaking.

(2) Sub-regulation (1)(b) does not apply to a member who is:
(a) objecting to words used by a member who is speaking; or
(b) calling attention to a point of order; or
(c) calling attention to want of a quorum.

(3) If the presiding member considers that a member may have acted in contravention of subregulation (1), the member must be allowed to make a personal explanation.

(4) Subject to complying with subregulation (3), the relevant member must leave the meeting while the matter is considered by the meeting.

(5) If the remaining members resolve that a contravention of sub-regulation (1) has occurred, those members may, by resolution:
(a) censure the member; or
(b) suspend the member for a part, or for the remainder, of the meeting.

(6) A member who:
(a) refuses to leave a meeting in contravention of sub-regulation (4); or
(b) enters a meeting in contravention of a suspension under sub-regulation (5), is guilty of an offence.

Maximum penalty: $1250.

28. Interruption of Meetings by Others (Regulation 30)

(1) A member of the public who is present at a meeting of a Council or
Council Committee must not:
(a) behave in a disorderly manner; or
(b) cause an interruption.
Maximum penalty: $500.

**Town of Walkerville Provisions:**

(2) A member of the public who interrupts the orderly conduct of a meeting must, on being requested to do so by the presiding member, immediately leave the place where the meeting is being held.

(3) If a person(s) does not leave the place where the meeting is held at the request of the presiding member, a senior officer of Council will contact SAPOL requesting their immediate attendance to remove that person(s).

29. Other Matters (Town of Walkerville Provision)

(1) **Mayor's Report**

(1.1) The Mayor's report must only contain information relating to the official duties of the Mayor since his / her last report.

(1.2) The Mayor's report will be included in the agenda, but not the minutes, of a Council meeting and any issues raised by the report can be made the subject of a separate motion.

(2) **Tabling of Information by Members**

(2.1) Written information tabled by members at a Council meeting will not be included in the Council minutes.

(2.2) If members wish for the information to be considered by Council then a motion with or without notice needs to be raised under the relevant section of the agenda for a report to be brought back to the next or subsequent meeting of Council.

(3) **Filming Council and Committee Meetings**

Council and Committee meetings may not be filmed, or recorded in any manner, without the prior written permission of the Presiding Member.
Meeting: Council
Title: Procurement Policy Review
Responsible Manager: Group Manager, Corporate Services, Katy Bone
Author: Group Manager, Corporate Services, Katy Bone
Key Focus Area: Strategic Community Plan Focus area 3 - Transparent and accountable local tier of Government
Key Focus Area: Financial Guiding Principle 1 - Finances managed responsibly
Type of Report: Decision Required

Recommendation
That Council adopts the Procurement Policy appearing as Attachment A to this report, acknowledging that the amendments are of minor significance.

Summary
To provide Members of Council with the opportunity to review and question the revised Procurement Policy (Policy).

Background /Description
The Procurement Policy was presented to the Audit Committee and reviewed on the 3 February 2020. The Committee resolved the following:

AC24/19-20 consecutive
That the Audit Committee:

1. receives and notes the revised Procurement Policy; and
2. refers the revised Procurement Policy to Council for consideration and adoption with the following amendments:

   • That clause 14.2, under Policy Exemption, be amended to include that a review should occur after three instances of the contract being awarded.
   • Clause 3.14 – definition of end to end process be included at clause 9.1.
   • Clause 9.2.1 remove three written quotes for amounts above $100, 000.
   • Clause 9.2.1 – amounts over $100, 000 requests for tender. If select process is chosen CEO is to inform Council of the reasons.

The suggested changes to the Policy as provided by the Audit Committee, have been included in the proposed Procurement Policy (Attachment A).

Council endorsed the current Procurement Policy at their ordinary meeting held on 15 April 2019. While
the policy review date is not scheduled until April 2021, Administration have discovered some minor discrepancies, which have the potential to impact Council’s operations and procurement practices. As such, an early review of the Policy has been undertaken.

**Key Issues for Consideration**

The Procurement Policy was submitted to the Audit Committee for review with the following proposed amendments:

1. Expansion of the introduction;
2. Revision of the policy scope;
3. Relocation and reformatting the definitions section;
4. General minor amendments to wording in numerous sections; and
5. A minor amendment to the policy exemption section to further clarify the Chief Executive Officer’s discretionary powers for exemptions to this Policy.

**Options for Consideration**

**Option 1**

That Council adopts the Procurement Policy appearing as Attachment A to this report, acknowledging that the amendments are of minor significance.

**Option 2**

That Council request the following adjustments:

- 
- 
- 

**Analysis of Options**

The Procurement Policy amendments provide more flexibility to engage a provider within a strict compliance framework.

**Financial Implications**

There are no known financial implications

**Community Implications**

There are no known Community implications

**Regional Implications**

There are no known regional implications

**Governance Implications**

The Procurement Policy provides a stable framework when engaging providers and delivers a fair and consistent application.

**Preferred Option & Reasoning**

Option 1 is the preferred option. The Procurement Policy has been reviewed by the Audit Committee and is presented to Council for adoption. The amendments, which are considered minor, will continue to enable Council to engage providers in a structured fair and equitable framework.
## Attachments

<table>
<thead>
<tr>
<th>Attachment A</th>
<th>Procurement Policy – Updated Version</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attachment B</td>
<td>Procurement Policy – Working Version</td>
</tr>
</tbody>
</table>

168
1. Introduction

1.1. Pursuant to section 49 of the Local Government Act 1999 (Act), Councils are required to develop and maintain procurement policies that ensure probity, accountability and transparency across all operational practices that require the expenditure of public money.

1.2. The Corporation of the Town of Walkerville (Council / Administration) has developed this Procurement Policy (Policy) to ensure Council is compliant with the provisions of the Act.

1.3. The purpose of the Policy is to provide information and guidance to both Elected Members of Council (Elected Members) and rate payers (Public) in respect of the procurement of goods and services by Council, and to provide a framework for Council Administration to ensure its procurement endeavours are efficient, clearly defined, best practice and consistent with the Act.

2. Scope

2.1. This policy gives consideration to all procurement and unsolicited proposals and is to be read in conjunction with related policies prepared by Council Administration as required.

2.2. This Policy does not relate to:
3. Definitions

Words and phrases used in this policy have the same meaning as they do in the Act and the Regulations, however, for the purpose of further clarification:

3.1. **Act** means the *Local Government Act 1999*;

3.2. **Contract Management** means the process that ensures both parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money.

3.3. **Employees** means all full time and part time council officers, temporary employees, and all contractors and consultants while engaged by the Council.

3.4. **Conflict of Interest** refer to section 120 of the Act.

3.5. **Delegation** means a power handed down by the Council or Chief Executive Officer as an instrument to enable a delegate to act on Council’s behalf.

3.6. **Ethics** The moral principles or values that guide practitioners in aspects of procurement.

3.7. **Expressions of Interest (EOI)** means an invitation for persons to submit an EOI for the provision of the goods, services and works. This invitation is not an offer or a contract.

3.8. **GST** Goods and Services Tax. All monetary values stated in this Policy exclude GST, unless specifically stated otherwise.

3.9. **Late Tender** A late tender is one not received in the Tender Box prior to the closing date/time. If an electronic tender submission has commenced prior to the closing date/time, and the transmission is interrupted due to tender closing time, the submission will be deemed to be received.

3.10. **Major Contract** is denoted by a contract that has a value of $100,000 or more, and entails at least two of the following also applies:

- the contract was established through a tender process (excluding plant and equipment purchases, short term asset purchases and consultancies)
- a prudential report was required for the project/procurement
- the Chief Executive Officer (or nominee) considers that the procurement will result in risks for Council as the matter is of high or ongoing public interest, relates to significant historical or social value for the Community, or may result in significant reputational risk for Council.
Records relating to Major Contracts must be kept permanently.

3.11. **Panel Contracts** are contracts that sets out agreed rates for goods and services which are available for the term of the agreement. However, no commitment is made under the agreement to purchase a specified value or quantity of goods or services.

3.12. **Preferred Supplier** refers to a party (supplier) with whom Council holds an arrangement for the provision of goods or services for agreed pricing and/or supply conditions for a stated period.

3.13. **Probity** means practices of honesty, proper and ethical conduct and propriety in dealings. Which are consistent with the Council’s policies and legislation to ensure that all potential suppliers are treated equitably.

3.14. **Procurement** is the end-to-end process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.

3.15. **Request for Information** is a formal request for information, that seeks to gain a more detailed understanding of the supplier market and the range of solutions and technologies that may be available. It may be used to develop documentation for a future tender.

3.16. **Request for Quotes** is the process for inviting quotes to achieve a stated outcome.

3.17. **Request for Tender** is the process in which an invitation to submit offers for clearly described goods or services is publicly advertised. Council will utilise a process seeking to achieve the best procurement outcome.

3.18. **Specifications** refers to a statement which clearly and accurately describes the essential requirements for goods, services or works. It may also include the procedures by which it will be determined that the requirements have been met and performance required in a contract.

3.19. **Standing Offer Agreement** is a contract that sets out rates for goods and services that is available for the term of the agreement. However, no commitment is made under the agreement to purchase a specified value or quantity of goods and services.

3.20. **Social Enterprise** A social enterprise is a revenue generating business with primarily social objectives whose surpluses are reinvested for that purpose in the business or in the community, rather than being driven by the need to deliver profit to shareholders and owner

3.21. **Supplier** is an individual/organisation named in the contract as the party responsible for the performance of the contractual obligations.

3.22. **Sustainability** Activities that meet the need for goods, works and services in a way that achieves value for money on a whole of life basis in terms of generating benefit not only to Council, but also to society and the economy, while minimising damage to the environment.
3.23. **Tender Process** is the process of inviting parties to submit a tender by public advertisement, followed by evaluation of submissions and selection of a successful bidder.

3.24. **Quotation Process** The process of inviting parties to submit a quotation followed by evaluation of submissions and selection of a successful bidder.

3.25. **Value for Money** is a driving principle of procurement which seeks to select the supply of goods, services and works that takes into account both cost and non-cost related factors, including:

- contribution to the advancement of the Council’s priorities;
- non-cost factors such as fitness for purpose, quality, service and support; and
- Cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.

3.26. **Unsolicited Proposal** within the context of this policy refers to a unique or innovative proposal initiated by the non-government sector to deliver outcomes that are desirable to Council, without being formally requested by Council through a recognised market engagement process.

4. **Policy Objective**

4.1. The Organisation will have regard to the following principles when carrying out its procurement activities:

- 4.1.1. demonstrated probity, accountability, responsibility and transparency to Elected Members and the Public;
- 4.1.2. fairness and equitable treatment of all parties involved in the procurement processes of Council;
- 4.1.3. the monitoring and recording of all procurement activities;
- 4.1.4. achieving the best possible outcome for Council;
- 4.1.5. the establishment of a procurement framework for Council to achieve value for money and continuous improvement in the provision of services for the community;
- 4.1.6. promoting the use of Council’s resources in an efficient, effective and ethical manner;
- 4.1.7. advancing Council’s economic, social and environmental policies and objectives;
- 4.1.8. providing a reasonable opportunity for competitive local businesses to contract with Council;
- 4.1.9. demonstrated sensitivity to the current and future needs of a diverse community;
- 4.1.10. appropriate management of risk;
- 4.1.11. compliance with all statutory requirements.
5. **Legislative Framework**

5.1. The manner in which Council conducts itself in procurement is governed by section 49 of the Act.

5.2. Section 49 (1) of the Act requires Council, among other things, to prepare and adopt policies in respect of contracts and tenders including policies relating to:

- 5.2.1. the contracting out of services
- 5.2.2. competitive tendering and the use of other measures to ensure that services are delivered cost-effectively
- 5.2.3. the use of local goods and services.

5.3. Section 49(a1) of the Act requires Council, among other things, to develop and maintain policies, practices and procedures directed towards:

- 5.3.1. obtaining value in the expenditure of public money
- 5.3.2. providing for ethical and fair treatment of participants
- 5.3.3. ensuring probity, accountability and transparency in procurement activities.

5.4. Section 49(2) of the Act requires Council to, among other things:

- 5.4.1. identify circumstances where Council will call for tenders for the supply of goods, the provision of services or the carrying out of works;
- 5.4.2. provide for the recording of reasons for entering into contracts other than those resulting from a tender process; and
- 5.4.3. be consistent with any requirement prescribed by the *Local Government (General) Regulations 2013* (SA) (“the Regulations”).

6. **Policy**

6.1. **Procurement Principles**

When engaging in procurement activities consideration and regard must be given to the following fundamental principles in the acquisition of goods and services:

6.1.1. **Contracting Out**

Council Administration will provide services to the Community in the most effective manner possible utilising an appropriate mixture of contractors and Council employees so as to discharge its obligations pursuant to the Local Government Act 1999 and achieve value for money.

In determining whether to procure the services of contractors, Council Administration will assess the need for specialist short term skills and equipment against the need to maintain a strong skills base of Council employees and determine the appropriate mix in the circumstances.

6.1.2. **Encouragement Of Open and Effective Competition**
• Open and effective competition is the central operating principle in pursuit of the best outcome.
• Openness requires procurement actions that are visible to the Council, ratepayers and suppliers/contractors. The probability of obtaining the best outcome is generally increased in a competitive environment.
• Council will create effective competition by maximising the opportunities for firms to do business with Council through the selection of procurement methods suited to market conditions, the nature of the procurement, and the objectives of the procurement overall.
• Council Administration will offer and provide feedback, where sought, to unsuccessful bidders.

6.1.3. Obtaining Value for Money

• Value for money involves obtaining goods, works or services for the Council that best meet the end user’s needs at the lowest total cost with the minimum level of acceptable contractual risk.
• This is not restricted to price alone.
• An assessment of value for money must include, where possible, consideration of fitness for purpose, fair market prices, local economic development and whole of life costs. ‘Whole of life’ includes, purchase price, cost of spares, running costs, post-delivery support, effective warranties, cost of replacement, installation costs, etc.

6.1.4. Ethics & Probity

Council employees involved in procurement will act in an ethical way.

Ethical behaviour encompasses the concepts of honesty, integrity, probity, diligence, fairness, trust, respect and consistency. Ethical behaviour identifies and appropriately handles conflicts of interest.

A procurement conducted in an ethical manner will enable purchasers and potential suppliers to deal with each other on a basis of mutual trust and respect. In conducting procurements, there is an implied obligation to treat all participating potential suppliers equitably.

The procurement process rules need to be clear, open, well understood and applied consistently to all parties to the process. All potential suppliers will have the same opportunities to compete for Council’s business and will be treated equitably based on their legal, commercial, technical and financial abilities. For example, when providing further information to potential suppliers during the course of a procurement, Employees will effect procedures to treat all potential suppliers consistently.

The procurement of services must be conducted in a way that imposes as fair as practicable the same level of accountability and responsibility on the service provider as would exist if the Council carried out the services itself.

In pursuit of ethical behaviour, during the procurement of goods or services Employees will, for example:
• Disclose to the Chief Executive Officer any possible conflict of interest. Where a potential conflict relates to the Chief Executive Officer, it will be disclosed to the Council in accordance with Section 120 of the Local Government Act 1999;
• Deal with all suppliers in an honest, fair and equitable manner;
• Respect all in-confidence information received and not use it for personal gain, or to prejudice fair and open competition.
- Not accept money, goods, loans, credits, purchasing incentives, services or prejudiced discounts
- Not use Council's name or purchasing power to make purchases other than for Council use.

In this regard, Employees will ensure that their close associates also do not receive an advantage in relation to a Council procurement.

A supplier/contractor will be immediately excluded from a procurement process where:

- A conflict that is unable to be appropriately managed arises, or
- There is inappropriate lobbying of the Council, or
- There is a behaviour that might reasonably be regarded as seeking to solicit favourable treatment for the procurement process including by the offering of gifts or benefits.

6.1.5. Accountability and Transparency

The Council has the responsibility of ensuring that any procurement process is transparent and that its decisions are justified.

Council employees will advise the Chief Executive Officer prior to the purchase being undertaken where the procurement will result in:
- an increase in the Procurement Category applied to the purchase
- the expenditure being 10% higher than budgeted for projects with a value greater than $100,000 (ex GST).

If this is not possible, notification must be provided to the Chief Executive Officer as soon as practical.

6.1.6. Confidentiality and Disclosure of Information

Commercial in Confidence information received by the Council must not be disclosed and is to be stored in a secure location. Elected Members and council employees are to protect the following, by refusing to release or discuss:
- information disclosed by organisations in tenders, quotation or during tender negotiations;
- All information that is deemed to be Commercial in Confidence; and
- Pre-contract information including, but not limited to, information provided in quotes and tenders or subsequently provided in pre-contract negotiations.

Tenderers are advised that the awarded tender price (fixed lump sum price only) and the name of the successful tenderer may also become publicly available.

6.1.7. Expectations of Suppliers

It is Councils expectation that whilst participating in tendering or quotation processes suppliers must not approach, or request any other person to approach, any Elected Member or council employees to solicit support for their bid or otherwise seek to influence the outcome of the process.

The bid of any supplier who engages in this type of conduct will not be considered further by Council.
If a supplier is aware of or concerned about any improper practices being undertaken by council employees in relation to procurement activities, they are requested to contact Council Administration.

6.1.8. **Ensuring Compliance of Relevant Legislation**

Council is committed to ensuring its purchasing activities are conducted in accordance with its statutory responsibilities; which includes adherence to (but is not limited to) the Local Government Act 1999, Competition and Consumer Act 2010, the Independent Commissioner Against Corruption Act 2012, the Freedom of Information Act 1991, National Competition Policy and other relevant legislation, industrial awards and agreements and international trade agreements.

6.1.9. **Environmental Considerations**

Council will seek to:

- promote the purchase of environmentally friendly goods and services that satisfy value for money criteria
- align the Council’s procurement activities with principles of ecological sustainability
- purchase recycled and environmentally preferred products where possible
- integrate relevant principles of waste minimisation and energy
- foster the development of products and services which have a low environmental impact;
- provide leadership to business, industry and the community in promoting the use of environmentally sensitive goods and services

6.1.10. **Unsolicited Proposal**

In order to ensure an unsolicited proposal received by Council does not duplicate a current or previous procurement evaluation process initiated by Council, Council must first verify that the proposal is unique and requires further assessment.

The principles of probity and fair and equitable procurement activities will be observed when making this assessment as set out in this Policy.

In submitting an unsolicited proposal proponents acknowledge that:

- the Council may have legislative obligations that it will need to comply with in relation to a particular proposal and nothing in these guidelines is intended to override or circumvent those obligations, and
- that the processes established by these guidelines are separate from, and do not override, other legislative approval processes that a proponent may need to participate in order to progress its proposal
- all queries or communications in relation to innovative proposals must be directed to the Council’s Chief Executive Officer to ensure consistency and transparency in the process. The Council reserves the right to discontinue assessment of, or negotiations on, a proposal if the proponent discusses the proposal with members of Council staff or Elected Members otherwise than as directed by the Council’s Chief Executive Officer.
- a proponent must not offer any incentive to, or otherwise attempt to, influence any person who is either directly or indirectly involved in an assessment or negotiation process. The Council reserves the right to end any consideration of a proposal if a proponent fails to comply with this requirement.
7. **Methods of Procurement**

7.1. Council considers a competitive tender process to be its preferred method of procurement. There are circumstances, however, upon a balanced consideration of the Policy Principles and Relevant Factors, where an alternative method of procurement may be appropriate.

7.2. Unless other arrangements are authorised by the CEO on a needs basis, with the exception of circumstances such as emergencies, the Organisation standard methods for purchasing goods, services and works shall be by:

- Direct purchasing and/or sourcing;
- Tender Processes (open, select, limited or staged) inclusive of Expressions of Interest (EOI), Request for Quote (RFQ), Request for Proposal (RFP), Request for Tender (RFT)
- Joint procurement with other Councils (Strategic Alliances)
- Third party contracts (Local Government Association Procurement, Strategic Purchasing)

7.3. The appropriate procurement method will be determined on a case by case basis. Consideration needs to be given to the total value of the contract/agreements term duration, to ensure that the amount remains within the appropriate procurement threshold.

7.4. Council Administration may, at its discretion, conduct one-stage or multi-stage tenders or run sequential tenders. A multi-stage tender process will commence with an Expression of Interest (EOI) and followed by a tender process involving the organisations selected as a consequence.

7.5. Expression of Interest may be appropriate where:

- the requirement is complex, difficult to define, unknown or unclear,
- the requirement is capable of several technical solutions,
- Council wishes to consider specific issues to determine the resources required i.e. technical, mechanical, managerial and financial
- it is necessary to pre-qualify suppliers and goods to meet defined standards

8. **Procurement Methods & Thresholds**

8.1. Council Administration will refer to the following table as a guide in assessing the appropriate Method of Procurement to be adopted in each procurement.

8.2. Procurement being the end-to-end process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract

<table>
<thead>
<tr>
<th>Purchase Price (plus GST)</th>
<th>Recommended Methods of Procurement</th>
<th>Authorised Decision Makers</th>
</tr>
</thead>
<tbody>
<tr>
<td>≤ $5,000</td>
<td>Direct Purchasing</td>
<td>Employees within the limits of their delegated financial authority</td>
</tr>
<tr>
<td></td>
<td>Panel Contracts</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td></td>
<td>Strategic Alliances</td>
<td></td>
</tr>
<tr>
<td>&gt; $5,001 ≤ $25,000</td>
<td>Direct Purchasing</td>
<td>Employees within the limits of their delegated financial authority</td>
</tr>
<tr>
<td></td>
<td>One Quotation</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td></td>
<td>Panel Contracts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strategic Alliances</td>
<td></td>
</tr>
<tr>
<td>Purchase Price (plus GST)</td>
<td>Recommended Methods of Procurement</td>
<td>Authorised Decision Makers</td>
</tr>
<tr>
<td>--------------------------</td>
<td>------------------------------------</td>
<td>---------------------------</td>
</tr>
</tbody>
</table>
| > $25,001 ≤ $100,000     | Minimum two written quotations obtained  
|                          | Request for Expressions of Interest  
|                          | Request for Tenders  
|                          | Panel Contracts  
|                          | Strategic Alliances  
|                          | Employees within the limits of their delegated financial authority  
|                          | Chief Executive Officer |
| > $100,001 (Major Contact) | Request for Expressions of Interest  
|                          | Request for Tenders  
|                          | Panel Contracts  
|                          | Strategic Alliances  
|                          | Chief Executive Officer  
|                          | If select process is chosen CEO is to inform Council of the reasons |

8.3. The methods of procurement that may be adopted by Council (hereinafter a "Method of Procurement") include one or more of the following:

8.3.1. **Direct Purchasing- Purchase Orders**

- Purchase orders will be raised prior to the purchase being made. While Employees are encouraged to raise purchase orders, the following circumstances may be applied when determining if an order does not need to be raised:
  - Purchases made using Corporate Credit Cards (refer to Council’s Corporate Credit Cards Procedure)
  - Purchases relating to an entity which is a wholly or partially owned subsidiary of Council
  - Strategic Alliance Contracts (including contracts arising pursuant to the ERA (Eastern Region Alliance), unless required under the specific contracts arrangements.
  - Council’s standard Terms and Conditions of contract/supply are provided to suppliers as part of the purchase order. The Purchase Order must be provided to the supplier prior to commencement of service, or delivery of goods. Suppliers are required to comply in all respects with the contract documents concerning the sale, supply and delivery of the materials.
  - Any variation to the standard terms (including use of any special conditions) must be clear on the face of the purchase order used, and the reasons for the same recorded on the electronic file.
  - Council Administration must ensure all engaged suppliers must be adequately authorised and recorded within Council’s creditor database as per purchasing and financial procedures.

8.3.2. **Quotations**

Council will obtain written quotations from prospective contractors as follows:

- a minimum of one (1) quotation will be obtained for values less than $25,000
- a minimum of two (2) quotations will be obtained for greater than $25,001 but less than $100,000
- a minimum of three (3) written quotations will be obtained for values greater than $100,001.

8.3.3. Requests for Expressions of Interest

Council will issue an open invitation to the market in respect of the provision of goods or services with a view to establishing a short list of contractors. Any or all of the shortlisted contractors may then be invited to participate in a further Method of Procurement.

8.3.4. Request for Tenders

Council will issue a select or open request for tenders to the market in respect of the provision of goods or services.

8.3.5. Panel Contracts

Council will engage a contractor pursuant to an existing panel contract entered into in accordance with any policy, procedure or process related to panel contracts developed by Council and in operation from time to time.

8.3.6. Strategic Alliances

8.3.6.1. Council will engage a contractor pursuant to existing contracts or agreements established or administered by other parties including, but not limited to:

- the State Government of South Australia
- the Local Government Association of South Australia
- a purchasing group of which Council is a member
- Council Solutions
- Procurement Australia
- an Eastern Region Alliance (ERA) Member Council; or
- any other Australian Council
- any other joint venture, partnership, agreement, contract or strategic alliance entered into with any other South Australian Council, or pursuant to the Eastern Region Alliance (ERA) MoU.

8.3.6.2. Common Use Arrangements

Council can also purchase goods, services and/or works by leveraging strategic alliances with entities such as LGA Procurement (LGAP), Procurement Australia, Council Solutions (CS), Eastern Region Alliance (ERA) Councils, any Australian Council, the State Government, and Federal Government with the aim of:

a) Reducing direct and indirect purchasing costs
b) Providing tangible benefits through joint purchasing
c) Improving delivery and/or quality of outcomes to residents
d) Attracting more competition or a more suitable field of providers to respond to a tender.

9. Contract Terms

9.1. All contractual relationships must be documented in writing based on standard terms and conditions.
9.2. All contractors must obey and ensure that their employees, sub-contractors and agents obey any Acts, regulations, local laws and by-laws in any way applicable to the performance of a contract. Contractors must also comply with the terms of any relevant Commonwealth and State industrial instruments in respect to its employees and ensure that any agents and sub-contractors also comply with these obligations.

9.3. To protect the best interests of the Council, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to this expose Council to risk and must be authorised by the Chief Executive Officer.

9.4. Council payment terms provide that vendor invoices are paid on a 30 day cycle, generally within 30 days from the date of the invoice and after completion/receipt of the goods, services or works whichever is the latter. Payment terms can only changed with the approval of the Group Manager of Corporate Services or the Chief Executive Officer.

10. Records

10.1. Where a Method of Procurement other than a Request for Tender results in Council entering into a contract, Council must keep a written record of its reasons for adopting that Method of Procurement. Such records will be kept and maintained by Council in accordance with the Record Management Policy and / or Procedure (or equivalent) adopted by Council from time to time.

11. Risk Management

11.1. Risk Management is to be appropriately applied at all stages of procurement activities which will be properly planned and carried out in a manner that will protect and enhance the Council’s capability to prevent, withstand and recover from interruption to the supply of goods services and works.

11.2. Risk management will be carried out in accordance with the stated requirements in the Risk Management Policy and the Guidelines for OH&S Management of Contractors and any Federal or State regulatory requirements.

11.3. The provision of goods, services and works by contract potentially exposes the Council to risk. The Council will minimise its risk exposure by measures such as:

- standardising contracts to include current, relevant clauses;
- requiring security deposits where appropriate;
- referring specifications to relevant experts;
- requiring contractual agreement before commencement;
- use of or reference to relevant Australian Standards (or equivalent);
- Effectively managing the contract including monitoring and enforcing performance.

12. Work, Health & Safety

12.1. Council undertakes due diligence activities on all suppliers to ensure compliance to legislative and business requirements. Council requires all contractors, service providers and volunteers to comply with all WH&S legislative requirements. These are mandatory requirements and noncompliance will disqualify prospective suppliers. Suppliers must provide evidence of insurances in providing goods, services or works and adhere to Council’s Risk Management framework and are compliant with all WH&S procedures.

12.2. Contractors are obliged to comply with Council’s Work, Health and Safety Contractor Management Procedure and Environmental Protection Policies. Additional Work, Health and Safety requirements will be included as part of the conditions of contract, in particular with
respect to projects that are defined as construction projects and/or include high risk construction work activities.

12.3. When purchasing goods, materials or plant and equipment reference must be made to the following WHS Procedures i.e. Plant Procedure & Hazardous Chemicals Procure.

13. **Policy Exemptions**

13.1. Council recognises that in the case of emergency, circumstances where a non-competitive market exists, or where a response is required without delay, the ordinary principles set out in this Policy may be inappropriate. Such cases include, but are not limited to:

13.1.1. a state of emergency declared under the *Emergency Management Act 2004* (SA);
13.1.2. an incident that requires the activation of Council's Disaster Recovery and / or Business Continuity Plan;
13.1.3. an incident declared by the Chief Executive Officer (or their nominee) whereby the safety or security of any person or property associated with Council is threatened;
13.1.4. an external incident to which the Chief Executive Officer (or their nominee) has authorised the provision of urgent support;
13.1.5. an incident where an authorised Employee deems that a purchase is required in the interests of the Public; and/or
13.1.6. any other incident or circumstance as determined by the Chief Executive Officer (or their delegate).

13.2. In circumstances where Administration has acted contrary to this Policy they must present a report to Council at the next available Ordinary Meeting detailing the reasons why the Policy was not followed.

13.3. After three consecutive contract being awarded to the same provider a review will be required to ensure that Council are still received value for money for services.

14. **Delegation**

An Employee requires the approval in writing of the CEO (or their nominee) to enter into a contract on behalf of Council where the Purchase Price exceeds the Employee’s delegated financial authority.

15. **Prudential Requirements**

Council will comply with its prudential management requirements as set out in the Act by compliance with this Policy, the Budget Management Policy, the Financial Internal Controls Policy, the Fraud & Corruption Prevention Policy and any other risk management processes, policies and procedures developed by Council and in force from time to time.

16. **Policy Maintenance and Review**

16.1. This Policy will be available for inspection at the Council Office, 66 Walkerville Terrace, Gilberton during ordinary business hours and on Council’s website www.walkerville.sa.gov.au. Copies will be provided to interested parties upon request for the payment as per Councils Fees & Charges listing.

16.2. Council will undertake a review and evaluation of this Policy at least once every two (2) years and following general council elections in accordance with Council’s strategic management planning framework. Council may, in any event, conduct a review and evaluation of the effectiveness of this Policy at any time.
16.3. The Chief Executive Officer will report to the Elected Members on the outcome of any such review and will make recommendations for amendments, alterations or substitutions as may be required.

16.4. If this Policy is amended, altered or substituted in accordance with the above, it will not apply retrospectively to a Method of Procurement already commenced or completed.
Attachment B

Procurement Policy

Approved by Council

First Approved 18/11/2013 (MCNC11 181113, CNC152/13-14) formally known as Contracts & Tenders Policy

Review Frequency Bi-annually (and following general council elections)

Last Reviewed 15/04/2019 (CNC324/18-19)

Next Review 01/08/2020

Document Number POL20169109

File 18.63.1.1

Responsible Officer Group Manager Corporate Services

Policies Related Code of Conduct for Council Members
Code of Conduct for Council Employees
Community Engagement and Consultation Policy
Budget Management Policy
Fraud and Corruption Prevention Policy

Procedures Related Corporate Credit Cards Procedure

Procurement Related Purchase Order Guidelines

Delegations Related Financial Delegations and EFT Authorisation Limits

Applicable Legislation Local Government Act 1999

1. Introduction

1.1. Pursuant to section 49 of the Local Government Act 1999 (Act), Councils are required to develop and maintain procurement policies that ensure probity, accountability and transparency over all operational practices that require the expenditure of public money.

1.4.1.2. The Corporation of the Town of Walkerville (Council / Administration) has developed this Procurement Policy (“the Policy”) to ensure Council is prepared in accordance and compliance with the provisions of section 49 of the Local Government Act 1999 (SA) (“the Act”).

1.3. The purpose of the Policy is to provide information and guidance to both Elected Members of Council (“the Elected Members”), employees of Council (“Employees”) and rate payers (“the Public”) in respect of the procurement of goods and services by Council and to provide a framework for Council Administration. The aim is to ensure that all procurement policies and endeavours are efficient, clearly defined, best practice and consistent with the Act and best practice guidelines.

1.2. Scope

1.3.2.1. This policy gives consideration to all procurement and unsolicited proposals and is to be read in conjunction with related policies prepared by Council Administration as required.
1.4. This Policy is to be read in conjunction with other policies prepared by Council Administration from time to time.

1.5. This Policy does not relate to:
   - non-procurement activities of Council such as those related to sponsorships, grants, funding arrangements, donations and employment contracts;
   - the sale or disposal of land and other assets owned by Council; or
   - the purchase or acquisition of land or assets by Council.

3. Definitions

Words and phrases used in this policy have the same meaning as they do in the Act and the Regulations, however, for the purpose of further clarification:


3.2. **Contract Management** means the process that ensures both parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money.

3.3. **Employees** means all full time and part time council officers, temporary employees, and all contractors and consultants while engaged by the Council.

3.4. **Conflict of Interest** refer to section 120 of the Act.

3.5. **Delegation** means a power handed down by the Council or Chief Executive Officer as an instrument to enable a delegate to act on Council’s behalf.

3.6. **Ethics** The moral principles or values that guide practitioners in aspects of procurement.

3.7. **Expressions of Interest (EOI)** means an invitation for persons to submit an EOI for the provision of the goods, services and works. This invitation is not an offer or a contract.

3.8. **GST** Goods and Services Tax. All monetary values stated in this Policy exclude GST, unless specifically stated otherwise.

3.9. **Late Tender** A late tender is one not received in the Tender Box prior to the closing date/time. If an electronic tender submission has commenced prior to the closing date/time, and the transmission is interrupted due to tender closing time, the submission will be deemed to be received.

3.10. **Major Contract** is denoted by a contract that has a value of $100,000 or more, and entails at least two of the following also applies:
   - the contract was established through a tender process (excluding plant and equipment purchases, short term asset purchases and consultancies)
   - a prudential report was required for the project/procurement
   - the Chief Executive Officer (or nominee) considers that the procurement will result
in risks for Council as the matter is of high or ongoing public interest, relates to
significant historical or social value for the Community, or may result in significant
reputational risk for Council.

Records relating to Major Contracts must be kept permanently.

3.11. **Panel Contracts** are contracts that sets out agreed rates for goods and services which
are available for the term of the agreement. However, no commitment is made under the
agreement to purchase a specified value or quantity of goods or services.

3.12. **Preferred Supplier** refers to a party (supplier) with whom Council holds an arrangement
for the provision of goods or services for agreed pricing and/or supply conditions for a stated
period.

3.13. **Probity** means practices of honesty, proper and ethical conduct and propriety in
dealings. Which are consistent with the Council’s policies and legislation to ensure that all
potential suppliers are treated equitably.

3.14. **Procurement** is the end-to-end process of acquisition of external goods, services and
works. This process spans the whole life cycle from initial concept through to the end of the useful
life of an asset (including disposal) or the end of a service contract.

3.15. **Request for Information** is a formal request for information, that seeks to gain a more
detailed understanding of the supplier market and the range of solutions and technologies that
may be available. It may be used to develop documentation for a future tender.

3.16. **Request for Quotes** is the process for inviting quotes to achieve a stated outcome.

3.17. **Request for Tender** is the process in which an invitation to submit offers for clearly
described goods or services is publicly advertised. Council will utilise a process seeking to
achieve the best procurement outcome.

3.18. **Specifications** refers to a statement which clearly and accurately describes the essential
requirements for goods, services or works. It may also include the procedures by which it will be
determined that the requirements have been met and performance required in a contract.

3.19. **Standing Offer Agreement** is a contract that sets out rates for goods and services that is
available for the term of the agreement. However, no commitment is made under the agreement
to purchase a specified value or quantity of goods and services.

3.20. **Social Enterprise** A social enterprise is a revenue generating business with primarily
social objectives whose surpluses are reinvested for that purpose in the business or in the
community, rather than being driven by the need to deliver profit to shareholders and owner

3.21. **Supplier** is an individual/organisation named in the contract as the party responsible for
3.22. **Sustainability** Activities that meet the need for goods, works and services in a way that achieves value for money on a whole of life basis in terms of generating benefit not only to Council, but also to society and the economy, while minimising damage to the environment.

3.23. **Tender Process** is the process of inviting parties to submit a tender by public advertisement, followed by evaluation of submissions and selection of a successful bidder.

3.24. **Quotation Process** The process of inviting parties to submit a quotation followed by evaluation of submissions and selection of a successful bidder.

3.25. **Value for Money** is a driving principle of procurement which seeks to select the supply of goods, services and works that takes into account both cost and non-cost related factors, including:

- contribution to the advancement of the Council’s priorities;
- non-cost factors such as fitness for purpose, quality, service and support; and
- Cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.

3.26. **Unsolicited Proposal** within the context of this policy refers to a unique or innovative proposal initiated by the non-government sector to deliver outcomes that are desirable to Council, without being formally requested by Council through a recognised market engagement process.

### 2.4. Policy Objective

2.4.1. The Organisation will have regard to the following principles when carrying out its procurement activities:

2.4.1.1. demonstrated probity, accountability, responsibility and transparency to Elected Members and the Public;

2.4.1.2. fairness and equitable treatment of all parties involved in the procurement processes of Council;

2.4.1.3. the monitoring and recording of all procurement activities;

2.4.1.4. achieving the best possible outcome for Council;

2.4.1.5. the establishment of a procurement framework for Council to achieve value for money and continuous improvement in the provision of services for the community;

2.4.1.6. promoting the use of Council’s resources in an efficient, effective and ethical manner;

2.4.1.7. advancing Council’s economic, social and environmental policies and objectives;

2.4.1.8. providing a reasonable opportunity for competitive local businesses to contract with Council;
2.1.9. demonstrated sensitivity to the current and future needs of a diverse community;
2.1.10. appropriate management of risk;
2.1.11. compliance with the Act and all statutory requirements.

3. Legislative Framework

3.1. The manner in which Council conducts itself in procurement is governed by section 49 of the Act.

3.2. Section 49 (1) of the Act requires Council, among other things, to prepare and adopt policies in respect of contracts and tenders including policies relating to:

3.2.1. contracting out of services
3.2.2. competitive tendering and the use of other measures to ensure that services are delivered cost-effectively
3.2.3. the use of local goods and services.

3.3. Section 49(a1) of the Act requires Council, among other things, to develop and maintain policies, practices and procedures directed towards:

3.3.1. obtaining value in the expenditure of public money
3.3.2. providing for ethical and fair treatment of participants
3.3.3. ensuring probity, accountability and transparency in procurement activities.

3.4. Section 49(2) of the Act requires Council to, among other things:

3.4.1. identify circumstances where Council will call for tenders for the supply of goods, the provision of services or the carrying out of works;
3.4.2. provide for the recording of reasons for entering into contracts other than those resulting from a tender process; and
3.4.3. be consistent with any requirement prescribed by the Local Government (General) Regulations 2013 (SA) ("the Regulations").

4. Definitions

The Act

Local Government Act 1999 (SA)

Contract Management

The process that ensures both parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money.
<table>
<thead>
<tr>
<th><strong>Council employees</strong></th>
<th>Includes full time and part time council officers, and temporary employees, contractors and consultants while engaged by the Council.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Conflict of Interest</strong></td>
<td>Refer to Part 4, Division 3, Section 120 of the Local Government Act 1999 (SA).</td>
</tr>
<tr>
<td><strong>Delegation</strong></td>
<td>A power handed down by the Council or Chief Executive Officer in an instrument to enable a delegate to act on Council’s behalf.</td>
</tr>
<tr>
<td><strong>Ethics</strong></td>
<td>The moral principles or values that guide practitioners in aspects of procurement.</td>
</tr>
<tr>
<td><strong>Expression of Interest</strong></td>
<td>An invitation for persons to submit an EOI for the provision of the goods, services and works which generally set out in the overview of requirements contained in the document. This invitation is not an offer or a contract.</td>
</tr>
<tr>
<td><strong>GST</strong></td>
<td>Goods and Services Tax. All monetary values stated in this policy exclude GST, unless specifically stated otherwise.</td>
</tr>
<tr>
<td><strong>Late Tender</strong></td>
<td>A late tender is one not received in the Tender Box prior to the closing date/time. If an electronic tender submission has commenced prior to the closing date/time, and the transmission is interrupted due to tender closing time, the submission will be deemed to be received.</td>
</tr>
</tbody>
</table>
| **Major Contract** | A contract that has a value of $100,000 or more, and at least two of the following also applies:  
  - the contract was established through a tender process (excluding plant and equipment purchases, short term asset purchases and consultancies);  
  - a prudential report was required for the project/procurement  
  - the Chief Executive Officer (or nominee) considers that the procurement will result in risks for Council as the matter is of high or ongoing public interest, relates to significant historical... |
or social value for the Community, or may result in significant reputational risk for Council.

Records relating to Major Contracts must be kept permanently.

**Panel Contracts**

A contract that sets out rates for goods and services which are available for the term of the agreement. However, no commitment is made under the agreement to purchase a specified value or quantity of goods or services.

**Preferred Supplier**

An arrangement under which the Council and a supplier agree that goods or services will be supplied under agreed pricing and/or supply conditions for a stated period.

**Probity**

Probity refers to uprightness, honesty, proper and ethical conduct and propriety in dealings, which are consistent with the Council’s policies and legislation to ensure that all potential suppliers are treated equitably.

**Procurement**

Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.

**Request for Information**

Formal request for information to gain a more detailed understanding of the supplier market and the range of solutions and technologies that may be available. It may be used to develop documentation for a future tender.

**Request for Quotes**

A process for inviting quotes to achieve a stated outcome.

**Request for Tender**

A process in which an invitation to submit offers for clearly described goods or services is publicly advertised. Council will utilise a process seeking to achieve the best procurement outcome.

**Specification**

The statement which clearly and accurately describes the essential requirements for goods, services or works. It may also include the procedures by which it will be determined that the
| **Standing Offer Agreement** | A contract that sets out rates for goods and services that is available for the term of the agreement. However, no commitment is made under the agreement to purchase a specified value or quantity of goods and services. |
| **Social Enterprise** | A social enterprise is a revenue generating business with primarily social objectives whose surpluses are reinvested for that purpose in the business or in the community, rather than being driven by the need to deliver profit to shareholders and owners. |
| **Supplier** | The organisation named in the contract as the party responsible for the performance of the contractual obligations. |
| **Sustainability** | Activities that meet the need for goods, works and services in a way that achieves value for money on a whole of life basis in terms of generating benefit not only to Council, but also to society and the economy, while minimising damage to the environment. |
| **Tender Process** | The process of inviting parties to submit a tender by public advertisement, followed by evaluation of submissions and selection of a successful bidder. |
| **Quotation Process** | The process of inviting parties to submit a quotation followed by evaluation of submissions and selection of a successful bidder. |
| **Value for Money** | Value for money in procurement relates to selecting the supply of goods, services and works taking into account both cost and non-cost related factors including: 
- contribution to the advancement of the Council’s priorities; 
- non-cost factors such as fitness for purpose, quality, service and support; and 
- Cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works. |
| **Unsolicited Proposal** | Unsolicited Proposal within the context of this policy is the reference to a unique or innovative proposal initiated by the non-government sector to deliver outcomes that are desirable to Council, without being formally requested by Council through a recognised market engagement process. |
5.7 Policy

5.1.1 Procurement Principles

When engaging in procurement activities consideration and regard must be given to the following fundamental principles in the acquisition of goods and services:

5.1.1.1 Contracting Out

Council Administration will provide services to the Community in the most effective manner possible utilising an appropriate mixture of contractors and Council employees so as to discharge its obligations pursuant to the Local Government Act 1999 and achieve value for money.

In determining whether to procure the services of contractors, Council Administration will assess the need for specialist short term skills and equipment against the need to maintain a strong skills base of Council employees and determine the appropriate mix in the circumstances.

5.1.2 Encouragement Of Open and Effective Competition

- Open and effective competition is the central operating principle in pursuit of the best outcome.
- Openness requires procurement actions that are visible to the Council, ratepayers and suppliers/contractors. The probability of obtaining the best outcome is generally increased in a competitive environment.
- Council will create effective competition by maximising the opportunities for firms to do business with Council through the selection of procurement methods suited to market conditions, the nature of the procurement, and the objectives of the procurement overall.
- Council Administration will offer and provide feedback, where sought, to unsuccessful bidders.

5.1.3 Obtaining Value for Money

- Value for money involves obtaining goods, works or services for the Council that best meet the end user’s needs at the lowest total cost with the minimum level of acceptable contractual risk.
- This is not restricted to price alone.
- An assessment of value for money must include, where possible, consideration of fitness for purpose, fair market prices, local economic development and whole of life costs. 'Whole of life' includes, purchase price, cost of spares, running costs, post-delivery support, effective warranties, cost of replacement, installation costs, etc.

5.1.4 Ethics & Probity

Council employees involved in procurement will act in an ethical way.

Ethical behaviour encompasses the concepts of honesty, integrity, probity, diligence, fairness, trust, respect and consistency. Ethical behaviour identifies and appropriately handles conflicts of interest.

A procurement conducted in an ethical manner will enable purchasers and potential suppliers to deal with each other on a basis of mutual trust and respect. In conducting procurements, there is an implied obligation to treat all participating potential suppliers equitably.
The procurement process rules need to be clear, open, well understood and applied consistently to all parties to the process. All potential suppliers will have the same opportunities to compete for Council’s business and will be treated equitably based on their legal, commercial, technical and financial abilities. For example, when providing further information to potential suppliers during the course of a procurement, Employees will effect procedures to treat all potential suppliers consistently.

The procurement of services must be conducted in a way that imposes as fair as practicable the same level of accountability and responsibility on the service provider as would exist if the Council carried out the services itself.

In pursuit of ethical behaviour, during the procurement of goods or services Employees will, for example:
- Disclose to the Chief Executive Officer any possible conflict of interest. Where a potential conflict relates to the Chief Executive Officer, it will be disclosed to the Council in accordance with Section 120 of the Local Government Act 1999;
- Deal with all suppliers in an honest, fair and equitable manner;
- Respect all in-confidence information received and not use it for personal gain, or to prejudice fair and open competition
- Not accept money, goods, loans, credits, purchasing incentives, services or prejudiced discounts
- Not use Council’s name or purchasing power to make purchases other than for Council use.

In this regard, Employees will ensure that their close associates also do not receive an advantage in relation to a Council procurement.

A supplier/contractor will be immediately excluded from a procurement process where:
- A conflict that is unable to be appropriately managed arises, or
- There is inappropriate lobbying of the Council, or
- There is a behaviour that might reasonably be regarded as seeking to solicit favourable treatment for the procurement process including by the offering of gifts or benefits.

5.1.5. Accountability and Transparency

The Council has the responsibility of ensuring that any procurement process is transparent and that its decisions are justified.

Council employees will advise the Chief Executive Officer prior to the purchase being undertaken where the procurement will result in:
- an increase in the Procurement Category applied to the purchase
- the expenditure being 10% higher than budgeted for projects with a value greater than $100,000 (ex GST).

If this is not possible, notification must be provided to the Chief Executive Officer as soon as practical.

5.1.6. Confidentiality and Disclosure of Information

Commercial in Confidence information received by the Council must not be disclosed and is to be stored in a secure location. Elected Members and council employees are to protect the following, by refusing to release or discuss:
information disclosed by organisations in tenders, quotation or during tender negotiations;
• All information that is deemed to be Commercial in Confidence; and
• Pre-contract information including, but not limited to, information provided in quotes and tenders or subsequently provided in pre-contract negotiations.

Tenderers are advised that the awarded tender price (fixed lump sum price only) and the name of the successful tenderer may also become publicly available.

5.1.7 Expectations of Suppliers

It is Council's expectation that whilst participating in tendering or quotation processes suppliers must not approach, or request any other person to approach, any Elected Member or council employees to solicit support for their bid or otherwise seek to influence the outcome of the process.

The bid of any supplier who engages in this type of conduct will not be considered further by Council.

If a supplier is aware of or concerned about any improper practices being undertaken by council employees in relation to procurement activities, they are requested to contact Council Administration.

5.1.8 Ensuring Compliance of Relevant Legislation

Council is committed to ensuring its purchasing activities are conducted in accordance with its statutory legislative and common law responsibilities, which includes adherence to (but are not limited to) the Local Government Act 1999, Competition and Consumer Act 2010, the Independent Commissioner Against Corruption Act 2012, the Freedom of Information Act 1991, National Competition Policy and other relevant legislation, industrial awards and agreements and international trade agreements.

5.1.9 Environmental Considerations

Council will seek to:
• promote the purchase of environmentally friendly goods and services that satisfy value for money criteria
• align the Council’s procurement activities with principles of ecological sustainability
• purchase recycled and environmentally preferred products where possible
• integrate relevant principles of waste minimisation and energy
• foster the development of products and services which have a low environmental impact;
• provide leadership to business, industry and the community in promoting the use of environmentally sensitive goods and services.

5.1.10 Unsolicited Proposal

In order to ensure an unsolicited proposal received by Council does not duplicate a current or previous procurement evaluation process initiated by Council, Council must first verify that the proposal is unique and requiring further assessment.

The principles of probity and fair and equitable procurement activities will be observed when making this assessment as set out in this Policy.

In submitting an unsolicited proposal proponents acknowledge that:
the Council may have legislative obligations that it will need to comply with in relation to a particular proposal and nothing in these guidelines is intended to override or circumvent those obligations, and

that the processes established by these guidelines are separate from, and do not override, other legislative approval processes that a proponent may need to participate in order to progress its proposal

all queries or communications in relation to innovative proposals must be directed to the Council’s Chief Executive Officer to ensure consistency and transparency in the process. The Council reserves the right to discontinue assessment of, or negotiations on, a proposal if the proponent discusses the proposal with members of Council staff or Elected Members otherwise than as directed by the Council’s Chief Executive Officer.

a proponent must not offer any incentive to, or otherwise attempt to, influence any person who is either directly or indirectly involved in an assessment or negotiation process. The Council reserves the right to end any consideration of a proposal if a proponent fails to comply with this requirement.

6.8 Methods of Procurement

6.8.1 Council considers a competitive tender process to be its preferred method of procurement. There are circumstances, however, upon a balanced consideration of the Policy Principles and Relevant Factors, where an alternative method of procurement may be appropriate.

6.8.2 Unless other arrangements are authorised by the CEO on a needs basis, with the exception of circumstances such as emergencies, the Organisation standard methods for purchasing goods, services and works shall be by:

- Direct purchasing and/or sourcing;
- Tender Processes (open, select, limited or staged) inclusive of Expressions of Interest (EOI), Request for Quote (RFQ), Request for Proposal (RFP), Request for Tender (RFT)
- Joint procurement with other Councils (Strategic Alliances)
- Third party contracts (Local Government Association Procurement, Strategic Purchasing)

6.8.3 The appropriate procurement method will be determined on a case by case basis. Consideration needs to be given to the total value of the contract/agreements term duration, to ensure that the amount remains within the appropriate procurement threshold.

6.8.4 Council Administration may, at its discretion, conduct one-stage or multi-stage tenders or run sequential tenders. A multi-stage tender process will commence with an Expression of Interest (EOI) and followed by a tender process involving the organisations selected as a consequence.

6.8.5 Expression of Interest may be appropriate where:

- the requirement is complex, difficult to define, unknown or unclear,
- the requirement is capable of several technical solutions,
- Council wishes to consider specific issues to determine the resources required i.e. technical, mechanical, managerial and financial
- it is necessary to pre-qualify suppliers and goods to meet defined standards
7. **Procurement Methods & Thresholds**

9.1. Council Administration will refer to the following table as a guide in assessing the appropriate Method of Procurement to be adopted in each procurement.

9.2. Procurement being the end-to-end process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.

<table>
<thead>
<tr>
<th>Purchase Price (plus GST)</th>
<th>Recommended Methods of Procurement</th>
<th>Authorised Decision Makers</th>
</tr>
</thead>
<tbody>
<tr>
<td>≤$5,000</td>
<td>• Direct Purchasing</td>
<td>• Employees within the limits of their delegated financial authority</td>
</tr>
<tr>
<td></td>
<td>• Panel Contracts</td>
<td>• Chief Executive Officer</td>
</tr>
<tr>
<td></td>
<td>• Strategic Alliances</td>
<td></td>
</tr>
<tr>
<td>&gt;$5,001 ≤ $25,000</td>
<td>• Direct Purchasing</td>
<td>• Employees within the limits of their delegated financial authority</td>
</tr>
<tr>
<td></td>
<td>• One Quotation</td>
<td>• Chief Executive Officer</td>
</tr>
<tr>
<td></td>
<td>• Panel Contracts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Strategic Alliances</td>
<td></td>
</tr>
<tr>
<td>&gt; $25,001 ≤ $100,000</td>
<td>• Minimum two written quotations obtained</td>
<td>• Employees within the limits of their delegated financial authority</td>
</tr>
<tr>
<td></td>
<td>• Request for Expressions of Interest</td>
<td>• Chief Executive Officer</td>
</tr>
<tr>
<td></td>
<td>• Request for Tenders</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Panel Contracts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Strategic Alliances</td>
<td></td>
</tr>
<tr>
<td>&gt; $100,001</td>
<td>• Minimum three written quotations obtained</td>
<td>• Chief Executive Officer</td>
</tr>
<tr>
<td></td>
<td>• Request for Expressions of Interest</td>
<td>• If select process is chosen CEO is to inform Council of the reasons</td>
</tr>
<tr>
<td></td>
<td>• Request for Tenders</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Panel Contracts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Strategic Alliances</td>
<td></td>
</tr>
</tbody>
</table>

7.2. **The methods of procurement that may be adopted by Council (hereinafter a “Method of Procurement”) include one or more of the following:**

7.2.1. **Direct Purchasing - Purchase Orders**

- Purchase orders will be raised prior to the purchase being made. While Employees are encouraged to raise purchase orders, the following circumstances may be applied when determining if an order does not need to be raised:
  - Purchases made using Corporate Credit Cards (refer to Council’s Corporate Credit Cards Procedure)
  - Purchases relating to an entity which is a wholly or partially owned subsidiary of Council
  - Strategic Alliance Contracts (including contracts arising pursuant to the ERA (Eastern Region Alliance), unless required under the specific contracts arrangements.

- Council’s standard Terms and Conditions of contract/supply are provided to suppliers as part of the purchase order. The Purchase Order must be provided to the supplier prior to commencement of service, or delivery of goods. Suppliers are
required to comply in all respects with the contract documents concerning the sale, supply and delivery of the materials.

- Any variation to the standard terms (including use of any special conditions) must be clear on the face of the purchase order used, and the reasons for the same recorded on the electronic file.
- Council Administration must ensure all engaged suppliers must be adequately authorised and recorded within Council’s creditor database as per purchasing and financial procedures.

7.2.3.9.3.2. Quotations

Council will obtain written quotations from prospective contractors as follows:

- a minimum of one (1) quotation will be obtained for values less than $25,000
- a minimum of two (2) quotations will be obtained for greater than $25,001 but less than $100,000
- a minimum of three (3) written quotations will be obtained for values greater than $100,001.

7.2.3.9.3.3. Requests for Expressions of Interest

Council will issue an open invitation to the market in respect of the provision of goods or services with a view to establishing a short list of contractors. Any or all of the shortlisted contractors may then be invited to participate in a further Method of Procurement.

7.2.4.9.3.4. Request for Tenders

Council will issue a select or open request for tenders to the market in respect of the provision of goods or services.

7.2.5.9.3.5. Panel Contracts

Council will engage a contractor pursuant to an existing panel contract entered into in accordance with any policy, procedure or process related to panel contracts developed by Council and in operation from time to time.

7.2.6.9.3.6. Strategic Alliances

7.2.6.9.3.6.1. Council will engage a contractor pursuant to existing contracts or agreements established or administered by other parties including, but not limited to:

- the State Government of South Australia
- the Local Government Association of South Australia
- a purchasing group of which Council is a member
- Council Solutions
- Procurement Australia
- an Eastern Region Alliance (ERA) Member Council; or
- any other Australian Council
any other joint venture, partnership, agreement, contract or strategic alliance entered into with any other South Australian Council, or pursuant to the Eastern Region Alliance (ERA) MoU.

7.2.7.2 Common Use Arrangements

Council can also purchase goods, services and/or works by leveraging strategic alliances with entities such as LGA Procurement (LGAP), Procurement Australia, Council Solutions (CS), Eastern Region Alliance (ERA) Councils, any Australian Council, the State Government, and Federal Government with the aim of:

a) Reducing direct and indirect purchasing costs
b) Providing tangible benefits through joint purchasing
c) Improving delivery and/or quality of outcomes to residents
d) Attracting more competition or a more suitable field of providers to respond to a tender.

8.10. Contract Terms

8.10.1. All contractual relationships must be documented in writing based on standard terms and conditions.

8.10.2. All contractors must obey and ensure that their employees, sub-contractors and agents obey any Acts, regulations, local laws and by-laws in any way applicable to the performance of a contract. Contractors must also comply with the terms of any relevant Commonwealth and State industrial instruments in respect to its employees and ensure that any agents and sub-contractors also comply with these obligations.

8.10.3. To protect the best interests of the Council, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to this expose Council to risk and must be authorised by the Chief Executive Officer.

8.10.4. Council payment terms provide that vendor invoices are paid on a 30 day cycle, generally within 30 days from the date of the invoice and after completion/receipt of the goods, services or works whichever is the latter. Payment terms can only changed with the approval of the Group Manager of Corporate Services or the Chief Executive Officer.

9.11. Records

9.11.1. Where a Method of Procurement other than a Request for Tender results in Council entering into a contract, Council must keep a written record of its reasons for adopting that Method of Procurement. Such records will be kept and maintained by Council in accordance with the Record Management Policy and Procedure (or equivalent) adopted by Council from time to time.

10.12. Risk Management

10.12.1. Risk Management is to be appropriately applied at all stages of procurement activities which will be properly planned and carried out in a manner that will protect and enhance the Councils capability to prevent, withstand and recover from interruption to the supply of goods services and works.

10.12.2. Risk management will be carried out in accordance with the stated requirements in the Risk Management Policy and the Guidelines for OH&S Management of Contractors and any Federal or State regulatory requirements.
10.3. 12.3  The provision of goods, services and works by contract potentially exposes the Council to risk. The Council will minimise its risk exposure by measures such as:

• standardising contracts to include current, relevant clauses;
• requiring security deposits where appropriate;
• referring specifications to relevant experts;
• requiring contractual agreement before commencement;
• use of or reference to relevant Australian Standards (or equivalent);
• Effectively managing the contract including monitoring and enforcing performance.

11.3. Work, Health & Safety

11.1.13.1. Council undertakes due diligence activities on all suppliers to ensure compliance to legislative and business requirements. Council requires all contractors, service providers and volunteers to comply with all WH&S legislative requirements. These are mandatory requirements and noncompliance will disqualify prospective suppliers. Suppliers must provide evidence of insurances in providing goods, services or works and adhere to Council’s Risk Management framework and are compliant with all WH&S procedures.

11.2.13.2. Contractors are obliged to comply with Council’s Work, Health and Safety Contractor Management Procedure and Environmental Protection Policies. Additional Work, Health and Safety requirements will be included as part of the conditions of contract, in particular with respect to projects that are defined as construction projects and/or include high risk construction work activities.

11.3.13.3. When purchasing goods, materials or plant and equipment reference must be made to the following WHS Procedures i.e. Plant Procedure & Hazardous Chemicals Procure.


12.1.14.1. Council recognises that in the case of emergency, circumstances where a non-competitive market exists, or where a response is required without delay, the ordinary principles set out in this Policy may be inappropriate. Such cases include, but are not limited to:

12.1.1.14.1.1. a state of emergency declared under the Emergency Management Act 2004 (SA);
12.1.1.14.1.2. an incident that requires the activation of Council’s Disaster Recovery and / or Business Continuity Plan;
12.1.1.14.1.3. an incident declared by the Chief Executive Officer (or their nominee) whereby the safety or security of any person or property associated with Council is threatened;
12.1.1.14.1.4. an external incident to which the Chief Executive Officer (or their nominee) has authorised the provision of urgent support;
12.1.1.14.1.5. an incident where an authorised Employee deems that a purchase is required in the interests of the safety of the Public; and/or
12.1.1.14.1.6. any other incident or circumstance as determined by the Chief Executive Officer (or their delegate/nominee).

(‘Exempt Events’).
14.2. In circumstances where The Administration has acted contrary to this Policy, they must present a report to Council at the next available Ordinary Meeting detailing the reasons why the Policy was not followed.

14.3. After three consecutive contract being awarded to the same provider a review will be required to ensure that Council are still received value for money for services.

15. Delegation

An Employee requires the approval in writing of the CEO (or their nominee) to enter into a contract on behalf of Council where the Purchase Price exceeds the Employee’s delegated financial authority.

16. Prudential Requirements

Council will comply with its prudential management requirements as set out in the Act by compliance with this Policy, the Budget Management Policy, the Financial Internal Controls Policy, the Fraud & Corruption Prevention Policy and any other risk management processes, policies and procedures developed by Council and in force from time to time.

17. Policy Maintenance and Review

17.1. This Policy will be available for inspection at the Council Office, 66 Walkerville Terrace, Gilberton during ordinary business hours and on Council’s website www.walkerville.sa.gov.au. Copies will be provided to interested parties upon request for the payment as per Councils Fees & Charges listing.

17.2. Council will undertake a review and evaluation of this Policy at least once every two (2) years and following general council elections in accordance with Council’s strategic management planning framework. Council may, in any event, conduct a review and evaluation of the effectiveness of this Policy at any time.

17.3. The Chief Executive Officer will report to the Elected Members on the outcome of any such review and will make recommendations for amendments, alterations or substitutions as may be required.

17.4. If this Policy is amended, altered or substituted in accordance with the above, it will not apply retrospectively to a Method of Procurement already commenced or completed.
Meeting: Council
Title: Fraud and Corruption Policy
Responsible Manager: Group Manager, Corporate Services, Katy Bone
Author: Group Manager, Corporate Services, Katy Bone
Key Focus Area: Strategic Community Plan Focus area 3- Transparent and accountable local tier of Government
Key Focus Area: Financial Guiding Principle 1- Finances managed responsibly
Type of Report: Decision Required

Recommendation
That Council adopts the Fraud and Corruption Policy appearing as Attachment A to this report, acknowledging that the amendments are of minor significance.

Summary
To provide Council with the opportunity to review and question the revised Fraud and Corruption Policy.

Background /Description
The Fraud and Corruption Policy was presented to the Audit Committee and reviewed on the 3 February 2020. The Committee resolved the following:

AC22/19-20

That the Audit Committee:
1. Receives and notes the Fraud and Corruption Policy; and
2. Recommends the Fraud and Corruption Policy to Council for adoption.

The Council endorsed the current Fraud and Corruption Protection Policy in December 2018. This policy is reviewed annually.

Key Issues for Consideration
The following amendments are being proposed and recommended:

- Update reference from the Whistleblower Protection Policy to Public Interest Disclosure Procedure.
- Update reference from the Whistleblower Protection Act 1993 to Public Interest Disclosure Act 2018
- Under the heading ‘Definitions’; clause 4.4 ‘Employee’ and clause 4.8 ‘Maladministration’ have both been updated to reflect the new Public Interest Disclosure Policy.

Options for Consideration
Option 1
That Council adopts the Fraud and Corruption Policy appearing as Attachment A to this report, acknowledging that the amendments are of minor significance.

Option 2

That Council recommends the following adjustments:

- 
- 

Analysis of Options

Option one updates the policy to include the new Public Interest Disclosure Procedure requirements for Council.

Financial Implications

There are no known financial implications.

Community Implications

There are no known Community implications.

Regional Implications

There are no known regional implications.

Governance Implications

The policy updates provide consistency with the requirements under the Public Interest Disclosure Procedure.

Preferred Option & Reasoning

Option 1 is the preferred option. The Policy has been reviewed by Council’s Audit Committee and amended to reflect the requirements of the Public Interest Disclosure Act 2018.

Attachments

<table>
<thead>
<tr>
<th>Attachment</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attachment A</td>
<td>Fraud and Corruption Policy – Updated Version</td>
</tr>
<tr>
<td>Attachment B</td>
<td>Fraud and Corruption Policy– Workings Version</td>
</tr>
</tbody>
</table>
Fraud and Corruption Prevention Policy

1. Introduction

1.1 Town of Walkerville is committed to acting in the best interest of the community and to
upholding the principles of honesty, integrity and transparency, which are all key
components of good governance.

1.2 The Council recognises that Fraud and Corruption in Public Administration have the
potential to cause significant financial and non-financial harm and that, therefore, the
prevention and control of Fraud and Corruption should feature predominantly within the
systems and procedures of Town of Walkerville.

2. Policy Statement

2.1 This Policy is designed to protect public funds and assets and the integrity, security and
reputation of the Council.

2.2 This Policy outlines the Council's approach to the prevention or minimisation,
identification and control of fraudulent and/or corrupt activity and, summarises the
associated responsibilities of Council Members and Council Employees.
2.3 The Council will not tolerate fraudulent or corrupt activity and is committed to its control and prevention by:

- complying with the requirements of the *Independent Commissioner Against Corruption Act 2012* (ICAC Act);
- establishing and maintaining an effective system of internal controls and enforcing compliance with those controls;
- regularly undertaking risk assessments to identify circumstances in which Fraud and Corruption could potentially occur;
- implementing Fraud and Corruption prevention and mitigation strategies in its day to day operations;
- taking appropriate action in response to allegations of fraudulent and/or corrupt activity including, reporting allegations in accordance with the *ICAC Act 2012* and the reporting system established by the Independent Commissioner Against Corruption (ICAC) under section 20 of the *ICAC Act 2012* and where allegations are substantiated, in addition to applicable criminal sanctions, may take disciplinary action in accordance with the Codes of Conduct for Council Members and Council Employees or, if relevant, a Council Employee’s contract of employment with the Council;
- ensuring all Council Employees and Council Members are aware of their obligations in regards to the prevention of Fraud and Corruption within the Council and the inclusion of preliminary education in any induction process;
- active participation in education and evaluation of practices relevant to Fraud and Corruption;
- fostering an ethical environment in which dishonest and fraudulent behaviour is actively discouraged; and
- generating community awareness of the Council’s commitment to the prevention of fraud and Corruption.

3. **Scope**

3.1 This Policy is intended to complement and be implemented in conjunction with other Council policies, including:

- Public Interest Disclosure Procedures;
- Risk Management and Internal Control Procedures;
- Code of Conduct for Council Employees;
- Code of Conduct for Council Members;
- Council Members Allowances and Benefits Policy; and

3.2 This Policy applies to all disclosures that relate to the actual or suspected occurrence of Fraud and/or Corruption within the Council.
4. **Definitions**

For the purposes of this Policy the following definitions apply:

4.1 **Corruption** is dishonest activity in which a Public Officer acts contrary to the interests of the organisation and abuses his/her position of trust in order to achieve some personal gain or advantage for him or herself or for another person or entity.

**Corruption** in public administration means:

a) an offence against *Part 7 Division 4 (Offences relating to public officers) of the Criminal Law Consolidation Act 1935*, which includes the following offences:

   (i) bribery or Corruption of public officers;
   (ii) threats or reprisals against public officers;
   (iii) abuse of public office;
   (iv) demanding or requiring benefit on basis of public office;
   (v) offences relating to appointment to public office.

b) any other offence (including an offence against *Part 5 (Offences of dishonesty) of the Criminal Law Consolidation Act 1935*) committed by a public officer while acting in his or her capacity as a public officer or by a former public officer and related to his or her former capacity as a public officer, or by a person before becoming a public officer and related to his or her capacity as a public officer, or an attempt to commit such an offence (see Appendix 1 for examples of offences under the *Local Government Act 1999, Local Government (Elections) Act 1999 and Development Act 1993*);

or

c) any of the following in relation to an offence referred to in a preceding paragraph:

   (i) aiding, abetting, counselling or procuring the commission of the offence
   (ii) inducing, whether by threats or promises or otherwise, the commission of the offence;
   (iii) being in any way, directly or indirectly, knowingly concerned in, or party to, the commission of the offence;
   (iv) conspiring with others to effect the commission of the offence.

4.2 **Deception** means deceiving another person to obtain a benefit or to cause detriment to a person.

4.3 **Directions and Guidelines** is a reference to the Directions and Guidelines issued pursuant to *section 20 of the ICAC Act 2012*, which are available on the Commissioner’s website ([www.icac.sa.gov.au](http://www.icac.sa.gov.au)).

4.4 **Employee** includes employees of ToW whether fulltime, part time, casual or contract employment; employees of a subsidiary of Council and members of a Council committee.
4.5 **False Disclosure** is a disclosure of information relating to Fraud or Corruption that is made by a person who knows the information to be false or, who is reckless as to whether it is false.

4.6 **Fraud** is an intentional dishonest act or omission done with the purpose of deceiving.

   Note: unlike ‘Corruption’ there is no statutory definition of ‘Fraud’. Fraud is a style of offending. The offences addressed under *Part 5 and Part 6 of the Criminal Law Consolidation Act 1935* are considered to constitute Fraud offences.

4.7 **Independent Commissioner Against Corruption (Commissioner)** means the person holding or acting in the office of the Independent Commissioner Against Corruption.

4.8 **Maladministration** in public office is defined in section 5(4) of the ICAC Act and means:

   4.8.1 conduct of a public officer, or a practice, policy or procedure of a public authority, that results in an irregular and unauthorised use of public money or substantial mismanagement of public resources; or

   4.8.2 conduct of a public officer involving substantial mismanagement in or in relation to the performance of official functions; and

   4.8.3 includes conduct resulting from impropriety, incompetence or negligence;

   4.8.4 is to be assessed having regard to relevant statutory provisions and administrative instructions and directions.

4.9 **Manager** means any Employee of the Council who is responsible for the direct supervision of other Employees, and/or, for the management of a Council Department.

4.10 **Office for Public Integrity (OPI)** is the office established under the ICAC Act that has the function to:

   (a) receive and assess complaints about public administration from members of the public;

   (b) receive and assess reports about Corruption, misconduct and maladministration in public administration from the Ombudsman, the Council and public officers;

   (c) make recommendations as to whether and by whom complaints and reports should be investigated;

   (d) perform other functions assigned to the Office by the Commissioner.

4.11 **Public administration** defined at *section 4 of the ICAC Act 2012* means without limiting the acts that may comprise public administration, an administrative act within the meaning of the *Ombudsman Act 1972* will be taken to be carried out in the course of public administration.

4.12 **Public Officer** defined under the *ICAC Act 2012* includes (but is not limited to):

   - a Council Member;
   - An Independent Member of a Council Committee; and
   - an Employee or Officer of the Council.
4.13 A **Responsible Officer** is a person (or persons) appointed by the Council pursuant to section 302B of the Local Government Act 1999 who is (are) authorised to receive and act upon disclosures of public interest information reported to him/her under the *Public Interest Disclosure Act 2018*.

5. **Prevention**

5.1 The Council recognises that:

- the occurrence of Fraud and Corruption will prevail in an administrative environment where opportunities exist for waste, abuse and maladministration; and
- the most effective way to prevent the occurrence of Fraud and Corruption is to promote an ethical environment in which internal control mechanisms have been implemented.

5.2 In general, the Council expects that Public Officers will assist in preventing Fraud and Corruption within the Council by:

- understanding the responsibilities of their position;
- familiarising themselves with the Council’s policies and procedures and adhering to them;
- understanding what behaviour constitutes fraudulent and/or corrupt conduct;
- maintaining an awareness of the strategies that have been implemented by the Council to minimise Fraud and Corruption;
- being continuously vigilant to the potential for Fraud and/or Corruption to occur; and
- reporting suspected or actual occurrences of Fraud or Corruption in accordance with Part 7 of this Policy.
5.3 Specific Responsibilities

5.3.1 Collectively, as the decision making body of the Council, Council Members are responsible for ensuring that the Council:

- Supports the Chief Executive Officer in the implementation of adequate security for the prevention of fraud and corruption including the provision of secure facilities for storage of assets, and procedures to deter fraudulent or corrupt activity from occurring, and
- Makes reports in accordance with part 7 of this Policy and facilitates cooperation with any investigation undertaken by an external authority (such as SAPOL or the Commissioner Independent Commissioner Against Corruption).

5.3.2 The Chief Executive Officer is responsible for

- Making reports in accordance with part 7 of this Policy and facilitates cooperation with any investigation undertaken by an external authority (such as SAPOL or the Commissioner Independent Commissioner Against Corruption)
- Providing adequate security for the prevention of fraud and corruption, including the provision of secure facilities for storage of assets and procedures to deter fraudulent or corrupt activity from occurring
- Promoting Council’s commitment to the prevention of fraud and corruption to the Community on relevant occasions
- Providing mechanisms for receiving allegations of fraud or corruption, including ensuring that Responsible Officers and Employees receive appropriate training
- Promoting a workplace culture and environment in which fraud and corruption is actively discouraged and is readily reported should it occur, and
- Undertaking and reviewing a fraud and corruption risk assessment on a regular basis.

5.3.3 Managers are responsible for:

- the conduct of any Employees whom they supervise and, will be held accountable for such;
- any property under their control and, will be held accountable for such;
- reporting in accordance with Part 7 of this Policy;
- creating an environment in which Fraud and Corruption is discouraged and readily reported by Employees. Such an environment shall be fostered by the Manager’s own attitude and behaviours to Fraud and Corruption and, by the accountability and integrity they both display and encourage from other Employees;
- ensuring that new Employees for whom they are responsible are aware of their responsibilities in relation to Fraud and Corruption and, of the standard of conduct expected from all Employees as outlined in the Code of Conduct for Council Employees and this Policy;
5.3.4 Employee’s are responsible for:

- performing their functions and duties with care, diligence, honesty and integrity;
- conducting themselves in a professional manner at all times;
- adhering to these guidelines and other Council procedures that have been established to prevent Fraud or Corruption;
- taking care for Council's property which includes avoiding the waste or misuse of the Council's resources;
- maintaining and enhancing the reputation of the Council;
- remaining scrupulous in the use of Council information, assets, funds, property, goods or services; and
- reporting in accordance with Part 7 of this Policy.

6. Fraud and Corruption Risk Assessment Process

6.1 The Council's main objective in the prevention and control of Fraud and Corruption is to minimise the occurrence of Fraud and Corruption within the Council. This objective is generally achieved by:

- identifying Fraud and Corruption Risks;
- reviewing and monitoring internal controls;
- determining strategies to control those risks; and
- defining responsibility for and, the time frame within which the strategies will be implemented.

6.2 Managers must be alert to the potential of Fraud and Corruption to occur and remain wary of factors which may leave the Council vulnerable to Fraud and Corruption, including:

- changes to Council delegations;
- implementation of cost cutting measures;
- contracting out and outsourcing;
- the impact of new technology; and
- changes to risk management practices.

7. Reporting Corruption in Public Administration to the OPI

7.1 Any Employee or Council Member who has or acquires knowledge of actual or suspected Corruption in public administration must report this information to the OPI as soon as practicable.

7.2 Where an Employee or Council Member suspects Corruption in public administration, that suspicion must be reasonably held. Section 6 of the Directions and Guidelines (ICAC) address what is required to form a reasonable suspicion. In this regard it is to be
noted that suspicion is a state of mind that is distinct from a belief. It is not necessary for the Employee or Council Member to believe the relevant conduct amounts to Corruption in public administration. All that is required to make a report to the OPI is a reasonable suspicion based upon a proper consideration of the available facts (i.e. there must be a factual basis for the suspicion).

7.3 Reports to the OPI by an Employee or Council Member must be made in accordance with the reporting obligations contained in section 11 of the Directions and Guidelines (ICAC). In particular, the following information must be included in the report:

- the Employee or Council Member identity; and
- the identity of the Council;
- the Employee’s or Council Member’s Council address, telephone number and email.

7.4 In addition, the report must:

7.4.1 identify the matter by reference to the conduct that the Employee or Council Member suspects is Corruption in public administration; and

7.4.2 expressly identify that the Employee or Council Member suspects the conduct to be Corruption; and

7.4.3 identify any public officer or other person suspected of having engaged in the conduct; and

7.4.4 be accompanied by:

- a statement as to how the Employee or Council Member became aware of the conduct; and
- the evidence known to the Employee or Council Member including any documentation relevant to the conduct; and
- a list of those persons who the Employee or Council Member believes can give evidence relevant to the conduct.

7.5 A report to the OPI by an Employee or Council Member must be made on the online report form available at www.icac.sa.gov.au.

7.6 Where the Employee’s or Council Member’s knowledge of Corruption has arisen due to a complaint/report he/she has received from another person (the informant), the Employee or Council Member should not include the informant’s details in the report to the OPI if:

7.6.1 the report/complaint was made under the Public Interest Disclosure Act 2018; and

7.6.2 the informant has not consented to the informant’s identity being divulged; and

7.6.3 it is not necessary to divulge the identity of the informant to ensure that the matters to which the report to the OPI relates are properly investigated.
7.7 Nothing in this section is intended to prevent an Employee or Council Member from reporting Corruption in public administration internally to a Responsible Officer in accordance with the Council’s Public Interest Disclosure Procedure. Where an internal report relating to Corruption in public administration is received by another under the Public Interest Disclosure Procedure the Responsible Officer must report the matter to the OPI in accordance with this Policy.

7.8 Reports by the Council to the OPI

7.8.1 Where the Council (i.e. Council Members collectively) has or acquires knowledge of actual or suspected Corruption in public administration it must report this information to the OPI as soon as practicable after the Council becomes aware of the matter. The Chief Executive Officer is responsible for preparing a report to the OPI on behalf of the Council for these purposes. The Chief Executive Officer must prepare the report immediately upon receiving direction from the Council (such as via the Mayor) to do so.

7.8.2 Any suspicion the Council has regarding conduct that constitutes Corruption in public administration must be reasonably held. Section 6 of the Directions and Guidelines address what is required to form a reasonable suspicion. In this regard it is to be noted that suspicion is a state of mind that is distinct from a belief. It is not necessary for the Council to believe the relevant conduct amounts to Corruption in public administration. All that is required to make a report to the OPI is a reasonable suspicion based upon a proper consideration of the available facts (i.e. there must be a factual basis for the suspicion).

7.9 The report must:

7.9.1 identify the matter by reference to the conduct that the Council suspects is Corruption; and

7.9.2 expressly identify that the Council suspects the conduct to be Corruption in public administration; and

7.9.3 identify any public officer or other person suspected of having engaged in the conduct; and

7.9.4 be accompanied by:
   - a statement as to how the Council became aware of the conduct; and
   - the evidence known to the Council including any documentation relevant to the conduct; and
   - a list of those persons who the Council believes can give evidence relevant to the conduct.

7.10 A report to the OPI by the Chief Executive Officer on behalf of the Council must be made on the online report form available at www.icac.sa.gov.au.

7.11 Where the Council’s knowledge of Corruption has arisen due to a complaint/report it received from another person (the informant), the Chief Executive Officer should not include the informant’s details in the report to the OPI if:
the report/complaint was made under the Public Interest Disclosure Act 2018; and

the informant has not consented to the informant’s identity being divulged; and

it is not necessary to divulge the identity of the informant to ensure that the matters to which the report to the OPI relates are properly investigated.

7.12 Any consideration by the Council of information relating to Corruption in public administration or a Council report to the OPI during a Council meeting must be considered in confidence. The grounds under section 90(3)(f) and (g) of the Local Government Act 1999 may be relied upon to move into confidence for these purposes.

7.13 Reporting Fraud

7.13.1 Any Employee or Council Member that has or acquires knowledge of actual or suspected Fraud that:

- does not constitute Corruption in public administration¹; and

- impacts or causes detriment (or has the potential to impact or cause detriment) to the Council -

must report such information to the Responsible Officer or the Anti-Corruption branch of SAPOL.

7.14.1 A report made under the Public Interest Disclosure Act 2018 and managed in accordance with the Council’s Public Interest Disclosure Procedures.

8 Action by the Chief Executive Officer Following Report and/or Investigation into Fraud or Corruption

8.1 Following any report to the OPI or SAPOL under this Policy (or the Public Interest Disclosure Procedures as the case may be) of which the Chief Executive Officer has knowledge and, subject to the finalisation of any investigation undertaken by the Commissioner or SAPOL, the Chief Executive Officer will undertake a review into the area in which the Fraud or Corruption occurred to determine the cause for the breakdown in controls and, will report the findings of the review and provide recommendations (if any) to the Council. In undertaking any review, the Chief Executive Officer will have regard to any recommendations received from the Commissioner or the Ombudsman.

8.2 In the event that allegations of Fraud and/or Corruption are substantiated, the Council may take disciplinary action against any Employee who was involved.

¹ Such conduct may, for example, relate to persons who are not a public officer such as a non elected member of a Council Committee and/or a member of a Development Assessment Panel.
9 False Disclosure

9.1 A person who knowingly makes a false or misleading statement in a complaint or report under the ICAC Act or makes a false or misleading disclosure, under the Public Interest Disclosure Act 2018, is guilty of an offence.

9.2 An Employee who makes a false disclosure, in addition to being guilty of an offence, may face disciplinary action that may include dismissal.

9.3 Elected Members who make a false disclosure, in addition to being guilty of an offence, may face disciplinary action pursuant to the Code of Conduct for Elected Members

10 Educating for Awareness

10.1 The Council recognises that the success and credibility of this Policy will largely depend upon how effectively it is communicated throughout the organisation and beyond.

10.2 The Council will, therefore, from time to time take proactive steps towards ensuring that the wider community is aware of the Council's zero-tolerance stance towards Fraud and Corruption.

10.3 The Council will increase community awareness by:

- promoting the Council's initiatives and policies regarding the control and prevention of Fraud and Corruption on the Council's website and at the Council's offices;
- make reference to the Council's Fraud and Corruption initiatives in the Council's Annual Report; and
- facilitating public access to all of the documents that constitute the Council's Fraud and Corruption framework.

11. Conclusion

11.1 The Council has established a number of procedures to assist with the prevention and control of Fraud and Corruption. The effectiveness of these procedures will be continuously reviewed and assessed and will remain up to date with any future developments in Fraud and Corruption prevention and control techniques.

11.2 The Council will review this Policy each year as a part of its Annual Policy Review.
APPENDIX 1

OFFENCES

Local Government Act 1999

(a) Council Members

**Member duties (Sections 62(3) & (4))**

A member of a Council must not, whether within or outside the State, make improper use of information acquired by virtue of his or her position as a member of the Council to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the Council.

Maximum Penalty: $10,000.00 or imprisonment for two years.

A member of a Council must not, whether within or outside the State, make improper use of his or her position as a member of the Council to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the Council.

Maximum Penalty: $10,000.00 or imprisonment for two years.

**Provision of false information (Section 69)**

A member of a Council who submits a return under Chapter 5 Part 4 (Register of Interest) and Schedule 3 of the Local Government Act 1999, that is to the knowledge of the member, false or misleading in a material particular (whether by reason of information included in or omitted from the return) is guilty of an offence.

Maximum Penalty: $10,000.00.

**Restrictions on publication of information from Register of Interests (Section 71)**

A Council member must not publish information, or authorise publication of information, derived from a Register unless the information constitutes a fair and accurate summary of the information contained in the Register, and is published in the public interest, or comment on the facts set forth in a Register, unless the comment is fair and published in the public interest and without malice.

Maximum Penalty: $10,000.00.

(b) Council Employees

**Provision of false information (Section 117)**

A Council employee who submits a return under Chapter 7 Part 4 Division 2 (Register of Interest) and that is to the knowledge of the employee false or misleading in a material particular (whether by reason of information included in or omitted from the return) is guilty of an offence.

Maximum Penalty: $10,000.00.
Restrictions on disclosure (Section 119(1))

A Council employee must not disclose to any other person any information furnished pursuant to Chapter 7 Part 4 Division 2 (Register of Interests) unless the disclosure is necessary for the purposes of the preparation or use of the Register by the Chief Executive Officer or is made at a meeting of the Council, a Council Committee or a Subsidiary of the council.

Maximum Penalty: $10,000.00.

Conflict of Interest (Section 120(1), (2) & (4))

The Chief Executive of a Council who has an interest in a matter in relation to which he or she is required or authorised to act in the course of official duties must disclose the interest to the Council and must not, unless the Council otherwise determines during a Council meeting that is open to the public, act in relation to the matter.

Maximum Penalty: $5,000.00.

An employee of the Council (other than the Chief Executive Officer) who has an interest in a matter in relation to which he or she is required or authorised to act in the course of official duties must disclose the interest to the council and must not, unless the council otherwise determines during a council meeting that is open to the public, act in relation to the matter.

Maximum Penalty: $5,000.00.

If an employee is entitled to act in relation to a matter and the employee is providing advice or making recommendations to the Council or a Council Committee on the matter, the employee must also disclose the relevant interest to the Council or Council Committee.

Maximum Penalty: $5,000.00.

CEO to Assist Auditor (Section 130)

The Chief Executive Officer must, at the request of the auditor of the Council, produce to the auditor for inspection the accounts, accounting records and other documents relating to the financial affairs or internal controls of the Council, or to any other matter that is being examined or considered by the auditor. The Chief Executive Officer must, at the request of the auditor of the Council, provide to the auditor explanations or information required by the auditor. A Chief Executive Officer must not, without reasonable excuse, fail to comply with subsection (1) or (2).

Maximum Penalty: $10,000.00.

Other Investigations (Section 130A(4))

The Chief Executive Officer must, at the request of a person conducting an examination under section 130A(1) produce to the person for inspection any documents relevant to the examination, and provide to the person explanations or information required by the person.

Maximum Penalty: $10,000.00.
Powers under this Act (Section 261(10))

An authorised person, or a person assisting an authorised person, who addresses offensive language to any other person; or without lawful authority hinders or obstructs or uses or threatens to use force in relation to any other person, is guilty of an offence.

Maximum Penalty: $5,000.00.
Local Government (Elections) Act 1999

Conduct of officers (Section 65)

An electoral officer must not fail, without proper excuse, to carry out his or her official duties in connection with the conduct of an election or poll.

Maximum Penalty: $2,500.00 or imprisonment for six months

Offences (Section 85)

A person who fails to furnish a return that the person is required to furnish under Part 14 Division 1 within the time required is guilty of an offence.

Maximum Penalty: $10,000.00

A person who furnishes a return or other information that the person is required to furnish under Division 1; and that contains a statement that is, to the knowledge of the person, false or misleading in a material particular, is guilty of an offence.

Maximum Penalty: $10,000.00

Elected person refusing to act (Section 91)

A duly qualified person who, having been duly appointed or elected as a member of a council refuses to assume office and to act in it; or neglects to assume the office and to act in it for the first three ordinary meetings of the council (without leave of the council), is guilty of an offence.

Maximum Penalty: $750.00
Development Act 1993

Powers of authorised officers to inspect and obtain information (Section 19(11))

An authorised officer, or a person assisting an authorised officer, who addresses offensive language to any other person; or without lawful authority hinders or obstructs or uses or threatens to use force in relation to any other person, is guilty of an offence.

Maximum Penalty: $4,000.00

Delegations (Section 20(4))

Subject to section 20(7), a delegate must not act in any matter pursuant to the delegation in which the delegate has a direct or indirect private interest.

Maximum Penalty: $8,000.00 or imprisonment for two years

Investigations (Section 31A(4))

An investigator may, for the purposes of an investigation require a member or employee of the council to answer, orally or in writing, questions put by the investigator to the best of his or her knowledge, information and belief; require a person to whom questions are put under paragraph (a) to verify the answers to those questions by declaration; require a person to produce for examination by the investigator books, papers or other records relevant to the subject matter of the investigation; retain books, papers or other records produced under paragraph (c) for such reasonable period as the investigator thinks fit and make copies of any of them or of any of their contents.

Subject to subsection (8), a person who refuses or fails to comply with a requirement under section 31A(4) is guilty of an offence.

Maximum Penalty: $20,000.00

Conflict of Interest (Regional Development Assessment Panel) (Section 34(7))

A member of a regional development assessment panel who has a direct or indirect personal or pecuniary interest in a matter before the regional development assessment panel (other than an indirect interest that exists in common with a substantial class of persons) must, as soon as he or she becomes aware of his or her interest, disclose the nature and extent of the interest to the panel; and must not take part in any hearings conducted by the panel, or in any deliberations or decision of the panel, on the matter and must be absent from the meeting when any deliberations are taking place or decision is being made.

Maximum Penalty: $15,000.00

Investigation of development assessment performance (Section 45A(3))

An investigator may, for the purposes of an investigation require a member or employee of the relevant authority, or a public sector employee or council employee assigned or engaged to assist the relevant authority, to answer, orally or in writing, questions put by the investigator to the best of his or her knowledge, information and belief; require a person to whom questions are put under paragraph (a) to verify the answers to those questions by declaration; require a person to produce for examination by the investigator books, papers or other records relevant to the subject matter of the investigation; retain books, papers or other records produced under paragraph (c) for such reasonable period as the investigator thinks fit and make copies of any
of them or of any of their contents.

Subject to section 45A(7), a person who refuses or fails to comply with a requirement under section 45A(3) is guilty of an offence.

Maximum Penalty: $20,000.00

Conflict of interest (Council Development Assessment Panel) (Section 56A(7))

A member of a council development assessment panel who has a direct or indirect personal or pecuniary interest in a matter before the council development assessment panel (other than an indirect interest that exists in common with a substantial class of persons) must, as soon as he or she becomes aware of his or her interest, disclose the nature and extent of the interest to the panel; and must not take part in any hearings conducted by the panel, or in any deliberations or decision of the panel, on the matter and must be absent from the meeting when any deliberations are taking place or decision is being made.

Maximum Penalty: $15,000.00

Declaration of interest (Section 88B)

If a person commences any relevant proceedings; or becomes a party to any relevant proceedings; and the person has a commercial competitive interest in the proceedings, then the person must disclose the commercial competitive interest.

If a person commences any relevant proceedings; or becomes a party to any relevant proceedings; and the person receives, in connection with those proceedings, direct or indirect financial assistance from a person who has a commercial competitive interest in the proceedings, then both the person referred to in section 88B and the person who provided the financial assistance referred to in paragraph (b) must disclose the commercial competitive interest.

A disclosure must be made to the Registrar of the relevant court and to the other parties to the relevant proceedings in accordance with any requirements prescribed by the regulations.

A person who fails to make a disclosure in accordance with the requirements of this section is guilty of an offence.

Maximum Penalty: $30,000.00

Interactions with a private certifier (section 97)

A person who improperly gives, offers or agrees to give a benefit to a private certifier or to a third person as a reward or inducement for an act done or to be done, or an omission made or to be made, by the private certifier in the performance of a function under this Act is guilty of an offence.

Maximum Penalty: $30,000.00

In this section— benefit does not include a benefit that consists of remuneration or any condition of appointment or employment properly attaching or incidental to the work of a private certifier under this Act.

Confidential Information (Section 102)
A person performing any function under this Act must not use confidential information gained by virtue of his or her official position for the purpose of securing a private benefit for himself or herself personally or for some other person.

Maximum Penalty: $8,000.00 or imprisonment for two years

A person performing any function under this Act must not intentionally disclose confidential information gained by virtue of his or her official position unless the disclosure is necessary for the proper performance of that function; or the disclosure is made to another who is also performing a function under this Act; or the disclosure is made with the consent of the person who furnished the information or to whom the information relates; or the disclosure is authorised or required under any other Act or law; or the disclosure is authorised or required by a court or tribunal constituted by law; or the disclosure is authorised by the regulations.

Maximum Penalty: $8,000.00 or imprisonment for two years

Disclosure of financial interests – Compliance with Schedule (Schedule 2 (4))

A prescribed member of an assessment panel who fails to comply with a requirement under Schedule 2 is guilty of an offence.

Maximum Penalty: $10,000.00

A prescribed member of an assessment panel who submits a return under this Schedule that is to the knowledge of the member false or misleading in a material particular (whether by reason of information included in or omitted from the return) is guilty of an offence.

Maximum Penalty: $10,000.00

Restrictions on publication (Schedule 2 (5))

A person must not publish information derived from a register under Schedule 2 unless the information constitutes a fair and accurate summary of the information contained in the register and is published in the public interest; or comment on the facts set forth in a register under Schedule 2 unless the comment is fair and published in the public interest and without malice.

If information or comment is published by a person in contravention of Schedule 2 clause 5(1), the person, and any person who authorised the publication of the information or comment, is guilty of an offence.

Maximum Penalty: $10,000.00

NOTE: This is not an exhaustive list of offences that may be committed by a public officer and fall within the definition of ‘corruption’ in accordance with section 5(1)(c) of the ICAC Act.
1. Introduction

1.1 Town of Walkerville is committed to acting in the best interest of the community and to upholding the principles of honesty, integrity and transparency, which are all key components of good governance.

1.2 The Council recognises that Fraud and Corruption in Public Administration have the potential to cause significant financial and non-financial harm and that, therefore, the prevention and control of Fraud and Corruption should feature predominantly within the systems and procedures of Town of Walkerville.

2. Policy Statement

2.1 This Policy is designed to protect public funds and assets and the integrity, security and reputation of the Council.

2.2 This Policy outlines the Council's approach to the prevention or minimisation, identification and control of fraudulent and/or corrupt activity and, summarises the associated responsibilities of Council Members and Council Employees.
2.3 The Council will not tolerate fraudulent or corrupt activity and is committed to its control and prevention by:

- complying with the requirements of the *Independent Commissioner Against Corruption Act 2012* (ICAC Act);
- establishing and maintaining an effective system of internal controls and enforcing compliance with those controls;
- regularly undertaking risk assessments to identify circumstances in which Fraud and Corruption could potentially occur;
- implementing Fraud and Corruption prevention and mitigation strategies in its day to day operations;
- taking appropriate action in response to allegations of fraudulent and/or corrupt activity including, reporting allegations in accordance with the *ICAC Act 2012* and the reporting system established by the Independent Commissioner Against Corruption (ICAC) under section 20 of the *ICAC Act 2012* and where allegations are substantiated, in addition to applicable criminal sanctions, may take disciplinary action in accordance with the Codes of Conduct for Council Members and Council Employees or, if relevant, a Council Employee’s contract of employment with the Council;
- ensuring all Council Employees and Council Members are aware of their obligations in regards to the prevention of Fraud and Corruption within the Council and the inclusion of preliminary education in any induction process;
- active participation in education and evaluation of practices relevant to Fraud and Corruption;
- fostering an ethical environment in which dishonest and fraudulent behaviour is actively discouraged; and
- generating community awareness of the Council’s commitment to the prevention of fraud and Corruption.

3. **Scope**

3.1 This Policy is intended to complement and be implemented in conjunction with other Council policies, including:

- *Public Interest Disclosure Procedures; Whistleblower Protection Policy;*
- Risk Management and Internal Control Procedures;
- Code of Conduct for Council Employees;
- Code of Conduct for Council Members;
- Council Members Allowances and Benefits Policy; and

3.2 This Policy applies to all disclosures that relate to the actual or suspected occurrence of Fraud and/or Corruption within the Council.
4. Definitions

For the purposes of this Policy the following definitions apply:

4.1 Corruptio*n is dishonest activity in which a Public Officer acts contrary to the interests of the organisation and abuses his/her position of trust in order to achieve some personal gain or advantage for him or herself or for another person or entity.

Corruption in public administration means:

a) an offence against Part 7 Division 4 (Offences relating to public officers) of the Criminal Law Consolidation Act 1935, which includes the following offences:

(i) bribery or Corruption of public officers;
(ii) threats or reprisals against public officers;
(iii) abuse of public office;
(iv) demanding or requiring benefit on basis of public office;
(v) offences relating to appointment to public office.

b) any other offence (including an offence against Part 5 (Offences of dishonesty) of the Criminal Law Consolidation Act 1935) committed by a public officer while acting in his or her capacity as a public officer or by a former public officer and related to his or her former capacity as a public officer, or by a person before becoming a public officer and related to his or her capacity as a public officer, or an attempt to commitsuch an offence (see Appendix 1 for examples of offences under the Local Government Act 1999, Local Government (Elections) Act 1999 and Development Act 1993); or

c) any of the following in relation to an offence referred to in a preceding paragraph:

(i) aiding, abetting, counselling or procuring the commission of the offence
(ii) inducing, whether by threats or promises or otherwise, the commission of the offence;
(iii) being in any way, directly or indirectly, knowingly concerned in, or party to, the commission of the offence;
(iv) conspiring with others to effect the commission of the offence.

4.2 Deception means deceiving another person to obtain a benefit or to cause detriment to a person.

4.3 Directions and Guidelines is a reference to the Directions and Guidelines issued pursuant to section 20 of the ICAC Act 2012, which are available on the Commissioner’s website (www.icac.sa.gov.au).

4.4 Employee includes employees of ToW whether fulltime, part time, casual or contract employment; employees of a subsidiary of Council and members of a Council committee. An Employee is any person who is employed by the Council, but also
includes any contractors, volunteers and consultants undertaking work for, or on behalf of the Council.

4.5 **A False Disclosure** is a disclosure of information relating to Fraud or Corruption that is made by a person who knows the information to be false or, who is reckless as to whether it is false.

4.6 **Fraud** is an intentional dishonest act or omission done with the purpose of deceiving.

Note: unlike ‘Corruption’ there is no statutory definition of ‘Fraud’. Fraud is a style of offending. The offences addressed under *Part 5 and Part 6 of the Criminal Law Consolidation Act 1935* are considered to constitute Fraud offences.

4.7 **Independent Commissioner Against Corruption (Commissioner)** means the person holding or acting in the office of the Independent Commissioner Against Corruption.

4.8 **Maladministration** in public office is defined in section 5(4) of the ICAC Act and means:

4.8.1 conduct of a public officer, or a practice, policy or procedure of a public authority, that results in an irregular and unauthorised use of public money or substantial mismanagement of public resources; or

4.8.2 conduct of a public officer involving substantial mismanagement in or in relation to the performance of official functions; and

4.8.3 includes conduct resulting from impropriety, incompetence or negligence;

4.8.4 is to be assessed having regard to relevant statutory provisions and administrative instructions and directions.

4.8 Maladministration generally includes impropriety or negligence, which may extend to conduct of a serious nature that is:

- Contrary to law, or
- Unreasonable, unjust, oppressive or improperly discriminatory, or
- Based upon improper motives, or
- A result of acting outside the parameters of recommended practice.

4.9 **Manager** means any Employee of the Council who is responsible for the direct supervision of other Employees, and/or, for the management of a Council Department.

4.10 **Office for Public Integrity (OPI)** is the office established under the ICAC Act that has the function to:

(a) receive and assess complaints about public administration from members of the public;
(b) receive and assess reports about Corruption, misconduct and maladministration in public administration from the Ombudsman, the Council and public officers;
(c) make recommendations as to whether and by whom complaints and reports should be investigated;
(d) perform other functions assigned to the Office by the Commissioner.

4.11 **Public administration** defined at *section 4 of the ICAC Act 2012* means without limiting the acts that may comprise public administration, an administrative act within the meaning of the *Ombudsman Act 1972* will be taken to be carried out in the course of
public administration.

4.12 **Public Officer** defined under the *ICAC Act 2012* includes (but is not limited to):

- a Council Member;
- An Independent Member of a Council Committee; and
- an Employee or Officer of the Council.

4.13 A **Responsible Officer** is a person (or persons) appointed by the Council pursuant to section 302B of the *Local Government Act 1999* who is (are) authorised to receive and act upon disclosures of public interest information reported to him/her under the *Public Interest Disclosure Act 2018* and *Whistleblowers Protection Act 1993*.

5. **Prevention**

5.1 The Council recognises that:

- the occurrence of Fraud and Corruption will prevail in an administrative environment where opportunities exist for waste, abuse and maladministration; and
- the most effective way to prevent the occurrence of Fraud and Corruption is to promote an ethical environment in which internal control mechanisms have been implemented.

5.2 In general, the Council expects that Public Officers will assist in preventing Fraud and Corruption within the Council by:

- understanding the responsibilities of their position;
- familiarising themselves with the Council's policies and procedures and adhering to them;
- understanding what behaviour constitutes fraudulent and/or corrupt conduct;
- maintaining an awareness of the strategies that have been implemented by the Council to minimise Fraud and Corruption;
- being continuously vigilant to the potential for Fraud and/or Corruption to occur; and
- reporting suspected or actual occurrences of Fraud or Corruption in accordance with Part 7 of this Policy.
5.3 Specific Responsibilities

5.3.1 Collectively, as the decision making body of the Council, **Council Members** are responsible for ensuring that the **Council**:  
- Supports the Chief Executive Officer in the implementation of adequate security for the prevention of fraud and corruption including the provision of secure facilities for storage of assets, and procedures to deter fraudulent or corrupt activity from occurring, and  
- Makes reports in accordance with part 7 of this Policy and facilitates cooperation with any investigation undertaken by an external authority (such as SAPOL or the Commissioner Independent Commissioner Against Corruption).

5.3.2 The **Chief Executive Officer** is responsible for:
- Making reports in accordance with part 7 of this Policy and facilitates cooperation with any investigation undertaken by an external authority (such as SAPOL or the Commissioner Independent Commissioner Against Corruption)  
- Providing adequate security for the prevention of fraud and corruption, including the provision of secure facilities for storage of assets and procedures to deter fraudulent or corrupt activity from occurring  
- Promoting Council’s commitment to the prevention of fraud and corruption to the Community on relevant occasions  
- Providing mechanisms for receiving allegations of fraud or corruption, including ensuring that Responsible Officers and Employees receive appropriate training  
- Promoting a workplace culture and environment in which fraud and corruption is actively discouraged and is readily reported should it occur, and  
- Undertaking and reviewing a fraud and corruption risk assessment on a regular basis.

5.3.3 **Managers** are responsible for:
- the conduct of any Employees whom they supervise and, will be held accountable for such;  
- any property under their control and, will be held accountable for such;  
- reporting in accordance with Part 7 of this Policy;  
- creating an environment in which Fraud and Corruption is discouraged and readily reported by Employees. Such an environment shall be fostered by the Manager's own attitude and behaviours to Fraud and Corruption and, by the accountability and integrity they both display and encourage from other Employees;  
- ensuring that new Employees for whom they are responsible are aware of their responsibilities in relation to Fraud and Corruption and, of the standard of conduct expected from all Employees as outlined in the Code of Conduct for Council Employees and this Policy;
o identifying potential Fraud and Corruption risks; and
o leading by example to promote ethical behaviour.

5.3.4 **Employee's** are responsible for:

o performing their functions and duties with care, diligence, honesty and integrity;

o conducting themselves in a professional manner at all times;

o adhering to these guidelines and other Council procedures that have been established to prevent Fraud or Corruption;

o taking care for Council's property which includes avoiding the waste or misuse of the Council's resources;

o maintaining and enhancing the reputation of the Council;

o remaining scrupulous in the use of Council information, assets, funds, property, goods or services; and

o reporting in accordance with Part 7 of this Policy.

6. **Fraud and Corruption Risk Assessment Process**

6.1 The Council's main objective in the prevention and control of Fraud and Corruption is to minimise the occurrence of Fraud and Corruption within the Council. This objective is generally achieved by:

- identifying Fraud and Corruption Risks;
- reviewing and monitoring internal controls;
- determining strategies to control those risks; and
- defining responsibility for and, the time frame within which the strategies will be implemented.

6.2 Managers must be alert to the potential of Fraud and Corruption to occur and remain wary of factors which may leave the Council vulnerable to Fraud and Corruption, including:

- changes to Council delegations;
- implementation of cost cutting measures;
- contracting out and outsourcing;
- the impact of new technology; and
- changes to risk management practices.

7. **Reporting Corruption in Public Administration to the OPI**

7.1 Any Employee or Council Member who has or acquires knowledge of actual or suspected Corruption in public administration must report this information to the OPI as soon as practicable.

7.2 Where an Employee or Council Member suspects Corruption in public administration, that suspicion must be reasonably held. Section 6 of the Directions and Guidelines (ICAC) address what is required to form a reasonable suspicion. In this regard it is to be
noted that suspicion is a state of mind that is distinct from a belief. It is not necessary for the Employee or Council Member to believe the relevant conduct amounts to Corruption in public administration. All that is required to make a report to the OPI is a reasonable suspicion based upon a proper consideration of the available facts (i.e. there must be a factual basis for the suspicion).

7.3 Reports to the OPI by an Employee or Council Member must be made in accordance with the reporting obligations contained in section 11 of the Directions and Guidelines (ICAC). In particular, the following information must be included in the report:

- the Employee or Council Member identity; and
- the identity of the Council;
- the Employee’s or Council Member’s Council address, telephone number and email.

7.4 In addition, the report must:

7.4.1 identify the matter by reference to the conduct that the Employee or Council Member suspects is Corruption in public administration; and

7.4.2 expressly identify that the Employee or Council Member suspects the conduct to be Corruption; and

7.4.3 identify any public officer or other person suspected of having engaged in the conduct; and

7.4.4 be accompanied by:

- a statement as to how the Employee or Council Member became aware of the conduct; and
- the evidence known to the Employee or Council Member including any documentation relevant to the conduct; and
- a list of those persons who the Employee or Council Member believes can give evidence relevant to the conduct.

7.5 A report to the OPI by an Employee or Council Member must be made on the online report form available at www.icac.sa.gov.au.

7.6 Where the Employee’s or Council Member’s knowledge of Corruption has arisen due to a complaint/report he/she has received from another person (the informant), the Employee or Council Member should not include the informant’s details in the report to the OPI if:

7.6.1 the report/complaint was made under the Public Interest Disclosure Act 2018; and

7.6.2 the informant has not consented to the informant’s identity being divulged; and

7.6.3 it is not necessary to divulge the identity of the informant to ensure that the matters to which the report to the OPI relates are properly investigated.
7.7 Nothing in this section is intended to prevent an Employee or Council Member from reporting Corruption in public administration internally to a Responsible Officer in accordance with the Council’s Public Interest Disclosure Procedure, Whistleblowers Protection Policy. Where an internal report relating to Corruption in public administration is received by another under the Public Interest Disclosure Procedure, Whistleblowers Protection Policy, the Responsible Officer must report the matter to the OPI in accordance with this Policy.

7.8 Reports by the Council to the OPI

7.8.1 Where the Council (i.e. Council Members collectively) has or acquires knowledge of actual or suspected Corruption in public administration it must report this information to the OPI as soon as practicable after the Council becomes aware of the matter. The Chief Executive Officer is responsible for preparing a report to the OPI on behalf of the Council for these purposes. The Chief Executive Officer must prepare the report immediately upon receiving direction from the Council (such as via the Mayor) to do so.

7.8.2 Any suspicion the Council has regarding conduct that constitutes Corruption in public administration must be reasonably held. Section 6 of the Directions and Guidelines address what is required to form a reasonable suspicion. In this regard it is to be noted that suspicion is a state of mind that is distinct from a belief. It is not necessary for the Council to believe the relevant conduct amounts to Corruption in public administration. All that is required to make a report to the OPI is a reasonable suspicion based upon a proper consideration of the available facts (i.e. there must be a factual basis for the suspicion).

7.9 The report must:

7.9.1 identify the matter by reference to the conduct that the Council suspects is Corruption; and

7.9.2 expressly identify that the Council suspects the conduct to be Corruption in public administration; and

7.9.3 identify any public officer or other person suspected of having engaged in the conduct; and

7.9.4 be accompanied by:

- a statement as to how the Council became aware of the conduct; and
- the evidence known to the Council including any documentation relevant to the conduct; and
- a list of those persons who the Council believes can give evidence relevant to the conduct.

7.10 A report to the OPI by the Chief Executive Officer on behalf of the Council must be made on the online report form available at www.icac.sa.gov.au.

7.11 Where the Council’s knowledge of Corruption has arisen due to a complaint/report it received from another person (the informant), the Chief Executive Officer should not include the informant’s details in the report to the OPI if:
the report/complaint was made under the Public Interest Disclosure Act 2018 Whistleblowers Protection Act 1993; and

the informant has not consented to the informant’s identity being divulged; and

it is not necessary to divulge the identity of the informant to ensure that the matters to which the report to the OPI relates are properly investigated.

7.12 Any consideration by the Council of information relating to Corruption in public administration or a Council report to the OPI during a Council meeting must be considered in confidence. The grounds under section 90(3)(f) and (g) of the Local Government Act 1999 may be relied upon to move into confidence for these purposes.

7.13 Reporting Fraud

7.13.1 Any Employee or Council Member that has or acquires knowledge of actual or suspected Fraud that:

- does not constitute Corruption in public administration; and

- impacts or causes detriment (or has the potential to impact or cause detriment) to the Council must report such information to the Responsible Officer or the Anti-Corruption branch of SAPOL.

7.14.1 A report made under clause 8 may be made under the Public Interest Disclosure Act 2018 Whistleblowers Protection Act 1993 and managed in accordance with the Council’s Public Interest Disclosure Procedures Whistleblower Protection Policy.

8 Action by the Chief Executive Officer Following Report and/or Investigation into Fraud or Corruption

8.1 Following any report to the OPI or SAPOL under this Policy (or the Public Interest Disclosure Procedures Whistleblower Protection Policy as the case may be) of which the Chief Executive Officer has knowledge and, subject to the finalisation of any investigation undertaken by the Commissioner or SAPOL, the Chief Executive Officer will undertake a review into the area in which the Fraud or Corruption occurred to determine the cause for the breakdown in controls and, will report the findings of the review and provide recommendations (if any) to the Council. In undertaking any review, the Chief Executive Officer will have regard to any recommendations received from the Commissioner or the Ombudsman.

8.2 In the event that allegations of Fraud and/or Corruption are substantiated, the Council may take disciplinary action against any Employee who was involved.

---

1 Such conduct may, for example, relate to persons who are not a public officer such as a non elected member of a Council Committee and/or a member of a Development Assessment Panel.
9 False Disclosure

9.1 A person who knowingly makes a false or misleading statement in a complaint or report under the ICAC Act or makes a false or misleading disclosure, under the Public Interest Disclosure Act 2018 Whistleblowers Protection Act 1993, is guilty of an offence.

9.2 An Employee who makes a false disclosure, in addition to being guilty of an offence, may face disciplinary action that may include dismissal.

9.3 Elected Members who make a false disclosure, in addition to being guilty of an offence, may face disciplinary action pursuant to the Code of Conduct for Elected Members

10 Educating for Awareness

10.1 The Council recognises that the success and credibility of this Policy will largely depend upon how effectively it is communicated throughout the organisation and beyond.

10.2 The Council will, therefore, from time to time take proactive steps towards ensuring that the wider community is aware of the Council's zero-tolerance stance towards Fraud and Corruption.

10.3 The Council will increase community awareness by:

- promoting the Council's initiatives and policies regarding the control and prevention of Fraud and Corruption on the Council's website and at the Council's offices;
- make reference to the Council's Fraud and Corruption initiatives in the Council's Annual Report; and
- facilitating public access to all of the documents that constitute the Council's Fraud and Corruption framework.

11. Conclusion

11.1 The Council has established a number of procedures to assist with the prevention and control of Fraud and Corruption. The effectiveness of these procedures will be continuously reviewed and assessed and will remain up to date with any future developments in Fraud and Corruption prevention and control techniques.

11.2 The Council will review this Policy each year as a part of its Annual Policy Review.
APPENDIX 1
OFFENCES

Local Government Act 1999

(a) Council Members

Member duties (Sections 62(3) & (4))

A member of a Council must not, whether within or outside the State, make improper use of information acquired by virtue of his or her position as a member of the Council to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the Council.

Maximum Penalty: $10,000.00 or imprisonment for two years.

A member of a Council must not, whether within or outside the State, make improper use of his or her position as a member of the Council to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the Council.

Maximum Penalty: $10,000.00 or imprisonment for two years.

Provision of false information (Section 69)

A member of a Council who submits a return under Chapter 5 Part 4 (Register of Interest) and Schedule 3 of the Local Government Act 1999, that is to the knowledge of the member, false or misleading in a material particular (whether by reason of information included in or omitted from the return) is guilty of an offence.

Maximum Penalty: $10,000.00.

Restrictions on publication of information from Register of Interests (Section 71)

A Council member must not publish information, or authorise publication of information, derived from a Register unless the information constitutes a fair and accurate summary of the information contained in the Register, and is published in the public interest, or comment on the facts set forth in a Register, unless the comment is fair and published in the public interest and without malice.

Maximum Penalty: $10,000.00.

(b) Council Employees

Provision of false information (Section 117)

A Council employee who submits a return under Chapter 7 Part 4 Division 2 (Register of Interest) and that is to the knowledge of the employee false or misleading in a material particular (whether by reason of information included in or omitted from the return) is guilty of an offence.

Maximum Penalty: $10,000.00.
Restrictions on disclosure (Section 119(1))

A Council employee must not disclose to any other person any information furnished pursuant to Chapter 7 Part 4 Division 2 (Register of Interests) unless the disclosure is necessary for the purposes of the preparation or use of the Register by the Chief Executive Officer or is made at a meeting of the Council, a Council Committee or a Subsidiary of the council.

Maximum Penalty: $10,000.00.

Conflict of Interest (Section 120(1), (2) & (4))

The Chief Executive of a Council who has an interest in a matter in relation to which he or she is required or authorised to act in the course of official duties must disclose the interest to the Council and must not, unless the Council otherwise determines during a Council meeting that is open to the public, act in relation to the matter.

Maximum Penalty: $5,000.00.

An employee of the Council (other than the Chief Executive Officer) who has an interest in a matter in relation to which he or she is required or authorised to act in the course of official duties must disclose the interest to the council and must not, unless the council otherwise determines during a council meeting that is open to the public, act in relation to the matter.

Maximum Penalty: $5,000.00.

If an employee is entitled to act in relation to a matter and the employee is providing advice or making recommendations to the Council or a Council Committee on the matter, the employee must also disclose the relevant interest to the Council or Council Committee.

Maximum Penalty: $5,000.00.

CEO to Assist Auditor (Section 130)

The Chief Executive Officer must, at the request of the auditor of the Council, produce to the auditor for inspection the accounts, accounting records and other documents relating to the financial affairs or internal controls of the Council, or to any other matter that is being examined or considered by the auditor. The Chief Executive Officer must, at the request of the auditor of the Council, provide to the auditor explanations or information required by the auditor. A Chief Executive Officer must not, without reasonable excuse, fail to comply with subsection (1) or (2).

Maximum Penalty: $10,000.00.

Other Investigations (Section 130A(4))

The Chief Executive Officer must, at the request of a person conducting an examination under section 130A(1) produce to the person for inspection any documents relevant to the examination, and provide to the person explanations or information required by the person.

Maximum Penalty: $10,000.00.
Powers under this Act (Section 261(10))

An authorised person, or a person assisting an authorised person, who addresses offensive language to any other person; or without lawful authority hinders or obstructs or uses or threatens to use force in relation to any other person, is guilty of an offence.

Maximum Penalty: $5,000.00.
Local Government (Elections) Act 1999

Conduct of officers (Section 65)

An electoral officer must not fail, without proper excuse, to carry out his or her official duties in connection with the conduct of an election or poll.

Maximum Penalty: $2,500.00 or imprisonment for six months

Offences (Section 85)

A person who fails to furnish a return that the person is required to furnish under Part 14 Division 1 within the time required is guilty of an offence.

Maximum Penalty: $10,000.00

A person who furnishes a return or other information that the person is required to furnish under Division 1; and that contains a statement that is, to the knowledge of the person, false or misleading in a material particular, is guilty of an offence.

Maximum Penalty: $10,000.00

Elected person refusing to act (Section 91)

A duly qualified person who, having been duly appointed or elected as a member of a council refuses to assume office and to act in it; or neglects to assume the office and to act in it for the first three ordinary meetings of the council (without leave of the council), is guilty of an offence.

Maximum Penalty: $750.00
Development Act 1993

Powers of authorised officers to inspect and obtain information (Section 19(11))

An authorised officer, or a person assisting an authorised officer, who addresses offensive language to any other person; or without lawful authority hinders or obstructs or uses or threatens to use force in relation to any other person, is guilty of an offence.

Maximum Penalty: $4,000.00

Delegations (Section 20(4))

Subject to section 20(7), a delegate must not act in any matter pursuant to the delegation in which the delegate has a direct or indirect private interest.

Maximum Penalty: $8,000.00 or imprisonment for two years

Investigations (Section 31A(4))

An investigator may, for the purposes of an investigation require a member or employee of the council to answer, orally or in writing, questions put by the investigator to the best of his or her knowledge, information and belief; require a person to whom questions are put under paragraph (a) to verify the answers to those questions by declaration; require a person to produce for examination by the investigator books, papers or other records relevant to the subject matter of the investigation; retain books, papers or other records produced under paragraph (c) for such reasonable period as the investigator thinks fit and make copies of any of them or of any of their contents.

Subject to subsection (8), a person who refuses or fails to comply with a requirement under section 31A(4) is guilty of an offence.

Maximum Penalty: $20,000.00

Conflict of Interest (Regional Development Assessment Panel) (Section 34(7))

A member of a regional development assessment panel who has a direct or indirect personal or pecuniary interest in a matter before the regional development assessment panel (other than an indirect interest that exists in common with a substantial class of persons) must, as soon as he or she becomes aware of his or her interest, disclose the nature and extent of the interest to the panel; and must not take part in any hearings conducted by the panel, or in any deliberations or decision of the panel, on the matter and must be absent from the meeting when any deliberations are taking place or decision is being made.

Maximum Penalty: $15,000.00

Investigation of development assessment performance (Section 45A(3))

An investigator may, for the purposes of an investigation require a member or employee of the relevant authority, or a public sector employee or council employee assigned or engaged to assist the relevant authority, to answer, orally or in writing, questions put by the investigator to the best of his or her knowledge, information and belief; require a person to whom questions are put under paragraph (a) to verify the answers to those questions by declaration; require a person to produce for examination by the investigator books, papers or other records relevant to the subject matter of the investigation; retain books, papers or other records produced under paragraph (c) for such reasonable period as the investigator thinks fit and make copies of any
of them or of any of their contents.

Subject to section 45A(7), a person who refuses or fails to comply with a requirement under section 45A(3) is guilty of an offence.

Maximum Penalty: $20,000.00

Conflicts of Interest (Council Development Assessment Panel) (Section 56A(7))

A member of a council development assessment panel who has a direct or indirect personal or pecuniary interest in a matter before the council development assessment panel (other than an indirect interest that exists in common with a substantial class of persons) must, as soon as he or she becomes aware of his or her interest, disclose the nature and extent of the interest to the panel; and must not take part in any hearings conducted by the panel, or in any deliberations or decision of the panel, on the matter and must be absent from the meeting when any deliberations are taking place or decision is being made.

Maximum Penalty: $15,000.00

Declaration of Interest (Section 88B)

If a person commences any relevant proceedings; or becomes a party to any relevant proceedings; and the person has a commercial competitive interest in the proceedings, then the person must disclose the commercial competitive interest.

If a person commences any relevant proceedings; or becomes a party to any relevant proceedings; and the person receives, in connection with those proceedings, direct or indirect financial assistance from a person who has a commercial competitive interest in the proceedings, then both the person referred to in section 88B and the person who provided the financial assistance referred to in paragraph (b) must disclose the commercial competitive interest.

A disclosure must be made to the Registrar of the relevant court and to the other parties to the relevant proceedings in accordance with any requirements prescribed by the regulations.

A person who fails to make a disclosure in accordance with the requirements of this section is guilty of an offence.

Maximum Penalty: $30,000.00

Interactions with a Private Certifier (Section 97)

A person who improperly gives, offers or agrees to give a benefit to a private certifier or to a third person as a reward or inducement for an act done or to be done, or an omission made or to be made, by the private certifier in the performance of a function under this Act is guilty of an offence.

Maximum Penalty: $30,000.00

In this section—benefit does not include a benefit that consists of remuneration or any condition of appointment or employment properly attaching or incidental to the work of a private certifier under this Act.

Confidential Information (Section 102)
A person performing any function under this Act must not use confidential information gained by virtue of his or her official position for the purpose of securing a private benefit for himself or herself personally or for some other person.

Maximum Penalty: $8,000.00 or imprisonment for two years

A person performing any function under this Act must not intentionally disclose confidential information gained by virtue of his or her official position unless the disclosure is necessary for the proper performance of that function; or the disclosure is made to another who is also performing a function under this Act; or the disclosure is made with the consent of the person who furnished the information or to whom the information relates; or the disclosure is authorised or required under any other Act or law; or the disclosure is authorised or required by a court or tribunal constituted by law; or the disclosure is authorised by the regulations.

Maximum Penalty: $8,000.00 or imprisonment for two years

**Disclosure of financial interests – Compliance with Schedule (Schedule 2 (4))**

A prescribed member of an assessment panel who fails to comply with a requirement under Schedule 2 is guilty of an offence.

Maximum Penalty: $10,000.00

A prescribed member of an assessment panel who submits a return under this Schedule that is to the knowledge of the member false or misleading in a material particular (whether by reason of information included in or omitted from the return) is guilty of an offence.

Maximum Penalty: $10,000.00

**Restrictions on publication (Schedule 2 (5))**

A person must not publish information derived from a register under Schedule 2 unless the information constitutes a fair and accurate summary of the information contained in the register and is published in the public interest; or comment on the facts set forth in a register under Schedule 2 unless the comment is fair and published in the public interest and without malice.

If information or comment is published by a person in contravention of Schedule 2 clause 5(1), the person, and any person who authorised the publication of the information or comment, is guilty of an offence.

Maximum Penalty: $10,000.00

NOTE: This is not an exhaustive list of offences that may be committed by a public officer and fall within the definition of ‘corruption’ in accordance with section 5(1)(c) of the ICAC Act.
Recommendation

That Council adopts the amended Fees and Charges Schedule for 2019/20 in order to incorporate the ATO GST Class Ruling - CR2019/61 as it relates to the treatment of GST on Council’s fees and charges schedule.

Summary

Administration conducted a review of Council’s fees and charges in line with the recent ATO GST Class Ruling - CR2019/61. The Class ruling aims is to provide Councils with a compliant and consistent approach for the treatment of GST across Councils fees and charges.

The review has identified that the majority of Council’s GST treatment on fees and charges will remain unchanged with the exception of:

- Film Maker fees
- Temporary Road Closure
- Application fees (Hoarding and Skip Bin)
- Development Advertisement Fee (Category 3)
- Burning Rubbish Permit
- Additional Bins Household
- Certificate of title

Background

The impact of the ATO GST Class Ruling - CR2019/61 was presented to the Audit Committee on 3 February 2020. The Committee resolved the following:

AC25/19-20

That the Audit Committee receives and notes the report on the impact of the ATO GST Class Ruling - CR2019/61 on Council’s current fees and charges schedule.
Discussion/Issues for Consideration

In 2011 Division 81, which determined the applicability of GST on fees and charges was repealed. It was replaced by a principle based approach where individual Councils were required to compile a self-assessment of GST applicability based on the GST Act 1999. Given the self-assessment process, it became clear across the sector that different Councils were applying different GST treatments for the same fee type, for example Hall Hire. In recognition of this and to provide Councils with a compliant and consistent approach to GST, the South Australian Local Government Finance Management Group (SALGFMG) submitted a project to the Local Government Research and Development Scheme to apply for a Class Ruling from the ATO for use by all South Australian Councils. The final Class Ruling - CR2019/61 appears as Attachment C.

The project aimed to:

1. Collate all South Australian Council's fees and charges listings to develop a master template list of generic fees and charges; apply for a Class Ruling from the Australian Taxation Office (ATO) on behalf of the Local Government Association (LGA) for use by all South Australian Councils; and
2. Develop a comprehensive fee matrix comprising generic categories, notes and supporting facts, relevant legislation and proposed GST treatment.

The master template list of fees and charges was developed in consultation with the sector. Given the volume of fees and charges identified, the ATO advised that two Class Rulings would be issued. The first Class Ruling- CR2019/61 was issued in October 2019 and applies from 1 July 2019.

This Ruling addresses the GST treatment of supplies made by the Council in relation to:

1. Matters involving permits, licences, development, planning, commercial services, community, information, animals, private works, waste management, water; and
2. Payments received by the Council that are not in relation to supplies for which particular fees and charges are imposed.

Review results

The current approved fees and charges schedule for 2019/20 was compared to the Class Ruling - CR2019/61 (Attachment C).

The majority of fees and charges GST treatment remain unchanged with the exception of:

<table>
<thead>
<tr>
<th>Fee</th>
<th>Current treatment</th>
<th>Should be</th>
<th>Total Fees Charged GST exclusive</th>
<th>GST Impact to Council</th>
<th>Number of times fees charged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Film Maker fees</td>
<td>Taxable</td>
<td>Exempt</td>
<td>$0.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporary Road Closure</td>
<td>Taxable</td>
<td>Exempt</td>
<td>$0.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application fees (Hoarding and Skip Bin)</td>
<td>Taxable</td>
<td>Exempt</td>
<td>$338.16</td>
<td>($33.84)</td>
<td>7</td>
</tr>
<tr>
<td>Development Advertisement Fee (Category 3)</td>
<td>Taxable</td>
<td>Exempt</td>
<td>$2,790.00</td>
<td>($279)</td>
<td>4</td>
</tr>
<tr>
<td>Burning Rubbish Permit</td>
<td>Taxable</td>
<td>Exempt</td>
<td>$0.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional bins Household</td>
<td>Taxable</td>
<td>Exempt</td>
<td>$0.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate of title</td>
<td>Exempt</td>
<td>Taxable</td>
<td>$588.00</td>
<td>$58.80</td>
<td>14</td>
</tr>
<tr>
<td>GST recoverable</td>
<td></td>
<td></td>
<td></td>
<td>($254.04)</td>
<td>25</td>
</tr>
</tbody>
</table>
Options for Consideration

Option 1

That Council adopts the amended Fees and Charges Schedule for 2019/20 in order to incorporate the ATO GST Class Ruling - CR2019/61 as it relates to the treatment of GST on Council’s fees and charges schedule.

Option 2

That Council receives and notes the report.

Analysis of Options

Option 1 will ensure that Council complies with the GST treatment for fees and charges as outlined in the ATO GST Class Ruling - CR2019/61.

Financial Implications

The proposed amended fees and changes will not have any material impact on the Council’s 2019/20 budget.

Community Implications

The community will continue to benefit from a fees and charges structure that has supported them financially in previous years.

Regional Implications

There are no regional implications.

Governance Implications

Council may impose fees and charges which are reasonable estimate of direct cost to Council under section188 of the Local Government Act 1999.

Preferred Option & Reasoning

Option 1 is the preferred option as this aligns to Council’s fees and charges with that of the recent ATO GST ruling.

Attachments

<table>
<thead>
<tr>
<th>Attachment</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attachment A</td>
<td>Amended 2019/20 Fees and Charges Schedule</td>
</tr>
<tr>
<td>Attachment B</td>
<td>Workings</td>
</tr>
<tr>
<td>Attachment C</td>
<td>ATO GST Class Ruling -CR2019/61</td>
</tr>
</tbody>
</table>
## Town of Walkerville

### SCHEDULE OF FEES AND CHARGES EFFECTIVE 1 July 2019

<table>
<thead>
<tr>
<th>Description</th>
<th>2019/20 Fee</th>
<th>Description</th>
<th>2019/20 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACCESS TO PUBLIC RECORDS</strong></td>
<td></td>
<td><strong>ACCESS TO PUBLIC RECORDS</strong></td>
<td></td>
</tr>
<tr>
<td>Assessment Book - copy of an entry in the assessment record (s.174(2) of the Local Government Act)</td>
<td>Yes $4.55</td>
<td>Voters Roll - candidates are provided with one (1) free copy of relevant voters roll</td>
<td>Yes $23.64</td>
</tr>
<tr>
<td>Yes $4.55</td>
<td>Yes $23.64</td>
<td>Provision of Address Information to Third Party Providers (where more than 5 properties are requested at a time, fee per property)</td>
<td>Yes $47.27</td>
</tr>
<tr>
<td>$(ex GST)</td>
<td>$(ex GST)</td>
<td>$(ex GST)</td>
<td>$(ex GST)</td>
</tr>
<tr>
<td><strong>Rate Notice Reprint - per notice</strong></td>
<td></td>
<td><strong>Rate Notice Reprint - per notice</strong></td>
<td></td>
</tr>
<tr>
<td>Current Year Email</td>
<td>Yes $13.64</td>
<td>Current Year Post</td>
<td>Free of charge</td>
</tr>
<tr>
<td>Prior Years Administration Fee</td>
<td>Yes $9.09</td>
<td>Prior Years Email</td>
<td>Yes $13.64</td>
</tr>
<tr>
<td>Prior Years Email</td>
<td>Yes $9.09</td>
<td>Prior Years Post</td>
<td>Yes $13.64</td>
</tr>
<tr>
<td><strong>Registers &amp; Extracts</strong></td>
<td></td>
<td><strong>Registers &amp; Extracts</strong></td>
<td></td>
</tr>
<tr>
<td>Copy of an entry made in any register required to be kept under the Local Government Act, where the fee is not otherwise prescribed</td>
<td>Yes $9.09</td>
<td>Register of Interests (per Elected Member, per single sided page extract)</td>
<td>Yes $9.09</td>
</tr>
<tr>
<td>Yes $9.09</td>
<td>Yes $9.09</td>
<td>Register of Elected Member Allowances and Benefits (single sided page extract)</td>
<td>Yes $23.64</td>
</tr>
<tr>
<td>Yes $23.64</td>
<td>Yes $23.64</td>
<td>Register of Salaries (single sided page extract)</td>
<td>Yes $23.64</td>
</tr>
<tr>
<td>Yes $23.64</td>
<td>Yes $23.64</td>
<td>Register of Community Land (single sided page extract)</td>
<td>Yes $23.64</td>
</tr>
<tr>
<td><strong>Printing of Public Consultation &amp; Published materials</strong></td>
<td></td>
<td><strong>Printing of Public Consultation &amp; Published materials</strong></td>
<td></td>
</tr>
<tr>
<td>Black &amp; White</td>
<td>Yes $1.82</td>
<td>Colour</td>
<td>Yes $1.82</td>
</tr>
<tr>
<td>Yes $1.82</td>
<td>Yes $1.82</td>
<td>Dog Register Extract - per dog</td>
<td>Yes $1.82</td>
</tr>
<tr>
<td><strong>Council Reports</strong></td>
<td></td>
<td><strong>Council Reports</strong></td>
<td></td>
</tr>
<tr>
<td>Annual Business Plan - subject to availability of printed copies</td>
<td>Yes Free</td>
<td>Annual Report - subject to availability of printed copies</td>
<td>Yes Free</td>
</tr>
<tr>
<td>Yes Free</td>
<td>Yes Free</td>
<td>Strategic Plan- subject to availability of printed copies</td>
<td>Yes Free</td>
</tr>
<tr>
<td>Yes Free</td>
<td>Yes Free</td>
<td>Other Council strategic reports and plans - subject to availability of printed copies</td>
<td>Yes Free</td>
</tr>
<tr>
<td><strong>EXPIATIONS</strong></td>
<td></td>
<td><strong>EXPIATIONS</strong></td>
<td></td>
</tr>
<tr>
<td>By-law Expiations are set in accordance with Section 246(5)(b) of the Local Government Act 1999</td>
<td></td>
<td>By-law 1 - Permits &amp; Penalties **</td>
<td></td>
</tr>
<tr>
<td>By-law 2 - Moveable Signs **</td>
<td></td>
<td>By-law 3 - Roads **</td>
<td></td>
</tr>
<tr>
<td>By-law 4 - Local Government Land **</td>
<td></td>
<td>By-law 5 - Dogs **</td>
<td></td>
</tr>
<tr>
<td><strong>COMMUNITY BUS</strong></td>
<td></td>
<td><strong>COMMUNITY BUS</strong></td>
<td></td>
</tr>
<tr>
<td>Door to Door Service</td>
<td>Yes Free of charge</td>
<td>Door to Door Service</td>
<td>Yes Free of charge</td>
</tr>
<tr>
<td><strong>SITE FEES</strong></td>
<td></td>
<td><strong>SITE FEES</strong></td>
<td></td>
</tr>
<tr>
<td>Film Makers Fee</td>
<td></td>
<td>Film Makers Fee</td>
<td></td>
</tr>
<tr>
<td>Location permit fee (per day)</td>
<td>No $1,421.00</td>
<td>Location permit fee (per half day)</td>
<td>No $710.00</td>
</tr>
<tr>
<td>No $1,421.00</td>
<td>No $710.00</td>
<td>Civic and Community Centre NB: Concession = Community groups (not covered under MOU) or non for profit org.</td>
<td></td>
</tr>
<tr>
<td>Administration Fee</td>
<td>No* $9.00</td>
<td>Administration Fee</td>
<td>No* $9.00</td>
</tr>
<tr>
<td>Building Access Swipe Card (Refundable Bond)</td>
<td>No* $52.00</td>
<td>Building Access Swipe Card (Refundable Bond)</td>
<td>No* $52.00</td>
</tr>
<tr>
<td>Setup and pack down fee ( Community groups only)</td>
<td>Yes $22.73</td>
<td>Setup and pack down fee ( Community groups only)</td>
<td>Yes $22.73</td>
</tr>
<tr>
<td>Deposit (to secure booking) (10% of Room hire cost) Per Event</td>
<td>Yes $509.00</td>
<td>Deposit (to secure booking) (10% of Room hire cost) Per Event</td>
<td>Yes $509.00</td>
</tr>
<tr>
<td>Bond - Town Hall/Foyer (standard - no alcohol service) Per event</td>
<td>No* $1,018.00</td>
<td>Bond - Town Hall/Foyer (with alcohol service) Per event</td>
<td>No* $1,018.00</td>
</tr>
<tr>
<td>SECURITY GUARD per hour (min 4 hours)</td>
<td></td>
<td>SECURITY GUARD per hour (min 4 hours)</td>
<td></td>
</tr>
<tr>
<td>Standard - Outside Council Office Hours per hour</td>
<td>Yes $70.91</td>
<td>Standard - Outside Council Office Hours per hour</td>
<td>Yes $70.91</td>
</tr>
<tr>
<td>Council recognised Community groups &amp; not for profit - outside council office hours (excluding</td>
<td>Yes $47.27</td>
<td>Council recognised Community groups &amp; not for profit - outside council office hours (excluding</td>
<td>Yes $47.27</td>
</tr>
</tbody>
</table>
# Town of Walkerville

**SCHEDULE OF FEES AND CHARGES EFFECTIVE 1 July 2019**

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>Fee Payable</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1855 Room includes kitchen facilities, data projector, screen, whiteboard</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Commercial</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Half day – Mon – Fri, 9am – 5pm</td>
<td>Yes</td>
<td>$113.64</td>
<td>$11.36</td>
<td>$125.00</td>
</tr>
<tr>
<td>Full day – Mon – Fri, 9am – 5pm</td>
<td>Yes</td>
<td>$237.27</td>
<td>$23.73</td>
<td>$261.00</td>
</tr>
<tr>
<td>After Hours Mon – Fri</td>
<td>Yes</td>
<td>$132.73</td>
<td>$13.27</td>
<td>$146.00</td>
</tr>
<tr>
<td>Half day Sat - Sun</td>
<td>Yes</td>
<td>$190.00</td>
<td>$19.00</td>
<td>$209.00</td>
</tr>
<tr>
<td>Full Day Sat - Sun</td>
<td>Yes</td>
<td>$284.55</td>
<td>$28.45</td>
<td>$313.00</td>
</tr>
<tr>
<td><strong>Concession/other Councils</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Half day – Mon – Fri, 9am– 5pm</td>
<td>Yes</td>
<td>$47.27</td>
<td>$4.73</td>
<td>$52.00</td>
</tr>
<tr>
<td>Full day – Mon – Fri, 9am– 5pm</td>
<td>Yes</td>
<td>$85.45</td>
<td>$8.55</td>
<td>$94.00</td>
</tr>
<tr>
<td>After Hours Mon – Fri</td>
<td>Yes</td>
<td>$66.36</td>
<td>$6.64</td>
<td>$73.00</td>
</tr>
<tr>
<td>Half Day Sat – Sun</td>
<td>Yes</td>
<td>$66.36</td>
<td>$6.64</td>
<td>$73.00</td>
</tr>
<tr>
<td>Full Day Sat - Sun</td>
<td>Yes</td>
<td>$141.82</td>
<td>$14.18</td>
<td>$156.00</td>
</tr>
<tr>
<td><strong>MEETING ROOM 2</strong> - available business hours only, includes data projector</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Commercial</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per Hour</td>
<td>Yes</td>
<td>$23.64</td>
<td>$2.36</td>
<td>$26.00</td>
</tr>
<tr>
<td>Per Day - Business hours</td>
<td>Yes</td>
<td>$113.64</td>
<td>$11.36</td>
<td>$125.00</td>
</tr>
<tr>
<td><strong>Concession</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per Hour</td>
<td>Yes</td>
<td>$9.09</td>
<td>$0.91</td>
<td>$10.00</td>
</tr>
<tr>
<td>Per Day - Business hours</td>
<td>Yes</td>
<td>$47.27</td>
<td>$4.73</td>
<td>$52.00</td>
</tr>
<tr>
<td><strong>CIVIC CENTRE PORTICO</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial (per day)</td>
<td>Yes</td>
<td>$284.55</td>
<td>$28.45</td>
<td>$313.00</td>
</tr>
<tr>
<td>Concession/other Councils (per day)</td>
<td>Yes</td>
<td>$47.27</td>
<td>$4.73</td>
<td>$52.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>TOWN HALL: hire of venue includes full use of commercial kitchen, urn, AV system, data projector, staging, seating, tables</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Commercial</strong></td>
</tr>
<tr>
<td>Half day – Mon – Fri, 9am- 5pm</td>
</tr>
<tr>
<td>Full day – Mon – Fri, 9am- 5pm</td>
</tr>
<tr>
<td>After Hours Mon – Fri</td>
</tr>
<tr>
<td>Half Day Sat - Sun</td>
</tr>
<tr>
<td>Full Day Sat - Sun</td>
</tr>
<tr>
<td><strong>Concession/other Councils</strong></td>
</tr>
<tr>
<td>Half day – Mon – Fri, 9am- 5pm</td>
</tr>
<tr>
<td>Full day – Mon – Fri, 9am- 5pm</td>
</tr>
<tr>
<td>After Hours Mon – Fri</td>
</tr>
<tr>
<td>Half Day Sat - Sun</td>
</tr>
<tr>
<td>Full Day Sat - Sun</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>KITCHEN (hire only)</strong></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Per half day</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial</td>
<td>Yes</td>
<td>$47.27</td>
<td>$4.73</td>
<td>$52.00</td>
</tr>
<tr>
<td>Concession/other Councils</td>
<td>Yes</td>
<td>$23.64</td>
<td>$2.36</td>
<td>$26.00</td>
</tr>
<tr>
<td><strong>Per Day</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial</td>
<td>Yes</td>
<td>$94.55</td>
<td>$9.45</td>
<td>$104.00</td>
</tr>
<tr>
<td>Concession/other Councils</td>
<td>Yes</td>
<td>$47.27</td>
<td>$4.73</td>
<td>$52.00</td>
</tr>
</tbody>
</table>

| **THERESA WALKER GALLERY**                                                  |                      |             |        |             |
| For opening events only (includes kitchen)                                 | Yes                  | $166.36     | $16.64 | $183.00     |

<table>
<thead>
<tr>
<th><strong>FOYER (after hours only)</strong></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Commercial</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Half day</td>
<td>Yes</td>
<td>$94.55</td>
<td>$9.45</td>
<td>$104.00</td>
</tr>
<tr>
<td>Full day</td>
<td>Yes</td>
<td>$208.18</td>
<td>$20.82</td>
<td>$229.00</td>
</tr>
<tr>
<td><strong>Concession/other Councils</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Half day</td>
<td>Yes</td>
<td>$47.27</td>
<td>$4.73</td>
<td>$52.00</td>
</tr>
<tr>
<td>Full day</td>
<td>Yes</td>
<td>$104.55</td>
<td>$10.45</td>
<td>$115.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>CARPARK AREA (outside business hours - for markets, fêtes etc.)</strong></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Commercial (per day)</strong></td>
<td>Yes</td>
<td>$284.55</td>
<td>$28.45</td>
<td>$313.00</td>
</tr>
<tr>
<td>Concession/other Councils (per day)</td>
<td>Yes</td>
<td>$47.27</td>
<td>$4.73</td>
<td>$52.00</td>
</tr>
</tbody>
</table>
# Town of Walkerville

**SCHEDULE OF FEES AND CHARGES EFFECTIVE 1 July 2019**

<table>
<thead>
<tr>
<th>Description</th>
<th>GST Fee Payable (ex GST)</th>
<th>GST Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIBRARY FEES AND CHARGES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fines</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notice Fee (per notice)</td>
<td>Yes</td>
<td>$1.82</td>
</tr>
<tr>
<td>Overdue processing fee</td>
<td>Yes</td>
<td>$4.55</td>
</tr>
<tr>
<td>Library Card replacement</td>
<td>Yes</td>
<td>Cost (incl GST)</td>
</tr>
<tr>
<td><strong>Lost and Damaged Items Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payment for lost/damaged material</td>
<td>Yes</td>
<td>Replacement cost (incl GST) + $5 processing fee</td>
</tr>
<tr>
<td><strong>Photocopying</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Black &amp; White (per side)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A4 photocopy</td>
<td>Yes</td>
<td>$0.18</td>
</tr>
<tr>
<td>A3 photocopy</td>
<td>Yes</td>
<td>$0.36</td>
</tr>
<tr>
<td><strong>Colour (per side)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A4 photocopy</td>
<td>Yes</td>
<td>$2.00</td>
</tr>
<tr>
<td>A3 photocopy</td>
<td>Yes</td>
<td>$2.91</td>
</tr>
<tr>
<td><strong>Laminating</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A3 sheet</td>
<td>Yes</td>
<td>$4.55</td>
</tr>
<tr>
<td>A4 Sheet</td>
<td>Yes</td>
<td>$3.64</td>
</tr>
<tr>
<td><strong>Faxes</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incoming per page</td>
<td>Yes</td>
<td>$0.91</td>
</tr>
<tr>
<td>Outgoing per page (local) - per page</td>
<td>Yes</td>
<td>$1.62</td>
</tr>
<tr>
<td>Outgoing per page (Interstate) - 1st page</td>
<td>Yes</td>
<td>$2.73</td>
</tr>
<tr>
<td>Outgoing per page (Interstate) - subsequent pages</td>
<td>Yes</td>
<td>$1.62</td>
</tr>
<tr>
<td>Outgoing per page (isd/International) - 1st page</td>
<td>Yes</td>
<td>$9.09</td>
</tr>
<tr>
<td>Outgoing per page (isd/International) - subsequent pages</td>
<td>Yes</td>
<td>$1.82</td>
</tr>
<tr>
<td><strong>Items for sale</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library bags</td>
<td>Yes</td>
<td>Between free and $20 (inc GST)</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attendance fee (i.e. Children's Activities) (based on fee schedule for event)</td>
<td>Yes</td>
<td>Between Free and $50 (inc GST)</td>
</tr>
<tr>
<td>Course fee - per session (based on fee schedule for event)</td>
<td>Yes</td>
<td>Between Free and $50 (inc GST)</td>
</tr>
<tr>
<td><strong>MISCELLANEOUS CHARGES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outdoor Dining fee (per m2 per annum)</td>
<td>No</td>
<td>$45.00</td>
</tr>
<tr>
<td><strong>Annual Bin Permits – collection (incl hard waste)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional Bin – Household</td>
<td>No</td>
<td>$237.00</td>
</tr>
<tr>
<td>Additional Bin – Household for Community Groups</td>
<td></td>
<td>$130.00</td>
</tr>
<tr>
<td>Additional Bin – Recycling</td>
<td>No</td>
<td>$66.00</td>
</tr>
<tr>
<td>Additional Bin – Recycling for Community Groups</td>
<td></td>
<td>$37.00</td>
</tr>
<tr>
<td>Hard waste collection (first collection is free)</td>
<td>No</td>
<td>$95.00</td>
</tr>
<tr>
<td><strong>Hoarding Permits</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application Fee</td>
<td>No</td>
<td>$56.00</td>
</tr>
<tr>
<td>Fee - (per m2 per week or pro-rata) ON ROAD</td>
<td>Yes</td>
<td>$5.45</td>
</tr>
<tr>
<td>Fee - (per m2 per week or pro-rata) ON FOOTPATH</td>
<td>Yes</td>
<td>$5.45</td>
</tr>
<tr>
<td>Commercial zone multiplier (Town Centre Zone, North East Road and Main North Road)</td>
<td></td>
<td>$10.91</td>
</tr>
<tr>
<td><strong>Skip Bin / Bulk Bin</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application Fee</td>
<td>No</td>
<td>$56.00</td>
</tr>
<tr>
<td>Fees - charged per day</td>
<td>Yes</td>
<td>$18.18</td>
</tr>
<tr>
<td>Commercial zone multiplier (Town Centre Zone, North East Road and Main North Road)</td>
<td></td>
<td>$36.36</td>
</tr>
<tr>
<td><strong>Roads and Property Services (section 221)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invert / Crossover Construction - Owner / Builder (application fee only)</td>
<td>Yes</td>
<td>$56.36</td>
</tr>
<tr>
<td>Stormwater Construction - Owner / Builder (application fee only)</td>
<td>Yes</td>
<td>$56.36</td>
</tr>
<tr>
<td>Underground Electrical - application fee</td>
<td>Yes</td>
<td>$56.36</td>
</tr>
<tr>
<td>Landscaping the verge - application fee</td>
<td>Yes</td>
<td>$56.36</td>
</tr>
<tr>
<td><strong>Temporary Parking Controls (TPC)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>installation and removal of signage - per request (valid for up to 30 days only)</td>
<td>Yes</td>
<td>$174.55</td>
</tr>
<tr>
<td>Administration Fee - per car parking space per day</td>
<td>Yes</td>
<td>$6.36</td>
</tr>
</tbody>
</table>
# Town of Walkerville

**SCHEDULE OF FEES AND CHARGES EFFECTIVE 1 July 2019**

<table>
<thead>
<tr>
<th>Description</th>
<th>GST</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metropolitan Burning Rubbish Permit- Schedule 9</td>
<td></td>
<td>$62.00</td>
<td></td>
<td>$62.00</td>
</tr>
<tr>
<td>Use of Council Assets not stipulated elsewhere is at the CEO's discretion after considering cost recovery and community implications</td>
<td></td>
<td></td>
<td></td>
<td>CEO discretion</td>
</tr>
</tbody>
</table>

## DEVELOPMENT & PLANNING

- **Retrieval of Development Applications for viewing from temporary recall: Routine (Next Business Day)**
  - Yes
  - $40 (incl GST) plus photocopying costs

- **Retrieval of Development Applications for viewing from temporary recall: Priority (Next 1/2 Day)**
  - Yes
  - $70 (incl GST) plus photocopying costs

- **Retrieval of Development Applications for viewing from temporary recall: Urgent (Next 3 Hours)**
  - Yes
  - $70 (incl GST) plus photocopying costs

- **To provide a member of the public with a copy of the Town of Walkerville Development Plan. Certificate of title**
  - No
  - $52.00
  - Yes
  - $38.18

- **Advertisement Fee - Category 3**
  - Yes
  - $593 (GST exempt) or cost of advertisement if higher

## ASSETS & INFRASTRUCTURE

- **Reinstatement of roads; footpaths or kerbing etc. following work carried out by residents or contractors**
  - Bitumen Road
    - Yes
    - actual cost (incl GST) + 30%
  - Bitumen Footpath
    - Yes
    - actual cost (incl GST) + 30%
  - Concrete Footpath
    - Yes
    - actual cost (incl GST) + 30%
  - Brick Paving
    - Yes
    - actual cost (incl GST) + 30%
  - Kerb & Gutter
    - Yes
    - actual cost (incl GST) + 30%
  - Reinstatement of Footpath following laying of stormwater pipes or electricity cables
    - Yes
    - actual cost (incl GST) + 30%
  - Clearing Vacant allotment
    - Yes
    - actual cost (incl GST) + 30%
  - Flammable Undergrowth - clearing block - per Fire and Emergency Services Act
    - Yes
    - actual cost (incl GST) + 30%
  - Fencing - per Fire and Emergency Services Act
    - Yes
    - actual cost (incl GST) + 30%
  - Tree Replacement
    - Yes
    - actual cost (incl GST) + 30%
  - Tree Removal
    - Yes
    - actual cost (incl GST)
<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ADVERTISING CHARGES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Print media advertising in promotional publications i.e. About Town</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* 80mm H x 87mm W, not including print ready artwork</td>
<td>Yes $148.18</td>
<td>$14.82</td>
<td>$163.00</td>
</tr>
<tr>
<td>* 166mm H x 87mm W, not including print ready artwork</td>
<td>Yes $269.09</td>
<td>$26.91</td>
<td>$296.00</td>
</tr>
<tr>
<td>* 80mm H x 180mm W, not including print ready artwork</td>
<td>Yes $269.09</td>
<td>$26.91</td>
<td>$296.00</td>
</tr>
<tr>
<td>* 252mm H x 87mm W, not including print ready artwork</td>
<td>Yes $366.36</td>
<td>$36.64</td>
<td>$403.00</td>
</tr>
<tr>
<td>* 80mm H x 270mm W, not including print ready artwork</td>
<td>Yes $366.36</td>
<td>$36.64</td>
<td>$403.00</td>
</tr>
<tr>
<td>* 180mm H x 180mm W, not including print ready artwork</td>
<td>Yes $473.64</td>
<td>$47.36</td>
<td>$521.00</td>
</tr>
<tr>
<td>346mm H x 87mm W, not including print ready artwork</td>
<td>Yes $473.64</td>
<td>$47.36</td>
<td>$521.00</td>
</tr>
<tr>
<td>* 195mm H x 270mm W, not including print ready artwork</td>
<td>Yes $704.55</td>
<td>$70.45</td>
<td>$775.00</td>
</tr>
<tr>
<td>346mm H x 133mm W, not including print ready artwork</td>
<td>Yes $704.55</td>
<td>$70.45</td>
<td>$775.00</td>
</tr>
<tr>
<td>Full inside Page - 346mm H x 270mm W, not including print ready artwork</td>
<td>Yes $1,318.18</td>
<td>$131.82</td>
<td>$1,450.00</td>
</tr>
<tr>
<td>Full Page inside rear cover - 346mm H x 270mm W, not including print ready artwork</td>
<td>Yes $1,541.82</td>
<td>$154.18</td>
<td>$1,696.00</td>
</tr>
<tr>
<td>Full page Rear cover - 346mm H x 270mm W, not including print ready artwork</td>
<td>Yes $3,020.00</td>
<td>$302.00</td>
<td>$3,322.00</td>
</tr>
<tr>
<td>* Plus additional 5% for front page Advertisements i.e. About Town</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PARKS &amp; GARDENS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>MEMORIAL GARDENS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wedding or other event</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Half day</td>
<td>Yes $237.27</td>
<td>$23.73</td>
<td>$261.00</td>
</tr>
<tr>
<td>Full day</td>
<td>Yes $378.18</td>
<td>$37.82</td>
<td>$416.00</td>
</tr>
<tr>
<td>Bond</td>
<td>No* $521.00</td>
<td>$0.00</td>
<td>$521.00</td>
</tr>
<tr>
<td><strong>MARY P HARRIS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Half day</td>
<td>Yes $237.27</td>
<td>$23.73</td>
<td>$261.00</td>
</tr>
<tr>
<td>Full day</td>
<td>Yes $378.18</td>
<td>$37.82</td>
<td>$416.00</td>
</tr>
<tr>
<td>Bond</td>
<td>No* $521.00</td>
<td>$0.00</td>
<td>$521.00</td>
</tr>
<tr>
<td><strong>WESLEYAN CEMETERY MEMORIAL FEES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All prices include 1st Interment unless otherwise stated.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Gazebo Scatter Niche Position</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Includes Bronze Plaque 110x75 (8 Lines). No Ashes</td>
<td>Yes $1,200.00</td>
<td>$120.00</td>
<td>$1,320.00</td>
</tr>
<tr>
<td><strong>Gazebo Double Niche Position</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Licence for 2 with Bronze/Ganite Plaque</td>
<td>Yes $4,500.00</td>
<td>$450.00</td>
<td>$4,950.00</td>
</tr>
<tr>
<td>2ns Inscription or Plaque</td>
<td>Yes $900.00</td>
<td>$90.00</td>
<td>$990.00</td>
</tr>
<tr>
<td>Photo extra</td>
<td>Yes $300.00</td>
<td>$30.00</td>
<td>$330.00</td>
</tr>
<tr>
<td><strong>Desk Niche Position</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Licence for 1 150x150 Bronze Plaque</td>
<td>Yes $1,800.00</td>
<td>$180.00</td>
<td>$1,980.00</td>
</tr>
<tr>
<td><strong>Scatter Boulder</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>100x30 Bronze Plaque</td>
<td>Yes $500.00</td>
<td>$50.00</td>
<td>$550.00</td>
</tr>
<tr>
<td>Scatter of ashes within Cemetery</td>
<td>Yes $250.00</td>
<td>$25.00</td>
<td>$275.00</td>
</tr>
<tr>
<td><strong>Companion Plaque</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Licence for 2 Bronze only (Glass POA)</td>
<td>Yes $5,000.00</td>
<td>$500.00</td>
<td>$5,500.00</td>
</tr>
<tr>
<td>2nd Bronze Plaque</td>
<td>Yes $900.00</td>
<td>$90.00</td>
<td>$990.00</td>
</tr>
<tr>
<td><strong>Personal Garden</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Licence for 2 280x130 Bronze only</td>
<td>Yes $5,000.00</td>
<td>$500.00</td>
<td>$5,500.00</td>
</tr>
<tr>
<td>2nd Bronze</td>
<td>Yes $900.00</td>
<td>$90.00</td>
<td>$990.00</td>
</tr>
<tr>
<td>Photo or motif</td>
<td>Yes $300.00</td>
<td>$30.00</td>
<td>$330.00</td>
</tr>
<tr>
<td>Description</td>
<td>2019/20 Fee</td>
<td>GST Fee Payable (ex GST)</td>
<td></td>
</tr>
<tr>
<td>-------------</td>
<td>-------------</td>
<td>------------------------</td>
<td></td>
</tr>
<tr>
<td>Family Seat</td>
<td>Yes</td>
<td>$5,000.00</td>
<td>$500.00</td>
</tr>
<tr>
<td>Premium Monument</td>
<td>Yes</td>
<td>$10,000.00</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Gazebo Garden Estate</td>
<td>Yes</td>
<td>$6,000.00</td>
<td>$600.00</td>
</tr>
<tr>
<td>Additional Interment</td>
<td>Yes</td>
<td>$300.00</td>
<td>$30.00</td>
</tr>
<tr>
<td>Heritage Plaques</td>
<td>Yes</td>
<td>$370.00</td>
<td>$37.00</td>
</tr>
<tr>
<td>PARKING FEES AND CHARGES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential Exemption Permit (Time Limit Zone)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed Residential Permits – per permit</td>
<td>No</td>
<td>$52.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Fixed Residential Permits – per permit (concession)</td>
<td>No</td>
<td>$26.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Residential Permits (replacements) (first replacement Free)</td>
<td>No</td>
<td>$25.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Transferrable permit (one free per eligible household)</td>
<td>No</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Exceptional Circumstances - Additional Transferable permit</td>
<td>No</td>
<td>$52.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Vehciles impounded – reclaimed by owner</td>
<td>No</td>
<td>Fee is charged by Contractor and Council will recover this fee from the vehicle owner + 10% admin fee</td>
<td></td>
</tr>
<tr>
<td>Vehicle stored at Council Approved holding yard</td>
<td>Yes</td>
<td>Fee is charged by Contractor and Council will recover this fee from the vehicle owner + 10% admin fee</td>
<td></td>
</tr>
<tr>
<td>Impound Public Notification Fee</td>
<td>No</td>
<td>Fee is charged by The Advertiser and Council will recover this fee from the vehicle owner + 10% admin fee</td>
<td></td>
</tr>
<tr>
<td>Towing Fee</td>
<td>No</td>
<td>Fee is charged by Contractor and Council will recover this fee from the vehicle owner + 10% admin fee</td>
<td></td>
</tr>
<tr>
<td>Locksmith Fees (for opening Vehicles)</td>
<td>No</td>
<td>Fee is charged by Contractor and Council will recover this fee from the vehicle owner + 10% admin fee</td>
<td></td>
</tr>
<tr>
<td>Parking Offence - Expiation Fees (Australian Road Rules)</td>
<td>No</td>
<td>Parking expiations fees for offences are set by legislation and indexed annually in accordance with Road Traffic (Miscellanious) Regulations which are available to view <a href="http://www.legislation.sa.gov.au">www.legislation.sa.gov.au</a></td>
<td></td>
</tr>
<tr>
<td>Expiation Reminder Fees</td>
<td>No</td>
<td>Parking expiations fees for offences are set by legislation</td>
<td></td>
</tr>
<tr>
<td>Parking Offence - Expiation Fees (Private Parking Areas Act)</td>
<td>No</td>
<td>Parking expiations fees for offences are set by legislation</td>
<td></td>
</tr>
</tbody>
</table>
## Town of Walkerville
### SCHEDULE OF FEES AND CHARGES EFFECTIVE 1 July 2019

<table>
<thead>
<tr>
<th>Description</th>
<th>2019/20 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fee Payable (ex GST)</td>
</tr>
<tr>
<td><strong>ANIMAL MANAGEMENT</strong></td>
<td></td>
</tr>
<tr>
<td>Standard Dog Registration</td>
<td></td>
</tr>
<tr>
<td>Non Standard</td>
<td>No</td>
</tr>
<tr>
<td>Non Standard - Concession</td>
<td>No</td>
</tr>
<tr>
<td>Standard Dog (Desexed &amp; Micro-chipped)</td>
<td>No</td>
</tr>
<tr>
<td>Standard Dog (Desexed &amp; Micro-chipped) - concession</td>
<td>No</td>
</tr>
<tr>
<td>Assistance Dogs (assists a person living with a disability) (must be accredited)</td>
<td>No</td>
</tr>
<tr>
<td>Assistance Dogs in training</td>
<td>No</td>
</tr>
<tr>
<td>Late registration (after 31 August)</td>
<td>No</td>
</tr>
<tr>
<td>Transfer of registration</td>
<td>No</td>
</tr>
<tr>
<td>Replacement Disc</td>
<td>No</td>
</tr>
<tr>
<td>Transport fee to AWL for relinquishment of a Dog or Cat</td>
<td>No</td>
</tr>
<tr>
<td>Impounding Fee</td>
<td>No</td>
</tr>
<tr>
<td>Daily Holding Fee</td>
<td>No</td>
</tr>
<tr>
<td>Euthanasia Fee</td>
<td>No</td>
</tr>
<tr>
<td>Partial Year Rego (first time rego only for a dog 3 months or less, registered after 1 Jan 2019) - 50%</td>
<td>No</td>
</tr>
<tr>
<td>Dog Registrations for Month of June - Free (at request of D&amp;CM Board)</td>
<td>No</td>
</tr>
<tr>
<td><strong>Dog Business Registration</strong></td>
<td></td>
</tr>
<tr>
<td>Dog Business Registration Fee</td>
<td>No</td>
</tr>
<tr>
<td>Dog Business - 1 Dog</td>
<td>No</td>
</tr>
<tr>
<td>Dog Business - 2 Dogs</td>
<td>No</td>
</tr>
<tr>
<td>Dog Business - 3 Dogs</td>
<td>No</td>
</tr>
<tr>
<td>Dog Business - 4 Dogs</td>
<td>No</td>
</tr>
<tr>
<td>Dog Business - 5-10 Dogs (flat fee)</td>
<td>No</td>
</tr>
<tr>
<td>Dog Business - 11-20 Dogs (flat fee)</td>
<td>No</td>
</tr>
<tr>
<td>Dog Business - 21-30 Dogs (flat fee)</td>
<td>No</td>
</tr>
<tr>
<td>Dog Business - 31 + Dogs (flat fee)</td>
<td>No</td>
</tr>
<tr>
<td>Dangerous Dog Collars (all sizes)</td>
<td>No</td>
</tr>
</tbody>
</table>

* GST may be applicable on monies held in bond.  
** Legislated Fees & Charges  
NOTE - Any fees and charges not specified in this schedule that are specifically prescribed by legislation
Class Ruling

South Australian Councils – GST treatment of fees and charges imposed

Relying on this Ruling

This publication (excluding appendixes) is a public ruling for the purposes of the Taxation Administration Act 1953.

If this Ruling applies to you, and you correctly rely on it, we will apply the law to you in the way set out in this Ruling. That is, you will not pay any more tax or penalties or interest in respect of the matters covered by this Ruling.

Further, if we think that this Ruling disadvantages you, we may apply the law in a way that is more favourable to you.

Table of Contents

<table>
<thead>
<tr>
<th>Paragraph</th>
</tr>
</thead>
<tbody>
<tr>
<td>What this Ruling is about</td>
</tr>
<tr>
<td>Who this Ruling applies to</td>
</tr>
<tr>
<td>When this Ruling applies</td>
</tr>
<tr>
<td>Ruling</td>
</tr>
<tr>
<td>Scheme</td>
</tr>
<tr>
<td>Appendix 1 – Explanation</td>
</tr>
<tr>
<td>Appendix 2 – Legislative references</td>
</tr>
</tbody>
</table>

What this Ruling is about

1. This Ruling sets out the Commissioner's opinion on the GST treatment for certain fees and charges imposed by South Australian Councils.

2. Full details of the scheme ruled upon are set out in paragraphs 10 to 15 of this Ruling.

3. All legislative references are to the provisions of A New Tax System (Goods and Services Tax) Act 1999 unless otherwise indicated. References to 'the GST Regulations' are to the A New Tax System (Goods and Services Tax) Regulations 2019.

Who this Ruling applies to

4. This Ruling applies to you if you are a Council that is a member of the Local Government Association of South Australia. These Councils are collectively referred to in this Ruling as 'the Council'.
When this Ruling applies

5. This Ruling applies from 1 July 2019.

Ruling

6. This Ruling addresses the GST treatment of supplies made by the Council in relation to:
   • matters involving permits, licences, development, planning, commercial services, community, information, animals, private works, waste management, water, and
   • payments received by the Council that are not in relation to supplies for which particular fees and charges are imposed.

7. When we indicate a fee or charge relates to a taxable supply under section 9-5, we assume that all of the requirements of section 9-5 have been met and that the supply is not otherwise GST-free or input taxed under other provisions of the GST Act.

8. In this Ruling, if a fee or charge is not consideration for a supply and is not subject to GST by virtue of Division 81, it is referred to as being ‘exempt’.

9. The following tables set out the GST treatment.

Permits and licences

<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
</table>
| Event permit fees | Fee for permission to conduct an event on the Council’s land and related fees:  
  • application/processing/late processing fees  
  • road closure permit fee  
  • supervision fee. | Exempt:  
  • subsection 81-10(1) (covered by subsection 81-10(4)). |
| Filming permit fees | Fee for permission to film commercials and feature films in the Council’s areas and related fees:  
  • application/processing/late processing fees  
  • road closure permit fee  
  • supervision fee. | Exempt:  
  • subsection 81-10(1) (covered by subsection 81-10(4)). |
<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grazing lease fees</td>
<td>Fees for grazing leases of parcels of land.</td>
<td>Taxable: section 9-5.</td>
</tr>
<tr>
<td>Rent for residential</td>
<td>Rent charged for residential accommodation (such as a council-owned house) under a rental or leasing agreement.</td>
<td>Input taxed: section 40-35.</td>
</tr>
<tr>
<td>accommodation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent for commercial property</td>
<td>Rent or lease fees charged for a commercial property under a rental or leasing agreement.</td>
<td>Taxable: section 9-5.</td>
</tr>
<tr>
<td>Road rents</td>
<td>Rent and lease fees charged for the use of roads and road reserves.</td>
<td>Taxable: section 9-5.</td>
</tr>
<tr>
<td>Lease fees for Road rents</td>
<td>Fees for leases of parcels of land that are future road corridors.</td>
<td>Taxable: section 9-5.</td>
</tr>
<tr>
<td>Outdoor dining permit fee</td>
<td>Fee for permission only to operate an outdoor dining or eating area.</td>
<td>Exempt: subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Mobile food vendor permit fee</td>
<td>Fee for a mobile food vendor permit.</td>
<td>Exempt: subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Road closure permit fee</td>
<td>Fee for permission only to close a road for a certain period of time for the purposes of an event or to exclude vehicles from the whole or part of a road or public place.</td>
<td>Exempt: subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Burning permit fee</td>
<td>Fee for permission only to carry out burning.</td>
<td>Exempt: subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Diving permit fee</td>
<td>Fee for permission only to conduct diving activities such as cave diving.</td>
<td>Exempt: subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Fireworks permit fee</td>
<td>Fee for permission only to discharge or use fireworks.</td>
<td>Exempt: subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
</tbody>
</table>

Other fees related to permission to film commercials and feature films in the Council’s areas:
- a location/site fee charged per day of filming
- hire of the Council’s equipment
- additional vehicle fee if the permit holder requires more than 3 vehicles to have access to parking charged on a per vehicle per day basis.

Taxable: section 9-5.
<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxi and hire car licence fees</td>
<td>Fees for the provision, renewal or transfer of taxi and hire car licences.</td>
<td>Exempt: • subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Marine permit, licence and authority fees</td>
<td>Fees for the following permissions only (not being fees for the use of a facility): • river access permit • mooring facilities licence • transfer fee river access permit/or mooring facilities licence • boat ramp permit/authority.</td>
<td>Exempt: • subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Fees for use of marine facilities</td>
<td>Fees for the use of marine facilities such as boat ramp fees, user fees, launching fees and lease fees/rent for moorings.</td>
<td>Taxable: • section 9-5 (prescribed under paragraph 81-10.01(1)(c) of the GST Regulations as consideration for subsection 81-10(2)).</td>
</tr>
<tr>
<td>Parking permit fees</td>
<td>Fees for permission only to park vehicles on the Council’s land in accordance with parking permits including Temporary Parking Controls Permits, Residential Parking Permits, Replacement of Residential Parking Permits).</td>
<td>Exempt: • subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Under-road pipelines licence fee</td>
<td>Fee for a licence providing permission only to lay pipelines under a road.</td>
<td>Exempt: • subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Horse on foreshore permit fee</td>
<td>Fee for permission only allowing horses to enter a foreshore.</td>
<td>Exempt: • subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Trading permit fee</td>
<td>Fee for permission only to conduct trading activities.</td>
<td>Exempt: • subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Fee for consultation in relation to a liquor or entertainment licence</td>
<td>Fee for pre-lodgment advice or consultation that relates to an application for a liquor or entertainment licence requested by an applicant seeking clarification on licensing and related planning issues where it is not compulsory to seek such advice/consultation and the Council is not required to consult in relation to licence conditions.</td>
<td>Taxable: • section 9-5.</td>
</tr>
<tr>
<td>Description</td>
<td>GST treatment</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Fees for approvals in relation to liquor licences</td>
<td>Exempt: <strong>subsection 81-10(1)</strong> (covered by subsection 81-10(4)).</td>
<td></td>
</tr>
<tr>
<td>Fee for permission only to erect/place a sign or banner on the Council’s land.</td>
<td>Exempt: <strong>subsection 81-10(1)</strong> (covered by subsection 81-10(4)).</td>
<td></td>
</tr>
<tr>
<td>Fee for permission only to collect seeds for tree planting purposes from the Council’s land.</td>
<td>Exempt: <strong>subsection 81-10(1)</strong> (covered by subsection 81-10(4)).</td>
<td></td>
</tr>
<tr>
<td>Fee for permission only to collect firewood from roadsides.</td>
<td>Exempt: <strong>subsection 81-10(1)</strong> (covered by subsection 81-10(4)).</td>
<td></td>
</tr>
<tr>
<td>Fee for permission only allowing vehicles to travel across the Council’s reserves/foreshores.</td>
<td>Exempt: <strong>subsection 81-10(1)</strong> (covered by subsection 81-10(4)).</td>
<td></td>
</tr>
<tr>
<td>Fee for permission only to erect a hoarding including erecting temporary fencing around construction sites to prevent public entry.</td>
<td>Exempt: <strong>subsection 81-10(1)</strong> (covered by subsection 81-10(4)).</td>
<td></td>
</tr>
<tr>
<td>Fee for permission only allowing developments to encroach (including an unauthorised encroachment) on the Council’s land including roads.</td>
<td>Exempt: <strong>subsection 81-10(1)</strong> (covered by subsection 81-10(4)).</td>
<td></td>
</tr>
<tr>
<td>Fee for permission only to land a helicopter on the Council’s land.</td>
<td>Exempt: <strong>subsection 81-10(1)</strong> (covered by subsection 81-10(4)).</td>
<td></td>
</tr>
</tbody>
</table>
### Development and planning

<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
</table>
| Lodgment fees for development approvals | Lodgment fees (including additional lodgment fees) for development approvals involving non-complying development, division of land, building rules consent or a swimming pool, spa and/or a safety fence. | Exempt:  
  - subsection 81-10(1) (covered by subsection 81-10(4)). |
| Development plan assessment and consent fees – residential development code | Fees for assessing a development plan including granting consent under the residential development code. | Taxable:  
  - section 9-5 (prescribed under paragraph 81-10.01(1)(h) of the GST Regulations as consideration for subsection 81-10(2)). |
| Development plan assessment and consent fees – other than residential development code | Fees for assessing a development plan including granting consent under a code other than the residential development code. | Exempt:  
  - subsection 81-10(1) (covered by subsection 81-10(4)). |
| Administration fees for non-complying development | Fees for administering an application for development plan assessment and consent for a non-complying development where there is a requirement for concurrence with the Development Assessment Commissioner or a regional development assessment panel for the Council to grant consent. | Exempt:  
  - subsection 81-10(1) (covered by subsection 81-10(4)). |
| Non-complying development assessment and consent fees | Fees for assessing a development plan including granting consent for a non-complying development. | Exempt:  
  - subsection 81-10(1) (covered by subsection 81-10(4)). |
| Referral fee for development plan assessment and consent | Fee for referring an application for development plan assessment including consent to a relevant body where required for a specific category of development. | Exempt:  
  - subsection 81-10(1) (covered by subsection 81-10(4)). |
| Public notification and advertising fees | Fees for public notification and advertising of an application for development plan consent for a specific category of development. | Exempt:  
  - section 81-15 (prescribed under paragraph 81-15.01(d) of the GST Regulations as not the provision of consideration). |
<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building rules assessment and consent fees</td>
<td>Fees for assessing a development including granting building rules consent.</td>
<td>Taxable: • section 9-5 (prescribed under paragraph 81-10.01(1)(h) of the GST Regulations as consideration for subsection 81-10(2)).</td>
</tr>
<tr>
<td>Variance with building rules assessment and consent fees</td>
<td>Fees for assessing a development at variance with the building rules including granting consent.</td>
<td>Taxable: • section 9-5 (prescribed under paragraph 81-10.01(1)(h) of the GST Regulations as consideration for subsection 81-10(2)).</td>
</tr>
<tr>
<td>Fees for referral to the Building Rules Assessment Commission</td>
<td>Fees for referring an application for assessment and building rules consent for a development that is at variance with the performance requirements of the building code, to the Building Rules Assessment Commission, where there is a requirement for concurrence for the Council to grant consent.</td>
<td>Taxable: • section 9-5 (prescribed under paragraph 81-10.01(1)(h) of the GST Regulations as consideration for subsection 81-10(2)).</td>
</tr>
<tr>
<td>Fees for development authorisation (staged consents)</td>
<td>Fees for development authorisation where a development requires granting of both development plan consent and building rules consent.</td>
<td>Exempt: • subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Fees for amendment of planning, building and private certification approvals</td>
<td>Fees for amending a planning approval, building approval or private certification approval.</td>
<td>Exempt: • subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Fees for classification of a building and a change in classification</td>
<td>Fees for assignment of a classification to a building or a change in the classification of a building.</td>
<td>Taxable: • section 9-5 (prescribed under paragraph 81-10.01(1)(h) of the GST Regulations as consideration for subsection 81-10(2)).</td>
</tr>
<tr>
<td>Certificate of occupancy fee</td>
<td>Fee for issue of a certificate of occupancy.</td>
<td>Taxable: • section 9-5 (prescribed under paragraph 81-10.01(1)(h) of the GST Regulations as consideration for subsection 81-10(2)).</td>
</tr>
<tr>
<td>Essential safety provisions application fee</td>
<td>Fee for the issue of a schedule of essential safety provisions specifying the essential safety provisions for a building and the standards or other requirements for maintenance and testing in respect of each of the essential safety provisions.</td>
<td>Taxable: • section 9-5 (prescribed under paragraph 81-10.01(1)(h) of the GST Regulations as consideration for subsection 81-10(2)).</td>
</tr>
<tr>
<td>Fees and charges</td>
<td>Description</td>
<td>GST treatment</td>
</tr>
<tr>
<td>------------------</td>
<td>-------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Land management agreement registration fee</td>
<td>Fee for registering a land management agreement.</td>
<td>Exempt: • subsection 81-10(1) (covered by subsection 81-10(5)).</td>
</tr>
<tr>
<td>Fees for inspection of land management agreement register and copy of agreements</td>
<td>Fees for inspection of a land management agreement register and for a copy of an agreement.</td>
<td>Exempt: • subsection 81-10(1) (covered by subsection 81-10(5)).</td>
</tr>
<tr>
<td>Land management agreement preparation service fee</td>
<td>Fee for providing a service of preparing a land management agreement (being a separate fee that is not a registration fee or a fee for a copy of the agreement).</td>
<td>Taxable: • section 9-5 (prescribed under paragraph 81-10.01(1)(h) of the GST Regulations as consideration for subsection 81-10(2)).</td>
</tr>
<tr>
<td>Fee for extension of time for lapsed consent or approval</td>
<td>Fee for an extension of a period time for which a development consent or approval remains operative.</td>
<td>Exempt: • subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Certificate of title service fee</td>
<td>Fee for providing a service of obtaining a certificate of title.</td>
<td>Taxable: • section 9-5 (prescribed under paragraph 81-10.01(1)(h) of the GST Regulations as consideration for subsection 81-10(2)).</td>
</tr>
<tr>
<td>Building demolition assessment and consent fees</td>
<td>Fees for building demolition assessment including granting of consent.</td>
<td>Taxable: • section 9-5 (prescribed under paragraph 81-10.01(1)(h) of the GST Regulations as consideration for subsection 81-10(2)).</td>
</tr>
<tr>
<td>Regulated and significant tree development contribution</td>
<td>Developer cash contribution to the Council urban trees fund imposed as a condition of development consent in lieu of planting one or more replacement trees at a development site.</td>
<td>Exempt: • section 81-15 (prescribed under paragraph 81-15.01(f) of the GST Regulations as not the provision of consideration).</td>
</tr>
<tr>
<td>Car parking fund development contribution</td>
<td>Developer cash contribution to car parking fund imposed as a condition of development consent in lieu of sufficient car parking spaces being provided at a development site.</td>
<td>Exempt: • section 81-15 (prescribed under paragraph 81-15.01(f) of the GST Regulations as not the provision of consideration).</td>
</tr>
</tbody>
</table>
### Fees and charges

<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developer contributions for land division</td>
<td>Developer contributions (cash and in kind) imposed as a condition of development consent where the proposed development involves land division.</td>
<td>Exempt/not subject to GST: • section 81-15 / Division 82 (prescribed under paragraph 81-15.01(f) of the GST Regulations as not the provision of consideration).</td>
</tr>
<tr>
<td>Sale of maps</td>
<td>Sale of maps.</td>
<td>Taxable: • section 9-5 (prescribed under paragraph 81-10.01(1)(f) of the GST Regulations as consideration for subsection 81-10(2)).</td>
</tr>
<tr>
<td>Enforcement notice fee</td>
<td>Fee for recovery of costs incurred in giving directions and issuing enforcement notices (being a separate fee that is not an expiation fee)</td>
<td>Exempt: • section 81-15 (prescribed under paragraph 81-15.01(d) of the GST Regulations as not the provision of consideration).</td>
</tr>
</tbody>
</table>

### Commercial services

<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caravan park and camping ground fees</td>
<td>Fees for the use of caravan park and camping ground facilities including fees for: • camp sites • caravan sites • use of on-site facilities and equipment such as cabins, recreational facilities, showers and washing machines • utilities such as lighting/electricity, water and gas.</td>
<td>Taxable: • section 9-5.</td>
</tr>
<tr>
<td>Airport and aeronautical fees and charges</td>
<td>Airport and aeronautical fees and charges including: • landing fees for fixed wing aircraft and helicopters • refuelling charges • passenger airport arrival and departure fees • airport car parking fees • aircraft parking fees • rent for business leases of space in a terminal • lease fees for hangers and aerodromes.</td>
<td>Taxable: • section 9-5.</td>
</tr>
<tr>
<td>Fees and charges</td>
<td>Description</td>
<td>GST treatment</td>
</tr>
<tr>
<td>------------------</td>
<td>-------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Electricity charges and charges for other services related to the supply of electricity</td>
<td>Charges for the retail supply of electricity and charges for other services related to the supply of electricity including connection, disconnection and meter reading.</td>
<td>Taxable: • section 9-5.</td>
</tr>
</tbody>
</table>
| Sale yard fees and charges | Fees for the use of cattle and sheep sale yards, droving charges for herding livestock in sale yards and fees for other sale yard supplies including:  
• yard dues (cattle, cow and calf, sheep and lamb, pig)  
• market fees  
• fees for use of facilities within the sale yard (pavilions, conference rooms, complexes, canteens, agent offices, truck wash)  
• agents flag fall fees  
• paddocking fees  
• RFID tag replacement fees  
• fees for disposal of defective or dead stock. | Taxable: • section 9-5. |
| Fees for use of recreation/sporting centres, golf courses, swimming centres and hire of equipment | Fees for use of recreation/sporting centres, golf courses, swimming centres and hire of equipment including:  
• hire of tennis, squash, netball or basketball courts or areas  
• hire of fields for touch football or oz tag  
• hire of a skate park, race track or gym (for yoga and fitness classes)  
• fees for playing golf or booking a golf course/clubhouse function  
• hire of a kiosk, control room or canteen  
• fees for use of swimming centres for lane swimming, aqua classes (aqua aerobics) or hire of the centre for birthday parties or swimming carnivals  
• hire of equipment  
Also includes fees for hire of all or part of a facility for events such as a tennis tournament, athletics carnival, triathlon or fun run. | Taxable: • section 9-5 (prescribed under paragraph 81-10.01(1)(c) of the GST Regulations as consideration for subsection 81-10(2)). |
<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
</table>
| Fees for learn to swim classes         | Fees for enrolment in a learn to swim class that primarily incorporates personal aquatic survival skills. Includes classes provided to a child or adult in a private learn to swim class or to a school in a swimming program. | GST-free:  
  - section 38-85.                                                                                                                               |
| Storage fees                           | Fees for storing equipment based on length of time or size of the equipment being stored.                                                                                                                                 | Taxable:  
  - section 9-5.                                                                                                                               |
| Fee for electricity usage in relation to hire of sporting/recreational facilities | Fee for recovery of electricity costs incidental to the hire of a facility.                                                                                                                                  | Taxable:  
  - section 9-5.                                                                                                                               |
| Fees for maintenance of sports field   | Fees for maintenance of sports fields including line marking, maintenance of nets and goal posts (setting up and packing away).                                                                              | Taxable:  
  - section 9-5.                                                                                                                               |
| Hire of play café                     | Fees for hire of a play café in a sports and recreation centre including entrance fees and party booking fees.                                                                                               | Taxable:  
  - section 9-5 (prescribed under paragraph 81-10.01(1)(c) of the GST Regulations as consideration for subsection 81-10(2)).                      |
| Fees for professional services         | Fees for services provided at a person’s request where the fee for the service is calculated by reference to costs incurred in providing the service (such as cost of the Council’s employees or travel costs involved in supplying the service) and it is not compulsory for the person to seek the service from the Council. | Taxable:  
  - section 9-5.                                                                                                                               |
| Fees for advertising, business card and post office box services | Fees for the following services provided to ratepayers and businesses (at the customer’s request and where it is not compulsory to seek the service from the Council) being:  
  - advertising services (such as advertising in the Council’s community newsletter mailouts), sign writing, erecting and dismantling advertising material  
  - services of designing and printing business cards  
  - post office box hire.                                                                                       | Taxable:  
  - section 9-5.                                                                                                                               |
<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
</table>
| Fees for the use of general equipment (non-council documents) | Fees for a member of the public to use the Council’s equipment at a civic centre, community centre, library, visitor centre or the Council’s offices including:  
• photocopying, printing, binding, laminating, scanning or facsimile his or her own document  
• making a telephone call using the Council’s telephone  
• wi-fi internet access on a person’s own devices irrespective of the location  
• internet access using a Council-owned computer or device irrespective of the location. | Taxable:  
• section 9-5. |
| Fees for services involving the use of general equipment (non-council documents) | Fees for services provided by the Council’s staff using the Council’s equipment at a civic centre, community centre, library, visitor centre or the Council’s offices, including:  
• photocopying, printing, binding, laminating, scanning or sending a facsimile of that person’s own document  
• transferring information to a USB device  
• saving information to a CD  
• emailing information  
• posting information by mail. | Taxable:  
• section 9-5. |
<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
</table>
| Security deposits and bonds – vehicle charter, facilities, keys and power supply (refunded) | Deposits and bonds, that are not forfeited and are not applied as consideration, in relation to:  
  - hire or charter of a Council-owned bus or other vehicle  
  - hire or lease of the Council’s property or facilities (including the Council’s chambers, meeting rooms, halls, community centres, sporting grounds and facilities, theatres and a Road and Cycle Safety Centre)  
  - damage, additional cleaning costs and loss of keys in relation to lease, hire and rental of the Council’s property or facilities  
  - excessive or undisclosed power use in relation to hire of power supply. | Not subject to GST:  
  - subsection 99-5(1) (where it relates to a security deposit that is not forfeited and not applied as consideration for a supply). |
| Security deposits and bonds – vehicle charter, facilities, keys and power supply (forfeited) | Deposits and bonds, that are forfeited, in relation to:  
  - hire or charter of a Council-owned bus or other vehicle  
  - hire or lease of the Council’s property or facilities (including Council chambers, meeting rooms, halls, community centres, sporting grounds and facilities, theatres and a Road and Cycle Safety Centre)  
  - damage, additional cleaning costs and loss of keys in relation to lease, hire and rental of the Council’s property or facilities  
  - excessive or undisclosed power use in relation to hire of power supply. | Taxable:  
  - section 9-5 (where it relates to a security deposit that is forfeited and applied as consideration for a taxable supply). |
| Cancellation fees                         | Fees for administrative services to give effect to the cancellation of the hire or lease of the Council’s property or facilities (including Council chambers, meeting rooms, halls, community centres, sporting grounds and facilities and theatres). | Taxable:  
  - section 9-5. |
| Hire of property and facilities           | Fees for the hire or lease of property or facilities owned, controlled, managed or maintained by the Council (including Council chambers, meeting rooms, halls, community centres, sporting grounds and facilities, theatres and a Road and Cycle Safety Centre). | Taxable:  
  - section 9-5 (prescribed under paragraph 81-10.01(1)(c) of the GST Regulations as consideration for subsection 81-10(2)). |
<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
</table>
| **Fees for ancillary services in relation to hire of property and facilities** | Fees for ancillary services provided in relation to hire or lease of property or facilities owned, controlled, managed or maintained by the Council to the hirer or lessee of the property or facility including for:  
  - cleaning  
  - insurance  
  - call out – where the hirer contacts the Council for either the Council’s staff or a contractor to attend due to unexpected issues (such as facilities not being provided as agreed or the hirer being locked out)  
  - security – for the provision of security where the number of people in a building exceeds a designated number or where alcohol is being served  
  - catering – such as the supply of morning tea, afternoon tea or lunch when a venue is hired for a meeting  
  - venue staff and contractors – for the provision of staff or external contractors to perform duties such as front of house, box office, staging for theatres or serve food and drinks  
  - replacement of lost keys or provision of additional keys  
  - power supply – for power usage or access to three phase power supply. | Taxable:  
  - section 9-5. |
| **Hire of parks and reserves** | Hire fees for the use of parks and reserves owned, controlled, managed or maintained by the Council such as local ovals, tennis courts, netball courts and soccer pitches. Includes hire fees for fitness trainers to use open space charged on a per head basis and ancillary cleaning fees (does not include permits or permissions only to allow the use of the parks and reserves). | Taxable:  
  - section 9-5 (prescribed under paragraph 81-10.01(1)(c) of the GST Regulations as consideration for subsection 81-10(2)). |
| **Hire of plant and equipment** | Hire of plant and equipment such as glasses, tables, chairs, data projectors, bunting, witches hats and shade tents. Includes ancillary fees for set up and packing away, cleaning and repair or replacement of breakages. | Taxable:  
  - section 9-5. |
<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admission fees to museums, exhibitions and visitor centres</td>
<td>Fees for admission to museums, exhibitions and visitor centres such as farm museums, shark exhibitions, railway museums, model railway exhibitions, South Australia Whale Centre, Steelworks Tours, cultural centres, Wadlata Outback Interpretative Centre, for local history or heritage and visitor centres. Includes charges for entry to displays and interpretative areas and for guided tours.</td>
<td>Taxable: • section 9-5 (prescribed under paragraph 81-10.01(1)(c) of the GST Regulations as consideration for subsection 81-10(2)).</td>
</tr>
<tr>
<td>Fees for the use of equipment in tours, workshops and other events</td>
<td>Fees for the use of the Council’s equipment in relation to tours, workshops and other events organised and run by the Council including local festivals, cruises on a Council owned paddle steamer, weaving and art workshops, horse trams and history tours and events</td>
<td>Taxable: • section 9-5.</td>
</tr>
<tr>
<td>Advertising and display fees</td>
<td>Advertising and display fees charged for: • advertising a third party in tourism brochures prepared by the Council • displaying brochures (racking fee) for third parties on the Council’s property such as at a visitor centre • hire of space or a display area to third parties for advertising in a visitor centre (including display racks and boards for displaying tourism brochures and maps). Usually charged as a set time-based fee and includes stallholder related fees for Council staff time in setting out and maintaining the display • use of the Council’s tourist information bay infrastructure located on a main road, outside of a visitor centre or at a shopping centre. Includes fee for Council staff time in setting out and maintaining the display.</td>
<td>Taxable: • section 9-5.</td>
</tr>
<tr>
<td>Sale of merchandise, hire of equipment, sales commissions and event ticket sales</td>
<td>Sale of miscellaneous items (such as souvenirs and books) at a visitor centre, time-based hire of bicycles, commissions and booking fees charged by the Council to tourism operators where the Council facilitates the booking of accommodation, event and festival tickets, tours, experiences and transport</td>
<td>Taxable: • section 9-5.</td>
</tr>
<tr>
<td>Fees and charges</td>
<td>Description</td>
<td>GST treatment</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Membership fees for visitor centres | Fees for membership of a visitor centre or the South Australia Whale Centre.                                                                                                                           | Taxable:  
  • section 9-5.                                                                                     |
| Sponsorship fees                 | Fees for event sponsorship packages (including sports events) where the sponsor receives particular benefits such as advertising, signage or the prominent use of their product throughout the event.                         | Taxable:  
  • section 9-5.                                                                                     |
| Luggage storage fee              | Fee for the use of a secure Council facility (such as at a visitor centre) by a tourist to store luggage.                                                                                                  | Taxable:  
  • section 9-5 (prescribed under paragraph 81-10.01(1)(c) of the GST Regulations as consideration for subsection 81-10(2)). |
| Fees for tourism-related signage | Fees for the supply of tourism-related signage such as road signs providing directions to tourist locations (charged as a set fee that includes costs of application, sign, installation, use of the Council’s infrastructure to place the signage and new post). | Taxable:  
  • section 9-5.                                                                                     |
| Community – libraries, home assistance, transport, community programs, child care and other |                                                                                                                                                                                                          |                                                                                                    |
| Security deposit for temporary library membership (refunded) | Deposit for temporary library membership that is not forfeited and the deposit is refunded.                                                                                                                  | Not subject to GST:  
  • subsection 99-5(1) (where it relates to a security deposit that is not forfeited and not applied as consideration for a supply). |
| Fee for inter-library loans       | Fee for an item obtained from another library.                                                                                                                                                              | Taxable:  
  • section 9-5.                                                                                     |
| Fees for library programs        | Fees for attendance at programs and events run by the library such as, children’s story telling, meet the author, writer’s groups/workshops, learning how to research and school holiday programs.                 | Taxable:  
  • section 9-5.                                                                                     |
| Sale of library merchandise and vending machine sales | Sale of items such as books, magazines, DVDs, CDs, USBs, pre-loved books, library bags, headphones, earphones and other library materials and vending machine sales of tea and coffee or other refreshments by a library. | Taxable:  
  • section 9-5.                                                                                     |
<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
</table>
| Membership fee for library book clubs| Fee for membership of a book club organised by the Council and run at a library (or on other Council property or facilities).                                                                                                                                                                                                          | Taxable:  
  • section 9-5.                                                                                                                                                                                                                                                                       |
| Fee for utilisation of library staff for various activities | Fees for utilisation of library staff for various activities such as supervision of an exam on library premises.                                                                                                                                                                                                 | Taxable:  
  • section 9-5.                                                                                                                                                                                                                                                                       |
| Vehicle hire or charter and cleaning fees | Fees for hire or charter of a community bus or other vehicle and cleaning.                                                                                                                                                                                                                                                                  | Taxable:  
  • section 9-5.                                                                                                                                                                                                                                                                       |
| Fees for community programs and activities | Fees for attendance at Council-run community classes, programs, activities and workshops open to the general public.  
  Includes disability social and recreation programs, men's shed program, outdoor recreation programs, quilting, mothers' groups, mahjong, English language, holiday programs, let's dance, tai chi, learning to paint and draw, strength for life, yoga, classic music and lunch programs. | Taxable:  
  • section 9-5.                                                                                                                                                                                                                                                                       |
| Membership fees for community centres | Fee for membership of a community centre.                                                                                                                                                                                                                                                                                                     | Taxable:  
  • section 9-5.                                                                                                                                                                                                                                                                       |
| Fees for child care services | Fees for the supply of a child care service by the Council which is an approved child care service under A New Tax System (Family Assistance) (Administration) Act 1999.  
  Includes late fees charged where a child is picked up after the centre's prescribed operating hours.                                                                                                      | GST-free  
  • section 38-145.                                                                                                                                                                                                                                                                   |
| Common antennae TV (CATV) service charge | Service charge for a common antennae television retransmission service.                                                                                                                                                                                                                                                                     | Taxable:  
  • section 9-5.                                                                                                                                                                                                                                                                       |
| Application fee for a community group loan | Application fee for a loan to a community group.  
  Includes management fees and processing fees for the application.                                                                                                                                                                                                                                                                       | Input taxed:  
  • section 40-5.                                                                                                                                                                                                                                                                      |
| Application fee for allocation of a rural property address number | Application fee for a rural address number to be allocated to a building or allotment adjoining a public road.                                                                                                                                                                                                                             | Exempt:  
  • section 81-15 (prescribed under paragraph 81-15.01(f) of the GST Regulations as not the provision of consideration)                                                                                                                                                                   |
<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
</table>
| Sale and installation of rural property address plates | Fees for the sale and installation of rural property address plates (including supply of individual number plates and posts) and fees for replacement or additional plates. | Taxable:  
  • section 9-5. |
| Car parking fees | Fees for the use of a commercial car parking station or for ticketed street car parking as per the street signage (on-street ticket machines). | Taxable:  
  • section 9-5. |

### Information services

<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
</table>
| Sale of council documents covered by section 132 of the LG Act | Sale of the following documents covered by section 132 and Schedule 5 of the *Local Government Act 1999* (SA) (LG Act):  
  • reviews of the Council’s constitution, wards and boundaries (representation options papers and reports on reviews of the Council’s composition or ward structure, reports of the Minister in relation to Council initiated proposals and public initiated submissions provided to the Council by the Minister and summary of issues surrounding a proposal to be submitted to a poll)  
  • registers and returns (registers required under the LG Act or the *Local Government (Elections) Act 1999* (SA) (LGE Act) other than the Register of Interests and campaign donations returns  
  • codes of conduct or codes of practice under the LG Act or the LGE Act  
  • meeting papers (notice and agenda for meetings of the Council, Council committees and electors, minutes of meetings, documents and reports to the Council or a Council committee that are able to be supplied to members of the public and recommendations adopted by resolution of the Council)  
  • policy and administrative documents (record of delegations under the LG Act other than delegations made by the Minister, contract and tenders policies, policy for the reimbursement of members’ expenses, strategic | Exempt:  
  • subsection 81-10(1) (covered by subsection 81-10(5)). |
<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
</table>
| Freedom of information request fees | Fees charged under the *Freedom of Information Act 1991 (SA) (FOI Act)* including:  
• application fees for access to the Council’s documents  
• fees for dealing with an application and giving access to the Council’s documents  
• fees for photocopying the Council’s documents  
• application fees for a review of a determination made by the Council under section 29 of the FOI Act (internal reviews). | Exempt:  
• subsection 81-10(1) (covered by subsection 81-10(5)). |
| Fee for a certificate of liabilities – rates and charges | Fee for a certificate of liabilities in relation to rates and charges on land under section 187 of the LG Act. | Exempt:  
• subsection 81-10(1) (covered by subsection 81-10(5)). |
| Search fee – land and business sale and conveyancing | Fee for undertaking a search in accordance with section 7 of the *Land and Business (Sale and Conveyancing) Act 1994 (SA)*. | Exempt:  
• subsection 81-10(1) (covered by subsection 81-10(5)). |
| Archive search fee | Fee for undertaking an archive search for information of a non-regulatory nature. | Taxable:  
• section 9-5 (prescribed under paragraph 81-10.01(1)(f) of the GST Regulations as consideration for subsection 81-10(2)). |
<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
</table>
| Fees for access to development records | Fees for access to development records, including application fees and fees in respect of giving access to the records, for information of a non-regulatory nature. | Taxable:  
- section 9-5 (prescribed under paragraph 81-10.01(1)(f) of the GST Regulations as consideration for subsection 81-10(2)). |
| Fees for photographs and negatives | Fees for the provision of photographs and/or negatives (including heritage documents) of a non-regulatory nature. | Taxable:  
- section 9-5 (prescribed under paragraph 81-10.01(1)(f) of the GST Regulations as consideration for subsection 81-10(2)). |

### Animals

<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
</table>
| Deposit – dog collars and traps (refunded) | Deposit for a dog collar (barking, citronella or dangerous dog) and traps (cats, possums, rats or birds) where the deposit is not forfeited. | Not subject to GST:  
- subsection 99-5(1) (where it relates to a security deposit that is not forfeited and not applied as consideration for a supply). |
| Deposit – dog collars and traps (forfeited) | Deposit for a dog collar (barking, citronella or dangerous dog) and traps (cats, possums, rats or birds) where the deposit is forfeited. | Taxable:  
- section 9-5 (where it relates to a security deposit that is forfeited and applied as consideration for a taxable supply). |
| Sale or hire of animal-related equipment and other goods (including late return fees) | Sale or hire of animal-related equipment and goods including dog collars, refills for dog collars (citronella, gas, battery replacement), traps (cat, possum, rat or bird), dangerous dog signs, dog and cat accessories (dog waste bags, pooch pouches, bone holders and other dog or cat related items) and rat bait. Includes fees for:  
- late return of a hired dog collar or animal trap  
- cleaning an animal trap upon return to the Council  
- a trap returned damaged or damaged beyond repair and must be replaced. | Taxable:  
- section 9-5. |
<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee for receiving trapped cat</td>
<td>Fee for the Council’s cat management officer receiving a cat where the cat has been trapped in a cat cage or otherwise seized by an individual.</td>
<td>Exempt:                                                                 • section 81-15 (prescribed under paragraph 81-15.01(f) of the GST Regulations as not the provision of consideration).</td>
</tr>
<tr>
<td>Impounding fees – dogs</td>
<td>Fees for impounding of dogs including fees for the initial seizure and detention, daily holding fees, sustenance fees, release fees, after hours pick up fees, euthanasia fees (including fees for the transport of the dog to the Animal Welfare League and the recovery of the League’s euthanasia charge to the Council), fees for the relinquishment of a detained dog, veterinarian consultation fees and vaccination fees.</td>
<td>Exempt:                                                                 • section 81-15 (prescribed under paragraph 81-15.01(f) of the GST Regulations as not the provision of consideration).</td>
</tr>
<tr>
<td>Fee for transfer of dog from pound to residential address</td>
<td>Fee for the Council transferring a dog from the pound or another facility where the dog is returned to a residential address.</td>
<td>Taxable:                                                                 • section 9-5.</td>
</tr>
<tr>
<td>Impounding fee – cats, cattle, horses, goats, poultry, deer, pigs, mules and camels</td>
<td>Fee for impounding of cats, cattle, horses, goats, poultry, deer, pigs, mules and camels by the Council</td>
<td>Exempt:                                                                 • section 81-15 (prescribed under paragraph 81-15.01(f) of the GST Regulations as not the provision of consideration).</td>
</tr>
<tr>
<td>Dog and cat expiation fees</td>
<td>Dog and cat expiation fees levied under the Dog and Cat Management Act 1995 (SA) or the Council’s by-law.</td>
<td>Not subject to GST:                                                                 • no supply being made by the Council.</td>
</tr>
<tr>
<td>Dog and cat registration fees</td>
<td>Fees for the registration of dogs and cats under including part-year registrations. Includes fees for replacement dog and cat registration discs or tags and for registering a transfer of dog registration or a change of address.</td>
<td>Exempt:                                                                 • subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Application fee for registration of more than the prescribed number of dogs</td>
<td>Fee for the registration of more than the prescribed number of dogs.</td>
<td>Exempt:                                                                 • subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Dog business registration fee</td>
<td>Fees for the registration of a kennel business for breeding or training dogs or the provision of security or other services involving the use of dogs.</td>
<td>Exempt:                                                                 • subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Fee for an extract from dog register</td>
<td>Fee for an extract from the dog register including an ownership record of an individual dog.</td>
<td>Exempt:                                                                 • subsection 81-10(1) (covered by subsection 81-10(5)).</td>
</tr>
<tr>
<td>Fees and charges</td>
<td>Description</td>
<td>GST treatment</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------</td>
</tr>
<tr>
<td>Breeding cat registration fee</td>
<td>Fees for registration as a cat breeder.</td>
<td>Exempt:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Animal kennelling fees (excluding pound)</td>
<td>Fees for the boarding of dogs and cats in kennel facilities owned by the Council including handling fees, sustenance and food fees and daily holding fees.</td>
<td>Taxable:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• section 9-5.</td>
</tr>
<tr>
<td>Dog training fees</td>
<td>Fees for the Council’s dog obedience or training classes.</td>
<td>Taxable:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• section 9-5.</td>
</tr>
<tr>
<td>Fee for voluntary destruction of a dog or cat</td>
<td>Fee for the voluntary destruction of a dog or cat at the owner’s request.</td>
<td>Taxable:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• section 9-5.</td>
</tr>
</tbody>
</table>

### Private works, waste management and water

<table>
<thead>
<tr>
<th>Fees and charges</th>
<th>Description</th>
<th>GST treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private works – fees for repair of damage</td>
<td>Fees for recovery of the Council’s costs of carrying out works on roads, footpaths, stormwater pipes, culverts, driveway inverts, kerbing and crossovers to repair damage caused by another party or by faulty infrastructure owned or controlled by another party.</td>
<td>Taxable:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• section 9-5.</td>
</tr>
<tr>
<td>Private works – other fees</td>
<td>Fees charged in relation to the Council carrying out private works including for: • hire of plant and equipment (including a street sweeper) • hire of facilities (including a truck washing facility) • labour costs • professional or technical advice provided by staff • consumables (including bitumen, gravel, pavers, concrete, chemicals, sand and loam) • utility costs • removal of graffiti from private property • provision of gardening services (including street tree removal) • supply and installation of information signs and other street signs • installation of outdoor equipment (including seats, benches and outdoor settings).</td>
<td>Taxable:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• section 9-5.</td>
</tr>
<tr>
<td>Fees and charges</td>
<td>Description</td>
<td>GST treatment</td>
</tr>
<tr>
<td>------------------</td>
<td>-------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Fees in relation to the kerbside collection of waste</td>
<td>Service rates, services charges and other fees for the kerbside collection of waste (rubbish, green waste and recyclables), treatment or disposal (including by recycling) and for the supply, exchange or removal of bins or crates (including additional bins or crates) used in connection with collection.</td>
<td>Exempt: • section 81-15 (prescribed under paragraph 81-15.01(a) of the GST Regulations as not the provision of consideration).</td>
</tr>
<tr>
<td>Sale of bin accessories</td>
<td>Sale of accessories for bins such as bin locks and tow ball hitches.</td>
<td>Taxable: • section 9-5.</td>
</tr>
<tr>
<td>Waste disposal facility fees</td>
<td>Fees for the use of a waste disposal facility.</td>
<td>Taxable: • section 9-5 (prescribed under paragraph 81-10.01(1)(d) of the GST Regulations as consideration for subsection 81-10(2)).</td>
</tr>
<tr>
<td>Fee for the disposal of portaloo waste</td>
<td>Fee for the disposal of the waste in a portaloo.</td>
<td>GST-free: • section 38-290.</td>
</tr>
<tr>
<td>Sales of waste related goods and services</td>
<td>Sales of waste related goods and services including: • mulch, compost and worm farms • bins (compost, compost aerator, indoor recycling and indoor household refuse) and compostable bin liners • scrap metal • sharps and needle containers (including pick up and disposal of containers) • delivery services.</td>
<td>Taxable: • section 9-5.</td>
</tr>
<tr>
<td>Annual service charge for water supply</td>
<td>Annual service charge for the provision of water supply.</td>
<td>GST-free: • section 38-285.</td>
</tr>
<tr>
<td>Bore water licence fee</td>
<td>Fee for a bore water licence.</td>
<td>Exempt: • subsection 81-10(1) (covered by subsection 81-10(4)).</td>
</tr>
<tr>
<td>Volumetric (per kilolitre) water charges</td>
<td>Volumetric (per kilolitre) water charges for water deliveries within the local government area (including cartage charges), excess water usage and interim water supply.</td>
<td>GST-free: • section 38-285.</td>
</tr>
<tr>
<td>Water connection fee</td>
<td>Fee for water connection charged to the recipient of the water.</td>
<td>GST-free: • section 38-285.</td>
</tr>
<tr>
<td>Fees and charges</td>
<td>Description</td>
<td>GST treatment</td>
</tr>
<tr>
<td>------------------</td>
<td>-------------</td>
<td>---------------</td>
</tr>
</tbody>
</table>
| Water standpipe and desalination plant fees | Fees for the provision of water via a water standpipe or desalination plant (includes coin operated stand pipes, annual fee for a standpipe key and fee for a plant swipe card). | GST-free:  
• section 38-285. |
| Charge for recycled water supply | Charge for the provision of reclaimed water supply. | GST-free:  
• section 38-285. |
| Community wastewater management system (CWMS) service charge | CWMS service charge for the collection and management of wastewater. | GST-free:  
• section 38-290. |
| Connection fee – CWMS (per new allotment) | Fee for connection to a CWMS. | GST-free:  
• section 38-290. |
| Desludging fee | Fee for emptying and disposing of sludge and liquid (including bio-solids) from a septic tank. | GST-free:  
• section 38-295. |
| Stock crate wash (per crate) | Fee for washing a stock crate. | Taxable:  
• section 9-5. |
| Storm water drainage fees | Fees and charges for services consisting of draining storm water where occurring up to and including the point of supply and charged to the recipient of the supply including:  
• drainage connection  
• clearing of storm water drainage  
• quality tests and inspections  
• repair, maintenance, replacement and relocation of recipient’s assets. | GST-free:  
• section 38-300. |
| Fees related to water meter installation | Fees for water meter (including meter box) installation, disconnection, reconnection, repair, replacement and relocation and call out. | GST-free:  
• section 38-285. |
| Fees for water meter reading and testing | Fees for water meter reading and testing. | GST-free:  
• section 38-285. |

**Scheme**

10. The following description of the scheme (circumstances ruled upon) is based on information provided by the applicant. If the circumstances are not carried out as described, this Ruling cannot be relied upon.

11. The scheme for the purposes of this Ruling incorporates the supplies made by the Council in relation to matters involving permits, licences, development, planning, commercial services, community, information, animals, private works, waste management and water and payments received by the Council that are not in relation to such supplies.
12. The Council is registered for GST.


14. The Council is an Australian government agency that is empowered under the LG Act to:
   
   • provide services and facilities that benefit its area, ratepayers, residents and visitors which include general public services or facilities (such as electricity, gas and water services and waste collection, control or disposal services or facilities) and health, welfare, cultural or community services or facilities
   
   • administer regulatory systems for the good rule and government of its area and for the convenience, comfort and safety of its community, under the LG Act or another Act
   
   • manage, improve and develop the resources available to the Council.

15. The Council levies fees and charges for goods and services and in relation to other matters under the LG Act and the South Australian statutes. In particular, under section 188 of the LG Act a council may impose fees and charges for services it provides.

---

**Commissioner of Taxation**

2 October 2019

---

1 Details of these statues are contained in Appendix 2 of this Ruling.
Appendix 1 – Explanation

This Explanation is provided as information to help you understand how the Commissioner’s view has been reached. It does not form part of the binding public ruling.

Table of Contents

<table>
<thead>
<tr>
<th>Topic</th>
<th>Paragraph</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxable supply</td>
<td>16</td>
</tr>
<tr>
<td>Division 81</td>
<td>19</td>
</tr>
<tr>
<td>Australian fees and charges</td>
<td>19</td>
</tr>
<tr>
<td>Australian law</td>
<td>21</td>
</tr>
<tr>
<td>Australian government agency</td>
<td>23</td>
</tr>
<tr>
<td>GST Regulations</td>
<td>24</td>
</tr>
<tr>
<td>Australian fees and charges that do not constitute consideration</td>
<td>26</td>
</tr>
<tr>
<td>Australian fees and charges that constitute consideration</td>
<td>27</td>
</tr>
<tr>
<td>Australian fees and charges covered by both sections 81–10.01 and 81–15.01 of the GST Regulations</td>
<td>28</td>
</tr>
<tr>
<td>GST–free</td>
<td>29</td>
</tr>
<tr>
<td>Input taxed</td>
<td>30</td>
</tr>
<tr>
<td>In kind developer contributions</td>
<td>31</td>
</tr>
<tr>
<td>Security deposits</td>
<td>32</td>
</tr>
<tr>
<td>Sales, facilities, water, sewerage, child care, financial supplies, residential premises, security deposits and bonds</td>
<td>33</td>
</tr>
<tr>
<td>Sales</td>
<td>34</td>
</tr>
<tr>
<td>Facilities</td>
<td>37</td>
</tr>
<tr>
<td>Water and sewerage</td>
<td>39</td>
</tr>
<tr>
<td>Child care</td>
<td>40</td>
</tr>
<tr>
<td>Financial supplies and supplies of residential premises</td>
<td>41</td>
</tr>
<tr>
<td>Security deposits and bonds</td>
<td>42</td>
</tr>
</tbody>
</table>

Appendix 2 – Legislative references

Taxable supply

16. Subsection 7-1(1) provides that GST is payable on taxable supplies. As such, the Council is liable to pay the GST payable on any taxable supply it makes. Section 9-5 states:

You make a taxable supply if:

(a) you make the supply for *consideration; and

(b) the supply is made in the course or furtherance of an *enterprise that you *carry on; and

(c) the supply is *connected with the indirect tax zone; and
(d) you are *registered, or *required to be registered.

However, the supply is not a *taxable supply to the extent that it is *GST-free or *input taxed.

17. As the Council is registered for GST and makes supplies in carrying on its enterprise in the indirect tax zone (being, generally, Australia), the issue that arises under section 9-5 is whether such supplies are supplies for consideration.

18. Section 9-39 provides special rules in relation to making taxable supplies. In particular, table item 8 in section 9-39 provides that where there is a payment of fees and charges the special rules in Division 81 may apply.

**Division 81**

**Australian fees and charges**

19. Sections 81-10 and 81-15 consider the effect of the payment of certain fees and charges and state:

**Certain fees and charges not consideration**

(1) A payment, or the discharging of a liability to make a payment, is not the provision of *consideration to the extent the payment is an *Australian fee or charge that is of a kind covered by subsection (4) or (5).

**Prescribed fees and charges treated as consideration**

(2) However, a payment you make, or a discharging of your liability to make a payment, is treated as the provision of *consideration to the extent the payment is an *Australian fee or charge that is, or is of a kind, prescribed by the regulations.

(3) For the purposes of subsection (2), the *consideration is taken to be provided to the entity to which the fee or charge is payable, for a supply that the entity makes to you.

**Fees or charges paid for permissions etc.**

(4) This subsection covers a fee or charge if the fee or charge:

(a) relates to; or
(b) relates to an application for;

the provision, retention, or amendment, under an *Australian law, of a permission, exemption, authority or licence (however described).

**Fees or charges relating to information and record-keeping etc.**

(5) This subsection covers a fee or charge paid to an *Australian government agency if the fee or charge relates to the agency doing any of the following:

(a) recording information;
(b) copying information;
(c) modifying information;
(d) allowing access to information;
(e) receiving information;
(f) processing information;
(g) searching for information.
81-15 Other fees and charges that do not constitute consideration

The regulations may provide that the payment of a prescribed *Australian fee or charge, or of an Australian fee or charge of a prescribed kind, or the discharging of a liability to make such a payment, is not the provision of *consideration.

20. The term ‘Australian fee or charge’ is defined in section 195-1 as:

**Australian fee or charge** means a fee or charge (however described), other than an Australian tax, imposed under an *Australian law and payable to an *Australian government agency.

### Australian law

21. The term ‘Australian law’ is defined in section 995-1 of the *Income Tax Assessment Act 1997* (ITAA 1997) and relevantly includes a State law.

22. An Australian law includes Acts and law making powers which are delegated by parliaments, such as regulations, by-laws, proclamations and orders made under Acts.

### Australian government agency

23. The term ‘Australian government agency’ is defined in section 995-1 of the ITAA 1997 and means:

(a) the Commonwealth, a State or Territory, or
(b) an authority of the Commonwealth or of a State or a Territory.

For the purposes of this Ruling it is accepted that the Council comes within the definition of Australian government agency.

### GST Regulations

24. Division 81 gives effect to the principles contained in the *Intergovernmental Agreement on Federal Financial Relations*. Payments of fees and charges generally constitute consideration and, if the requirements of section 9-5 of are satisfied, the payment will be for a taxable supply. Some supplies are excluded and will be exempt.

25. The GST Act provides for regulations to prescribe payments that constitute consideration for a supply and, conversely, prescribe payments that are otherwise taxable as being a fee or charge that does not constitute consideration.

### Australian fees and charges that do not constitute consideration

26. Section 81-15.01 of the GST Regulations sets out those fees and charges that are prescribed for section 81-15 and which do not constitute consideration. Section 81-15.01 of the GST Regulations states:

**Fees and charges which do not constitute consideration**

Subject to section 81-15.02 of this instrument, for the purposes of section 81-15 of the Act, payment of the following kinds of Australian fees and charges, or the discharging of a liability to make such a payment, is not the provision of consideration:

(a) a fee or charge for:

   (i) the kerbside collection of waste; or
(ii) the supply, exchange or removal of bins or crates used in connection with kerbside collection of waste;

(b) royalties charged in relation to natural resources;

(c) a fee or charge imposed on an industry to finance regulatory or other government activities connected with the industry;

(d) a fee or charge to compensate an Australian government agency for costs incurred by the agency in undertaking regulatory activities;

(e) a fee or charge imposed in relation to a court, tribunal, commission of inquiry or sheriff’s office;

(f) a fee or charge for a supply of a regulatory nature made by an Australian government agency;

(g) a fee or charge for entry to a national park.

**Australian fees and charges that constitute consideration**

27. Section 81-10.01 of the GST Regulations sets out Australian fees and charges that are prescribed fees and charges which are treated as consideration for subsection 81-10(2). Subsection 81-10.01(1) of the GST Regulations states:

**Fees and charges which constitute consideration**

Subject to section 81-15.02 of this instrument, for the purposes of subsection 81-10(2) of the Act, the following kinds of Australian fee or charge are prescribed:

(a) a fee for parking a motor vehicle in a ticketed or metered parking space;

(b) a toll for driving a motor vehicle on a road;

(c) a fee for hire, use of, or entry to a facility, except for an entry fee to a national park;

(d) a fee for the use of a waste disposal facility;

(e) a fee for pre-lodgment advice if:
   (i) the advice relates to an application to which subsection 81-10(4) of the Act applies; and
   (ii) it is not compulsory to seek the advice;

(f) a fee or charge for the provision of information by an Australian government agency if the provision of the information is of a non-regulatory nature;

(g) a fee or charge for a supply of a non-regulatory nature;

(h) a fee or charge for a supply by an Australian government agency, where the supply may also be made by a supplier that is not an Australian government agency.

**Australian fees and charges covered by both sections 81-10.01 and 81-15.01 of the GST Regulations**

28. Section 81-15.02 of the GST Regulations deals with how fees and charges are treated if they are covered by both sections 81-10.01 and 81-15.01 of the GST Regulations and states:

**Fees and charges covered by sections 81-10.01 and 81-15.01**

*Fee or charge for a supply of a non-regulatory nature is not consideration if covered by section 81-15.01*
For the purposes of section 81-15 of the Act, payment of, or the
discharging of a liability to pay, a fee or charge covered by both
paragraph 81-10.01(1)(g) and section 81-15.01 of this instrument is not
the provision of consideration.

Other fees or charges covered by section 81-10.01 are consideration even if covered by
section 81-15.01

Section 81-15.01 does not apply in relation to an Australian fee or
charge covered by subsection 81-10.01(1) (other than one covered by
paragraph 81-10.01(1)(g)).

**GST-free**

29. Subsection 9-30(1) provides that a supply is not a taxable supply to the extent that
it is GST-free and states:

A supply is **GST-free** if:

(a) it is GST-free under Division 38 or under a provision of another Act; or

(b) it is a supply of a right to receive a supply that would be GST-free under
paragraph (a).

**Input taxed**

30. Subsection 9-30(2) provides that a supply is not a taxable supply to the extent that
it is input taxed and states:

A supply is **input taxed** if:

(a) it is input taxed under Division 40 or under a provision of another Act; or

(b) it is a supply of a right to receive a supply that would be input taxed under
paragraph (a).

**In kind developer contributions**

31. Division 82 provides that GST does not apply to transactions for making supplies
(commonly referred to as in kind developer contributions) in return for the supply by an
Australian government agency of a right to develop land. Subsections 82-5 and 82-10
state:

**82-5 Supplies of rights to develop land do not constitute consideration in certain
cases**

(1) The supply, by an *Australian government agency, of a right to develop
land is not treated as *consideration for another supply if the other
supply complies with requirements imposed by or under an *Australian
law.

(2) It does not matter whether the other supply is made to the *Australian
government agency.

(3) This section has effect despite section 9-15 (which is about
consideration).

**82-10 Supplies by Australian government agencies of rights to develop land are not
for consideration**

(1) The supply, by an *Australian government agency, of a right to develop
land is treated as a supply that is not made for *consideration to the
extent that it is made in return for another supply that complies with requirements imposed by or under an *Australian law.

(2) It does not matter whether the other supply is made to the *Australian government agency.

(3) If the other supply constitutes the payment of:
   (a) an *Australian tax prescribed by regulations made for the purposes of subsection 81-5(2); or
   (b) an *Australian fee or charge prescribed by regulations made for the purposes of subsection 81-10(2);

   this section overrides those regulations in relation to the payment.

(4) This section has effect despite section 9-15 (which is about consideration).

Security deposits

32. Subsection 99-5(1) provides that a deposit held as security for the performance of an obligation is not treated as consideration for a supply in certain circumstances and states:

   Giving a deposit as security does not constitute consideration

   (1) A deposit held as security for the performance of an obligation is not treated as *consideration for a supply, unless the deposit:

   (a) is forfeited because of a failure to perform the obligation; or
   (b) is applied as all or part of the consideration for a supply.

Sales, facilities, water, sewerage, child care, financial supplies, residential premises, security deposits and bonds

33. The following comments and explanations refer to particular groups of fees and charges in the tables at paragraph 9 of this Ruling.

Sales

34. Generally, the supplies of goods and services made by the Council for consideration are taxable supplies unless the supply is GST-free or input taxed.

35. Where the payment is not treated as consideration under Division 81, the supply is not a taxable supply under section 9-5.

36. Where the payment is treated as consideration under Division 81, and the positive requirements of section 9-5 are met, the supply is a taxable supply.

Facilities

37. The payment of an Australian fee or charge that relates to, or relates to the application for, the provision, retention or amendment under an Australian law of a permission, exemption, authority or licence is not the provision of consideration under subsection 81-10(4). However, to the extent the fee is a fee for the hire, use of or entry into a facility (except for an entry fee to a national park), the payment will be consideration for a supply under paragraph 81-10.01(1)(c) of the GST Regulations.
38. Accordingly, a fee or charge for the hire or entry to a Council facility or the use of the Council’s equipment is consideration for a supply. Where a supply satisfies the positive requirements of section 9-5, the supply is taxable. However, the supply is not a taxable supply to the extent that it is either GST-free or input taxed.

**Water and sewerage**

39. Subdivision 38-I deals with supplies of water, sewerage or sewerage like-services, emptying of septic tanks and drainage. Where the provisions of Subdivision 38-I are satisfied the supply of such services by the Council is GST-free. Goods and Services Tax Ruling GSTR 2000/25 Goods and services tax: GST-free supplies of water, sewerage and sewerage-like services, storm water draining services and emptying of a septic tank provides the Commissioner’s view on what activities are covered by the relevant supplies referred to in Subdivision 38-I.

**Child care**

40. Subdivision 38-D deals with supplies of child care services by approved child care services under the family assistance law or other child care services and supplies directly related to child care. Where the provisions of Subdivision 38-D are satisfied the supply of such services by the Council is GST-free.

**Financial supplies and supplies of residential premises**

41. Subdivisions 40-A and 40-B deal with financial supplies and supplies of residential premises. Where the provisions of these Subdivisions are satisfied such supplies made by the Council are input taxed.

**Security deposits and bonds**

42. Division 99 deals with deposits held as security for the performance of an obligation. Security deposits and bonds are required by the Council for a variety of reasons, such as for security against potential damage to footpaths and roads (in connection with building and development) or to the Council’s property (in relation to the hire of a Council hall for a function).

43. Where the deposit or bond is refunded in full there are no GST consequences. Where the amount is forfeited, the payment is applied to the underlying supply (the obligation that has not been satisfied) with the appropriate GST treatment applicable to that supply. If the underlying supply is either GST-free or input taxed, the forfeited deposit will not be consideration for a taxable supply.

44. Goods and Services Tax Ruling GSTR 2006/2 Goods and services tax: deposits held as security for the performance of an obligation provides the Commissioner’s view on the operation of Division 99 and discusses the characteristics of a security deposit to which Division 99 applies. GSTR 2006/2 also explains the special rules for the attribution of GST on taxable supplies relating to security deposits in more detail.
This Appendix sets out South Australian Acts and regulations considered in preparing the Ruling. It does not form part of the binding public ruling.

The following South Australian Acts were considered in preparing this Ruling:

- **Land and Business (Sale and Conveyancing) Act 1994** (SA)
- **Local Government Act 1999** (SA)
- **Local Government (Elections) Act 1999** (SA)
- **Development Act 1993** (SA)
- **Dog and Cat Management Act 1995** (SA)
- **Freedom of Information Act 1991** (SA)

Sections 35, 36 and 188 of the **Local Government Act 1999** (SA) state:

### 35 Corporate status

1. A council is a body corporate with perpetual succession and a common seal.
2. A council bears the name assigned to it under this Act.
3. A council consists of the members appointed or elected to the council in accordance with this Act or the **Local Government (Elections) Act 1999**.

### 36 General powers and capacities

1. A council—
   - has the legal capacity of a natural person and, in particular—
     - may enter into any kind of contract or arrangement; and
     - may sue and be sued; and
     - may act in conjunction with another council or authority, or a person; and
   - has the other powers and capacities conferred by or under this or another Act; and
   - has the power to do anything necessary, expedient or incidental to performing or discharging its functions or duties or to achieving its objectives.
2. A council may act outside its area—
   - to the extent considered by the council to be necessary or expedient to the performance of its functions; or
   - in order to provide services to an unincorporated area of the State.
3. A council should, in the arrangement of its affairs, take reasonable steps to separate its regulatory activities from its other activities.
4. A council must not do anything inconsistent with a law of the State or Commonwealth.

### 188 Fees and charges

1. A council may impose fees and charges—
(a) for the use of any property or facility owned, controlled, managed or maintained by the council;
(b) for services supplied to a person at his or her request;
(c) for carrying out work at a person’s request;
(d) for providing information or materials, or copies of, or extracts from, council records;
(e) in respect of any application to the council;
(f) in respect of any authorisation, licence or permit granted by the council;
(g) in respect of any matter for which another Act provides that a fee fixed under this Act is to be payable;
(h) in relation to any other prescribed matter.

(2) Fees or charges under subsection (1)(a), (b) or (c) need not be fixed by reference to the cost to the council.

(2a) Fees or charges under subsection (1)(d) must not exceed a reasonable estimate of the direct cost to the council in providing the information, materials, copies or extracts.

(3) A council may provide for—
(a) specific fees and charges;
(b) maximum fees and charges and minimum fees and charges;
(c) annual fees and charges;
(d) the imposition of fees or charges according to specified conditions or circumstances;
(e) the variation of fees or charges according to specified factors;
(f) the reduction, waiver or refund, in whole or in part, of fees or charges

(4) If—
(a) a fee or charge is fixed or prescribed by or under this or another Act in respect of a particular matter; or
(b) this or another Act provides that no fee or charge is payable in respect of a particular matter,

a council may not fix or impose a fee or charge in respect of that matter.

(5) Fees and charges may be fixed, varied or revoked—
(a) by by-law; or
(b) by decision of the council.

(6) The council must keep a list of fees and charges imposed under this section on public display (during ordinary office hours) at the principal office of the council.

(7) If a council—
(a) fixes a fee or charge under this section; or
(b) varies a fee or charge under this section,

the council must up-date the list referred to in subsection (6) and take reasonable steps to bring the fee or charge, or the variation of the fee or charge, to the notice of persons who may be affected.
References

Previous draft:
Not previously issued as a draft

Related Rulings/Determinations:
TR 2006/10; GSTR 2000/25; GSTR 2006/2

Legislative references:
- ANTS(GST)A 1999
- ANTS(GST)A 1999 7-1(1)
- ANTS(GST)A 1999 9-5
- ANTS(GST)A 1999 9-15
- ANTS(GST)A 1999 9-30(1)
- ANTS(GST)A 1999 9-30(2)
- ANTS(GST)A 1999 9-39
- ANTS(GST)A 1999 Subdiv 38-D
- ANTS(GST)A 1999 38-85
- ANTS(GST)A 1999 Subdiv 38-I
- ANTS(GST)A 1999 38-145
- ANTS(GST)A 1999 38-285
- ANTS(GST)A 1999 38-290
- ANTS(GST)A 1999 38-295
- ANTS(GST)A 1999 38-300
- ANTS(GST)A 1999 Subdiv 40-A
- ANTS(GST)A 1999 Subdiv 40-B
- ANTS(GST)A 1999 40-35
- ANTS(GST)A 1999 Div 81
- ANTS(GST)A 1999 81-10
- ANTS(GST)A 1999 81-10(1)
- ANTS(GST)A 1999 81-10(2)
- ANTS(GST)A 1999 81-10(4)
- ANTS(GST)A 1999 81-10(5)
- ANTS(GST)A 1999 81-15
- ANTS(GST)A 1999 Div 82
- ANTS(GST)A 1999 82-5
- ANTS(GST)A 1999 82-10
- ANTS(GST)A 1999 Div 99
- ANTS(GST)A 1999 99-5(1)
- ANTS(GST)A 1999 195-1
- ANTS(GST)R 2019
- ANTS(GST)R 2019 81-10.01
- ANTS(GST)R 2019 81-10.01(a)
- ANTS(GST)R 2019 81-10.01(b)
- ANTS(GST)R 2019 81-15.01
- ANTS(GST)R 2019 81-15.01(c)
- ANTS(GST)R 2019 81-15.01(d)
- ANTS(GST)R 2019 81-15.01(f)
- ANTS(GST)R 2019 81-15.02
- ITAA 1997
- ITAA 1997 995-1
- TAA 1953
- A New Tax System (Family Assistance) (Administration) Act 1999
- Development Act 1993 (SA)
- Dog and Cat Management Act 1995 (SA)
- Freedom of Information Act 1991 (SA)
- Freedom of Information Act 1991 29
- Land and Business (Sale and Conveyancing) Act 1994 (SA)
- Land and Business (Sale and Conveyancing) Act 1994 7
- Local Government Act 1999 (SA)
- Local Government Act 1999 35
- Local Government Act 1999 36
- Local Government Act 1999 132
- Local Government Act 1999 187
- Local Government Act 1999 188
- Local Government Act 1999 Schedule 5
- Local Government (Elections) Act 1999 (SA)
- Road Traffic Act 1961 (SA)
- Intergovernmental Agreement on Federal Financial Relations

Other references:

ATO references
NO: 1-APJB7PN
ISSN: 2205-5517
BSL SMB
ATOlaw topic: Goods and services tax ~ Government ~ Taxes, fees and charges

© AUSTRALIAN TAXATION OFFICE FOR THE COMMONWEALTH OF AUSTRALIA

You are free to copy, adapt, modify, transmit and distribute this material as you wish (but not in any way that suggests the ATO or the Commonwealth endorses you or any of your services or products).
<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACCESS TO PUBLIC RECORDS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessment Book - copy of an entry in the assessment record (s.174(2) of the Local Government Act)</td>
<td>$4.55</td>
<td>$0.45</td>
<td>$5.00</td>
</tr>
<tr>
<td>Voters Roll - candidates are provided with one (1) free copy of relevant voters roll</td>
<td>$23.64</td>
<td>$2.36</td>
<td>$26.00</td>
</tr>
<tr>
<td>Reprint of Voters Roll</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision of Address Information to Third Party Providers (where more than 5 properties are requested at a time, fee per property)</td>
<td>$47.27</td>
<td>$4.73</td>
<td>$52.00</td>
</tr>
<tr>
<td>(Pest Control Agencies, Telstra, Optus, Chögn, AGL, etc.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Rate Notice Reprint - per notice</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Year</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Email</td>
<td>$13.64</td>
<td>$1.36</td>
<td>$15.00</td>
</tr>
<tr>
<td>Post</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prior Years</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration Fee</td>
<td>$9.09</td>
<td>$0.91</td>
<td>$10.00</td>
</tr>
<tr>
<td>Email</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Post</td>
<td>$13.64</td>
<td>$1.36</td>
<td>$15.00</td>
</tr>
<tr>
<td>By Law (standard copy) - per document</td>
<td>$9.09</td>
<td>$0.91</td>
<td>$10.00</td>
</tr>
<tr>
<td>Policy or Code - per document</td>
<td>$9.09</td>
<td>$0.91</td>
<td>$10.00</td>
</tr>
<tr>
<td><strong>Registres &amp; Extracts</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Copy of an entry made in any register required to be kept under the Local Government Act, where the fee is not otherwise prescribed</td>
<td>$9.09</td>
<td>$0.91</td>
<td>$10.00</td>
</tr>
<tr>
<td>Register of Interests (per Elected Member, per single sided page extract)</td>
<td>$9.09</td>
<td>$0.91</td>
<td>$10.00</td>
</tr>
<tr>
<td>Register of Elected Member Allowances and Benefits (single sided page extract)</td>
<td>$9.09</td>
<td>$0.91</td>
<td>$10.00</td>
</tr>
<tr>
<td>Register of Salaries (single sided page extract)</td>
<td>$23.64</td>
<td>$2.36</td>
<td>$26.00</td>
</tr>
<tr>
<td>Register of Community Land (single sided page extract)</td>
<td>$23.64</td>
<td>$2.36</td>
<td>$26.00</td>
</tr>
<tr>
<td><strong>Printing of Public Consultation &amp; Published materials</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black &amp; White</td>
<td>per printing / photocopying rate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colour</td>
<td>per printing / photocopying rate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dog Register Extract - per dog</td>
<td>$1.82</td>
<td>$0.18</td>
<td>$2.00</td>
</tr>
<tr>
<td><strong>Council Reports</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Business Plan - subject to availability of printed copies</td>
<td>Free</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Report - subject to availability of printed copies</td>
<td>Free</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Plan - subject to availability of printed copies</td>
<td>Free</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Council strategic reports and plans - subject to availability of printed copies</td>
<td>Free</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional printing of the above reports per printing / photocopying rate</td>
<td>Free</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EXPIATIONS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>By-law Expiations are set in accordance with Section 246(5)(b) of the Local Government Act 1999</td>
<td>as per legislation</td>
<td>as per legislation</td>
<td>as per legislation</td>
</tr>
<tr>
<td>By-law 1 - Permits &amp; Penalties **</td>
<td>as per legislation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>By-law 2 - Moveable Signs **</td>
<td>as per legislation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>By-law 3 - Roads **</td>
<td>as per legislation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>By-law 4 - Local Government Land **</td>
<td>as per legislation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>By-law 5 - Dogs **</td>
<td>as per legislation</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>COMMUNITY BUS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Door to Door Service</td>
<td>Free of charge</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SITE FEES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Film Makers Fee</td>
<td>$1,420.91</td>
<td>$142.09</td>
<td>$1,563.00</td>
</tr>
<tr>
<td>Location permit fee (per day)</td>
<td>Exempt</td>
<td></td>
<td>2 of 35</td>
</tr>
<tr>
<td>Location permit fee (per half day)</td>
<td>Exempt</td>
<td></td>
<td>2 of 35</td>
</tr>
<tr>
<td>Filming permit fees</td>
<td>Exempt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exempt only application and road closure</td>
<td>Exempt</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Schedule of Fees and Charges Effective 1 July 2019

## Civic and Community Centre

**NB**: Concession = Community groups (not covered under MOU) or non for profit org.

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration Fee</td>
<td>$9.00</td>
<td>$0.91</td>
<td>$10.00</td>
</tr>
<tr>
<td>Setup and pack down fee (Community groups only)</td>
<td>$22.73</td>
<td>$2.27</td>
<td>$25.00</td>
</tr>
<tr>
<td>Deposit (to secure booking) <strong>(10% of Room hire cost)</strong> Per Event</td>
<td>10%(incl GST) of fee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bond - Town Hall/Foyer (standard - no alcohol service) Per event</td>
<td>$509.00</td>
<td>$0.00</td>
<td>$509.00</td>
</tr>
<tr>
<td>Bond - Town Hall/Foyer (with alcohol service) Per event</td>
<td>$1,018.00</td>
<td>$0.00</td>
<td>$1,018.00</td>
</tr>
<tr>
<td><strong>SECURITY GUARD per hour (min 4 hours)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standard - Outside Council Office Hours per hour</td>
<td>$70.91</td>
<td>$7.09</td>
<td>$78.00</td>
</tr>
<tr>
<td>Council recognised Community groups &amp; not for profit - outside council office hours (excluding Standard)</td>
<td>$47.27</td>
<td>$4.73</td>
<td>$52.00</td>
</tr>
</tbody>
</table>

### Room includes kitchen facilities, data projector, screen, whiteboard

#### Commercial

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Half day – Mon – Fri, 9am – 5pm</td>
<td>$113.64</td>
<td>$11.36</td>
<td>$125.00</td>
</tr>
<tr>
<td>Full day – Mon – Fri, 9am – 5pm</td>
<td>$237.27</td>
<td>$23.73</td>
<td>$261.00</td>
</tr>
<tr>
<td>After Hours Mon – Fri</td>
<td>$132.73</td>
<td>$13.27</td>
<td>$146.00</td>
</tr>
<tr>
<td>Half day Sat - Sun</td>
<td>$190.00</td>
<td>$19.00</td>
<td>$209.00</td>
</tr>
<tr>
<td>Full Day Sat - Sun</td>
<td>$284.55</td>
<td>$28.45</td>
<td>$313.00</td>
</tr>
</tbody>
</table>

#### Concession/other Councils

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Half day – Mon – Fri, 9am – 5pm</td>
<td>$47.27</td>
<td>$4.73</td>
<td>$52.00</td>
</tr>
<tr>
<td>Full day – Mon – Fri, 9am – 5pm</td>
<td>$85.45</td>
<td>$8.55</td>
<td>$94.00</td>
</tr>
<tr>
<td>After Hours Mon – Fri</td>
<td>$66.36</td>
<td>$6.64</td>
<td>$73.00</td>
</tr>
<tr>
<td>Half Day Sat – Sun</td>
<td>$66.36</td>
<td>$6.64</td>
<td>$73.00</td>
</tr>
<tr>
<td>Full Day Sat - Sun</td>
<td>$141.82</td>
<td>$14.18</td>
<td>$156.00</td>
</tr>
</tbody>
</table>

### MEETING ROOM 2 - available business hours only, includes data projector

#### Commercial

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per Hour</td>
<td>$23.64</td>
<td>$2.36</td>
<td>$26.00</td>
</tr>
<tr>
<td>Per Day - Business hours</td>
<td>$113.64</td>
<td>$11.36</td>
<td>$125.00</td>
</tr>
</tbody>
</table>

#### Concession

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per Hour</td>
<td>$9.09</td>
<td>$0.91</td>
<td>$10.00</td>
</tr>
<tr>
<td>Per Day - Business hours</td>
<td>$47.27</td>
<td>$4.73</td>
<td>$52.00</td>
</tr>
</tbody>
</table>

### Civic and Community Centre

#### Commercial

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial (per day)</td>
<td>$284.55</td>
<td>$28.45</td>
<td>$313.00</td>
</tr>
</tbody>
</table>

#### Concession/other Councils (per day)

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td>$47.27</td>
<td>$4.73</td>
<td>$52.00</td>
<td></td>
</tr>
</tbody>
</table>

### Town Hall: hire of venue includes full use of commercial kitchen, urn, AV system, data projector, staging, seating, tables

#### Commercial

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Half day – Mon – Fri, 9am – 5pm</td>
<td>$284.55</td>
<td>$28.45</td>
<td>$313.00</td>
</tr>
<tr>
<td>Full day – Mon – Fri, 9am – 5pm</td>
<td>$433.64</td>
<td>$43.36</td>
<td>$477.00</td>
</tr>
<tr>
<td>After Hours Mon – Fri</td>
<td>$284.55</td>
<td>$28.45</td>
<td>$313.00</td>
</tr>
<tr>
<td>Half Day Sat - Sun</td>
<td>$378.18</td>
<td>$37.82</td>
<td>$416.00</td>
</tr>
<tr>
<td>Full Day Sat - Sun</td>
<td>$568.18</td>
<td>$56.82</td>
<td>$625.00</td>
</tr>
</tbody>
</table>

#### Concession/other Councils

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Half day – Mon – Fri, 9am – 5pm</td>
<td>$54.55</td>
<td>$5.45</td>
<td>$60.00</td>
</tr>
<tr>
<td>Full day – Mon – Fri, 9am – 5pm</td>
<td>$170.00</td>
<td>$17.00</td>
<td>$187.00</td>
</tr>
<tr>
<td>After Hours Mon – Fri</td>
<td>$122.73</td>
<td>$12.27</td>
<td>$135.00</td>
</tr>
<tr>
<td>Half Day Sat - Sun</td>
<td>$141.82</td>
<td>$14.18</td>
<td>$156.00</td>
</tr>
<tr>
<td>Full Day Sat - Sun</td>
<td>$237.27</td>
<td>$23.73</td>
<td>$261.00</td>
</tr>
</tbody>
</table>

### Kitchen (hire only)

#### Per half day

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>$47.27</td>
<td>$4.73</td>
<td>$52.00</td>
</tr>
</tbody>
</table>

#### Per Day

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>$54.55</td>
<td>$5.45</td>
<td>$60.00</td>
</tr>
</tbody>
</table>

### Class Ruling - CR 2019/61 review

- Application and processing fee
- Event permit fees
- Hire of Property and facilities
- Hire of Council equipment or facilities
- Hire of location/site fee

## Notes
### Town of Walkerville

**SCHEDULE OF FEES AND CHARGES EFFECTIVE 1 July 2019**

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
<th>Class ruling</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>THERESA WALKER GALLERY</strong>&lt;br&gt;For opening events only (includes kitchen)</td>
<td>$166.36</td>
<td>$16.64</td>
<td>$183.00</td>
<td>Taxable</td>
<td>Hire of Property and facilities</td>
</tr>
<tr>
<td><strong>FOYER (after hours only)</strong>&lt;br&gt;Commercial&lt;br&gt;Per half day</td>
<td>$94.55</td>
<td>$9.45</td>
<td>$104.00</td>
<td>Taxable</td>
<td>Hire of Property and facilities</td>
</tr>
<tr>
<td>Per day</td>
<td>$208.18</td>
<td>$20.82</td>
<td>$229.00</td>
<td>Taxable</td>
<td>Hire of Property and facilities</td>
</tr>
<tr>
<td><strong>Concession/other Councils</strong>&lt;br&gt;Per half day</td>
<td>$47.27</td>
<td>$4.73</td>
<td>$52.00</td>
<td>Taxable</td>
<td>Hire of Property and facilities</td>
</tr>
<tr>
<td>Per day</td>
<td>$104.55</td>
<td>$10.45</td>
<td>$115.00</td>
<td>Taxable</td>
<td>Hire of Property and facilities</td>
</tr>
<tr>
<td><strong>CARPARK AREA (outside business hours - for markets, fetes etc.)</strong>&lt;br&gt;Commercial (per day)</td>
<td>$394.55</td>
<td>$39.45</td>
<td>$433.00</td>
<td>Taxable</td>
<td>Hire of Property and facilities</td>
</tr>
<tr>
<td>Concession/other Councils (per day)</td>
<td>$47.27</td>
<td>$4.73</td>
<td>$52.00</td>
<td>Taxable</td>
<td>Hire of Property and facilities</td>
</tr>
<tr>
<td><strong>LIBRARY FEES AND CHARGES</strong>&lt;br&gt;Fines&lt;br&gt;Notice Fee (per notice)</td>
<td>$1.82</td>
<td>$0.18</td>
<td>$2.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overdue processing fee</td>
<td>$4.55</td>
<td>$0.45</td>
<td>$5.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library Card replacement</td>
<td>Cost (incl GST)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Lost and Damaged Items Income</strong>&lt;br&gt;Replacement cost (incl GST) + $5 processing fee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Photocopying</strong>&lt;br&gt;Black &amp; White (per side)&lt;br&gt;A4 photocopy</td>
<td>$0.18</td>
<td>$0.02</td>
<td>$0.20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A3 photocopy</td>
<td>$0.36</td>
<td>$0.04</td>
<td>$0.40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colour (per side)&lt;br&gt;A4 photocopy</td>
<td>$2.00</td>
<td>$0.20</td>
<td>$2.20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A3 photocopy</td>
<td>$2.91</td>
<td>$0.29</td>
<td>$3.20</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Laminating</strong>&lt;br&gt;A3 sheet</td>
<td>$4.55</td>
<td>$0.45</td>
<td>$5.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A4 Sheet</td>
<td>$3.64</td>
<td>$0.36</td>
<td>$4.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Faxes</strong>&lt;br&gt;Outgoing per page (local) – per page</td>
<td>$1.82</td>
<td>$0.18</td>
<td>$2.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outgoing per page (interstate) – 1st page</td>
<td>$2.73</td>
<td>$0.27</td>
<td>$3.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outgoing per page (interstate) - subsequent pages</td>
<td>$1.82</td>
<td>$0.18</td>
<td>$2.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outgoing per page (isd/international) - 1st page</td>
<td>$9.09</td>
<td>$0.91</td>
<td>$10.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outgoing per page (isd/international) - subsequent pages</td>
<td>$1.82</td>
<td>$0.18</td>
<td>$2.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Items for sale</strong>&lt;br&gt;Library bags</td>
<td>$4.55</td>
<td>$0.45</td>
<td>$5.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong>&lt;br&gt;Attendance fee (i.e. Children's Activities) (based on fee schedule for event)</td>
<td>Between free and $20 (inc GST)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course fee - per session (based on fee schedule for event)</td>
<td>Between Free and $50 (inc GST)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

**Class Ruling- CR 2019/61 review**
## Town of Walkerville
### SCHEDULE OF FEES AND CHARGES EFFECTIVE 1 July 2019

<table>
<thead>
<tr>
<th>Description</th>
<th>2019/20 Fee</th>
<th>GST</th>
<th>Fee Payable (ex GST)</th>
<th>GST Treatment</th>
<th>Fee and Charge classification</th>
<th>Class ruling reference</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Class ruling page</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Notes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>MISCELLANEOUS CHARGES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outdoor Dining fee (per m2 per annum)</td>
<td>$45.00</td>
<td>$4.50</td>
<td>$49.50</td>
<td>Exempt</td>
<td>Outdoor dining permit fee</td>
<td>3 of 35</td>
<td>permission only to operate an outdoor dining area</td>
</tr>
<tr>
<td>Annual Bin Permits – collection (inc hard waste)</td>
<td>$237.27</td>
<td>$23.73</td>
<td>$261.00</td>
<td>Exempt</td>
<td>Fees in relation to the kerbside collection of waste</td>
<td>23 of 35</td>
<td>Sales of Waste related goods and services</td>
</tr>
<tr>
<td>Additional Bin – Household</td>
<td>$130.00</td>
<td>$0.00</td>
<td>$130.00</td>
<td>Exempt</td>
<td>Fees in relation to the kerbside collection of waste</td>
<td>23 of 35</td>
<td>Sales of Waste related goods and services</td>
</tr>
<tr>
<td>Additional Bin – Recycling</td>
<td>$66.36</td>
<td>$6.64</td>
<td>$73.00</td>
<td>Exempt</td>
<td>Fees in relation to the kerbside collection of waste</td>
<td>23 of 35</td>
<td>Sales of Waste related goods and services</td>
</tr>
<tr>
<td>Additional Bin – Recycling for Community Groups</td>
<td>$37.00</td>
<td>$0.00</td>
<td>$37.00</td>
<td>Exempt</td>
<td>Fees in relation to the kerbside collection of waste</td>
<td>23 of 35</td>
<td>Sales of Waste related goods and services</td>
</tr>
<tr>
<td>Hard waste collection (first collection is free)</td>
<td>$94.55</td>
<td>$9.45</td>
<td>$104.00</td>
<td>Exempt</td>
<td>Fees in relation to the kerbside collection of waste</td>
<td>23 of 35</td>
<td>Sales of Waste related goods and services</td>
</tr>
<tr>
<td><strong>Hoarding Permits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application Fee</td>
<td>$56.36</td>
<td>$5.64</td>
<td>$62.00</td>
<td>Exempt</td>
<td>Hoarding permit fee</td>
<td>5 of 35</td>
<td></td>
</tr>
<tr>
<td>Fee - (per m2 per week or pro-rata) ON ROAD</td>
<td>$5.45</td>
<td>$0.55</td>
<td>$6.00</td>
<td>Taxable</td>
<td>Road rents</td>
<td>3 of 35</td>
<td>Road rent</td>
</tr>
<tr>
<td>Fee - (per m2 per week or pro-rata) ON FOOTPATH</td>
<td>$5.45</td>
<td>$0.55</td>
<td>$6.00</td>
<td>Taxable</td>
<td>Road rents</td>
<td>3 of 35</td>
<td>Road rent</td>
</tr>
<tr>
<td>Commercial zone multiplier (Town Centre Zone, North East Road and Main North Road)</td>
<td>$10.91</td>
<td>$1.09</td>
<td>$12.00</td>
<td>Taxable</td>
<td>Road rents</td>
<td>4 of 35</td>
<td>Road rent</td>
</tr>
<tr>
<td><strong>Skip Bin / Bulk Bin</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application Fee</td>
<td>$56.36</td>
<td>$5.64</td>
<td>$62.00</td>
<td>Exempt</td>
<td>Hoarding permit fee</td>
<td>5 of 35</td>
<td></td>
</tr>
<tr>
<td>Fees - charged per day</td>
<td>$18.18</td>
<td>$1.82</td>
<td>$20.00</td>
<td>Taxable</td>
<td>Road rents</td>
<td>3 of 35</td>
<td>Road rent</td>
</tr>
<tr>
<td>Commercial zone multiplier (Town Centre Zone, North East Road and Main North Road)</td>
<td>$36.36</td>
<td>$3.64</td>
<td>$40.00</td>
<td>Taxable</td>
<td>Road rents</td>
<td>3 of 35</td>
<td>Road rent</td>
</tr>
<tr>
<td><strong>Roads and Property Services (section 221)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invert / Crossover Construction - Owner / Builder (application fee only)</td>
<td>$56.36</td>
<td>$5.64</td>
<td>$62.00</td>
<td>Taxable</td>
<td>Road rents</td>
<td>3 of 35</td>
<td>Road rent</td>
</tr>
<tr>
<td>Stormwater Construction - Owner / Builder (application fee only)</td>
<td>$56.36</td>
<td>$5.64</td>
<td>$62.00</td>
<td>Taxable</td>
<td>Road rents</td>
<td>3 of 35</td>
<td>Road rent</td>
</tr>
<tr>
<td>Underground Electrical - application fee</td>
<td>$56.36</td>
<td>$5.64</td>
<td>$62.00</td>
<td>Taxable</td>
<td>Road rents</td>
<td>3 of 35</td>
<td>Road rent</td>
</tr>
<tr>
<td>Landscaping the verge - application fee</td>
<td>$56.36</td>
<td>$5.64</td>
<td>$62.00</td>
<td>Taxable</td>
<td>Road rents</td>
<td>3 of 35</td>
<td>Road rent</td>
</tr>
<tr>
<td><strong>Temporary Parking Controls (TPC)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>installation and removal of signage - per request (valid for up to 30 days only)</td>
<td>$174.55</td>
<td>$17.45</td>
<td>$192.00</td>
<td>Exempt</td>
<td>Road Closure permit fee</td>
<td>3 of 35</td>
<td>advertising cost would include GST. Need to consider if there is Road rental included in this fee?</td>
</tr>
<tr>
<td>Administration Fee - per car parking space per day</td>
<td>$6.36</td>
<td>$0.64</td>
<td>$7.00</td>
<td>Exempt</td>
<td>Road Closure permit fee</td>
<td>3 of 35</td>
<td></td>
</tr>
<tr>
<td>Temporary Road Closures (Section33 of Road Traffic Act) - 6 weeks notice required.</td>
<td>$300 (incl GST) + actual advertising costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Metropolitan Burning Rubbish Permit- Schedule 9</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of Council Assets not stipulated elsewhere is at the CEO’s discretion after considering cost recovery and community implications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>DEVELOPMENT &amp; PLANNING</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retrieval of Development Applications for viewing from temporary recall: Routine (Next Business Day)</td>
<td>$40 (incl GST) plus photocopying costs</td>
<td></td>
<td></td>
<td>Taxable</td>
<td>Fees for access to development records</td>
<td>20 of 35</td>
<td>Fee for access to development records</td>
</tr>
<tr>
<td>Retrieval of Development Applications for viewing from temporary recall: Priority (Next 1/2 Day)</td>
<td>$70 (incl GST) plus photocopying costs</td>
<td></td>
<td></td>
<td>Taxable</td>
<td>Fees for access to development records</td>
<td>20 of 35</td>
<td>Fee for access to development records</td>
</tr>
<tr>
<td>Retrieval of Development Applications for viewing from temporary recall: Urgent (Next 3 Hours)</td>
<td>$70 (incl GST) plus photocopying costs</td>
<td></td>
<td></td>
<td>Taxable</td>
<td>Fees for access to development records</td>
<td>20 of 35</td>
<td>Fee for access to development records</td>
</tr>
<tr>
<td>To provide a member of the public with a copy of the Town of Walkerville Development Plan.</td>
<td>$52.00</td>
<td>$0.00</td>
<td>$52.00</td>
<td>Taxable</td>
<td>Certificate of title service fee</td>
<td>8 of 35</td>
<td>providing service of obtaining a certificate of title</td>
</tr>
<tr>
<td>Certificate of title</td>
<td>$42.00</td>
<td>$0.00</td>
<td>$42.00</td>
<td>Taxable</td>
<td>Public notification and advertising fees</td>
<td>6 of 35</td>
<td>advertising of application for development consent</td>
</tr>
<tr>
<td>Advertisement Fee - Category 3</td>
<td>$652 (incl GST) or cost of advertisement if higher</td>
<td></td>
<td></td>
<td>Exempt</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Town of Walkerville

### SCHEDULE OF FEES AND CHARGES EFFECTIVE 1 July 2019

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
<th>GST Treatment</th>
<th>Class ruling</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee and Charge classification</td>
<td>2019/20 Fee</td>
<td></td>
<td>Taxable</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### ASSETS & INFRASTRUCTURE

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
<th>GST Treatment</th>
<th>Class ruling</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinstatement of roads; footpaths or kerbing etc. following work carried out by residents or contractors</td>
<td>actual cost (incl GST)</td>
<td>30%</td>
<td>Taxable</td>
<td>Private works fees for repair of damage</td>
<td>22 of 35</td>
<td>Recovery of Council's cost for carrying out works to repair damage caused by another party.</td>
</tr>
<tr>
<td>Bitumen Road</td>
<td>actual cost (incl GST)</td>
<td>30%</td>
<td>Taxable</td>
<td>Private works fees for repair of damage</td>
<td>22 of 35</td>
<td>Recovery of Council's cost for carrying out works to repair damage caused by another party.</td>
</tr>
<tr>
<td>Bitumen Footpath</td>
<td>actual cost (incl GST)</td>
<td>30%</td>
<td>Taxable</td>
<td>Private works fees for repair of damage</td>
<td>22 of 35</td>
<td>Recovery of Council's cost for carrying out works to repair damage caused by another party.</td>
</tr>
<tr>
<td>Concrete Footpath</td>
<td>actual cost (incl GST)</td>
<td>30%</td>
<td>Taxable</td>
<td>Private works fees for repair of damage</td>
<td>22 of 35</td>
<td>Recovery of Council's cost for carrying out works to repair damage caused by another party.</td>
</tr>
<tr>
<td>Brick Paving</td>
<td>actual cost (incl GST)</td>
<td>30%</td>
<td>Taxable</td>
<td>Private works fees for repair of damage</td>
<td>22 of 35</td>
<td>Recovery of Council's cost for carrying out works to repair damage caused by another party.</td>
</tr>
<tr>
<td>Kerb &amp; Gutter</td>
<td>actual cost (incl GST)</td>
<td>30%</td>
<td>Taxable</td>
<td>Private works fees for repair of damage</td>
<td>22 of 35</td>
<td>Recovery of Council's cost for carrying out works to repair damage caused by another party.</td>
</tr>
<tr>
<td>Reinstatement of Footpath following laying of stormwater pipes or electricity cables</td>
<td>actual cost (incl GST)</td>
<td>30%</td>
<td>Taxable</td>
<td>Private works fees for repair of damage</td>
<td>22 of 35</td>
<td>Recovery of Council's cost for carrying out works to repair damage caused by another party.</td>
</tr>
<tr>
<td>Clearing Vacant allotment</td>
<td>actual cost (incl GST)</td>
<td>30%</td>
<td>Taxable</td>
<td>Private works fees for repair of damage</td>
<td>22 of 35</td>
<td>Recovery of Council's cost for carrying out works to repair damage caused by another party.</td>
</tr>
<tr>
<td>Flammable Undergrowth - clearing block - per Fire and Emergency Services Act</td>
<td>actual cost (incl GST)</td>
<td>30%</td>
<td>Taxable</td>
<td>Private works fees for repair of damage</td>
<td>22 of 35</td>
<td>Recovery of Council's cost for carrying out works to repair damage caused by another party.</td>
</tr>
<tr>
<td>Fencing - per Fire and Emergency Services Act</td>
<td>actual cost (incl GST)</td>
<td>30%</td>
<td>Taxable</td>
<td>Private works fees for repair of damage</td>
<td>22 of 35</td>
<td>Recovery of Council's cost for carrying out works to repair damage caused by another party.</td>
</tr>
<tr>
<td>Tree Replacement</td>
<td>actual cost (incl GST)</td>
<td>30%</td>
<td>Taxable</td>
<td>Private works fees for repair of damage</td>
<td>22 of 35</td>
<td>Recovery of Council's cost for carrying out works to repair damage caused by another party.</td>
</tr>
<tr>
<td>Tree Removal</td>
<td>actual cost (incl GST)</td>
<td>30%</td>
<td>Taxable</td>
<td>Private works fees for repair of damage</td>
<td>22 of 35</td>
<td>Private works- other fees</td>
</tr>
</tbody>
</table>

### ADVERTISING CHARGES

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
<th>GST Treatment</th>
<th>Class ruling</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print media advertising in promotional publications i.e. About Town</td>
<td>$148.18</td>
<td>$14.82</td>
<td>$163.00</td>
<td>Taxable</td>
<td>Fees for advertising</td>
<td>11 of 35</td>
</tr>
<tr>
<td>80mm H x 87mm W, not including print ready artwork</td>
<td>$269.09</td>
<td>$26.91</td>
<td>$296.00</td>
<td>Taxable</td>
<td>Fees for advertising</td>
<td>11 of 35</td>
</tr>
<tr>
<td>160mm H x 180mm W, not including print ready artwork</td>
<td>$366.36</td>
<td>$36.64</td>
<td>$403.00</td>
<td>Taxable</td>
<td>Fees for advertising</td>
<td>11 of 35</td>
</tr>
<tr>
<td>252mm H x 87mm W, not including print ready artwork</td>
<td>$366.36</td>
<td>$36.64</td>
<td>$403.00</td>
<td>Taxable</td>
<td>Fees for advertising</td>
<td>11 of 35</td>
</tr>
<tr>
<td>180 mm H x 180 mm W, not including print ready artwork</td>
<td>$473.64</td>
<td>$47.36</td>
<td>$521.00</td>
<td>Taxable</td>
<td>Fees for advertising</td>
<td>11 of 35</td>
</tr>
<tr>
<td>346 mm H x 87 mm W, not including print ready artwork</td>
<td>$473.64</td>
<td>$47.36</td>
<td>$521.00</td>
<td>Taxable</td>
<td>Fees for advertising</td>
<td>11 of 35</td>
</tr>
<tr>
<td>195mm H x 270mm W, not including print ready artwork</td>
<td>$704.55</td>
<td>$70.45</td>
<td>$775.00</td>
<td>Taxable</td>
<td>Fees for advertising</td>
<td>11 of 35</td>
</tr>
<tr>
<td>346mm H x 133mm W, not including print ready artwork</td>
<td>$704.55</td>
<td>$70.45</td>
<td>$775.00</td>
<td>Taxable</td>
<td>Fees for advertising</td>
<td>11 of 35</td>
</tr>
<tr>
<td>Full Inside Page - 346mm H x 270mm W, not including print ready artwork</td>
<td>$1,318.18</td>
<td>$131.82</td>
<td>$1,450.00</td>
<td>Taxable</td>
<td>Fees for advertising</td>
<td>11 of 35</td>
</tr>
<tr>
<td>Full Page inside rear cover- 346mm H x 270mm W, not including print ready artwork</td>
<td>$1,541.82</td>
<td>$154.18</td>
<td>$1,696.00</td>
<td>Taxable</td>
<td>Fees for advertising</td>
<td>11 of 35</td>
</tr>
<tr>
<td>Full page Rear cover - 346mm H x 270mm W - not including print ready artwork</td>
<td>$3,020.00</td>
<td>$302.00</td>
<td>$3,322.00</td>
<td>Taxable</td>
<td>Fees for advertising</td>
<td>11 of 35</td>
</tr>
</tbody>
</table>

* Plus additional 5% for front page Advertisements in About Town
### SCHEDULE OF FEES AND CHARGES EFFECTIVE 1 July 2019

**Class Ruling- CR 2019/61 review**

<table>
<thead>
<tr>
<th>Notes</th>
<th>Description</th>
<th>Fee and Charge classification</th>
<th>Class ruling</th>
<th>GST Treatment</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>PARKS &amp; GARDENS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>MEMORIAL GARDENS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wedding or other event</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Half day</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Full day</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bond</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mary P Harris</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Half day</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Full day</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bond</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>WESLEYAN CEMETERY MEMORIAL FEES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*All prices include 1st Interment unless otherwise stated.*

- **Gazebo Scatter Niche Position**
  - Includes Bronze Plaque 110x75 (8 Lines), No Ashes
  - Fee: $1,200.00, GST: $120.00, Fee Payable: $1,320.00

- **Gazebo Double Niche Position**
  - Licence for 2 with Bronze/Ganite Plaque
  - 2nd Inscription or Plaque
  - Total: $10,000.00, GST: $1,000.00, Fee Payable: $11,000.00

- **Desk Niche Position**
  - Licence for 1 150x150 Bronze Plaque
  - Fee: $1,800.00, GST: $180.00, Fee Payable: $1,980.00

- **Scatter Boulder**
  - 100x30 Bronze Plaque
  - Scattering of ashes within Cemetery
  - Fee: $500.00, GST: $50.00, Fee Payable: $550.00

- **Companion Plaque**
  - Licence for 2 Bronze only (Glass POA)
  - 2nd Bronze Plaque
  - Fee: $5,000.00, GST: $500.00, Fee Payable: $5,500.00

- **Personal Garden**
  - Licence for 2 280x130 Bronze only
  - Additional Surname Plaque
  - Fee: $5,000.00, GST: $500.00, Fee Payable: $5,500.00

- **Family Seat**
  - Licence for 4 280x130 includes 1st plaque and sloper
  - Additional sloper and Bronze Plaque
  - Fee: $5,000.00, GST: $500.00, Fee Payable: $5,500.00

- **Premium Monument**
  - Licence for 6 inscription on stone
  - Additional Inscription
  - Fee: $10,000.00, GST: $1,000.00, Fee Payable: $11,000.00

- **Gazebo Garden Estate**
  - Licence for 2 280x130 Bronze Plaque
  - 2nd Bronze Plaque
  - Additional Surname Plaque
  - Fee: $5,000.00, GST: $500.00, Fee Payable: $5,500.00

- **Heritage Plaques**
  - Manufacturing of Plaque
  - Installation of Plaque by Council
  - Fee: $370.00, GST: $37.00, Fee Payable: $407.00
  - Fee: $60.00, GST: $6.00, Fee Payable: $66.00
## Town of Walkerville

**SCHEDULE OF FEES AND CHARGES EFFECTIVE 1 July 2019**

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Payable (ex GST)</th>
<th>GST</th>
<th>Fee Payable</th>
<th>GST Treatment</th>
<th>Fee and Charge Classification</th>
<th>Class Ruling</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PARKING FEES AND CHARGES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential Exemption Permit (Time Limit Zone)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed Residential Permits – per permit</td>
<td>$52.00</td>
<td>$0.00</td>
<td>$52.00</td>
<td>Exempt</td>
<td>Parking permit fees</td>
<td>4 of 35</td>
<td></td>
</tr>
<tr>
<td>Fixed Residential Permits – per permit (concession)</td>
<td>$26.00</td>
<td>$0.00</td>
<td>$26.00</td>
<td>Exempt</td>
<td>Parking permit fees</td>
<td>4 of 35</td>
<td></td>
</tr>
<tr>
<td>Residential Permits (replacements) (first replacement Free)</td>
<td>$25.00</td>
<td>$0.00</td>
<td>$25.00</td>
<td>Exempt</td>
<td>Parking permit fees</td>
<td>4 of 35</td>
<td></td>
</tr>
<tr>
<td>Transferrable permit (one free per eligible household)</td>
<td>$5.00</td>
<td>$0.00</td>
<td>$5.00</td>
<td>Exempt</td>
<td>Parking permit fees</td>
<td>4 of 35</td>
<td></td>
</tr>
<tr>
<td>Exceptional Circumstances - Additional Transferrable permit</td>
<td>$52.00</td>
<td>$0.00</td>
<td>$52.00</td>
<td>Exempt</td>
<td>Parking permit fees</td>
<td>4 of 35</td>
<td></td>
</tr>
<tr>
<td>Vehicles impounded – reclaimed by owner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fee is charged by Contractor and Council will recover this fee from the vehicle owner + 10% admin fee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle stored at Council Approved holding yard</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fee is charged by Contractor and Council will recover this fee from the vehicle owner + 10% admin fee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impound Public Notification Fee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fee is charged by The Advertiser and Council will recover this fee from the vehicle owner + 10% admin fee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Towing Fee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fee is charged by Contractor and Council will recover this fee from the vehicle owner + 10% admin fee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Locksmith Fees (for opening Vehicles)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fee is charged by Contractor and Council will recover this fee from the vehicle owner + 10% admin fee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking Offence - Expiations Fees (Australian Road Rules)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Parking expiations fees for offences are set by legislation and indexed annually in accordance with Road Traffic (Miscellaneous) Regulations which are available to view <a href="http://www.legislation.sa.gov.au">www.legislation.sa.gov.au</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expiation Reminder Fees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Parking expiations fees for offences are set by legislation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking Offence - Expiations Fees (Private Parking Areas Act)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Parking expiations fees for offences are set by legislation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Town of Walkerville

**SCHEDULE OF FEES AND CHARGES EFFECTIVE 1 July 2019**

<table>
<thead>
<tr>
<th>Description</th>
<th>2019/20 Fee</th>
<th>GST Treatment</th>
<th>Fee and Charge classification</th>
<th>Class ruling page</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ANIMAL MANAGEMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standard Dog Registration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non Standard - Concession</td>
<td>$36.00</td>
<td>$0.00</td>
<td>$36.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Standard Dog (Desexed &amp; Micro-chipped)</td>
<td>$18.00</td>
<td>$0.00</td>
<td>$18.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Assistance Dogs (assists a person living with a disability)</td>
<td>$5.00</td>
<td>$0.00</td>
<td>$5.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Assistance Dogs in training</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Late registration (after 31 August)</td>
<td>$15.00</td>
<td>$0.00</td>
<td>$15.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Transfer of registration</td>
<td>$15.00</td>
<td>$0.00</td>
<td>$15.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Replacement Disc</td>
<td>$150.00</td>
<td>$0.00</td>
<td>$150.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Transport fee to AWL for relinquishment of a Dog or Cat</td>
<td>$150.00</td>
<td>$0.00</td>
<td>$150.00</td>
<td>Exempt</td>
<td>Impounding fees - dogs 21 of 35 including initial seizure and detention, daily holding fees</td>
</tr>
<tr>
<td>Impounding Fee</td>
<td>$170.00</td>
<td>$0.00</td>
<td>$170.00</td>
<td>Exempt</td>
<td>Impounding fees - dogs 21 of 35 including initial seizure and detention, daily holding fees</td>
</tr>
<tr>
<td>Daily Holding Fee</td>
<td>$60 per dog or other animal/day or $55 per cat/day</td>
<td>Exempt</td>
<td>Impounding fees - dogs 21 of 35 including initial seizure and detention, daily holding fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Euthanasia Fee</td>
<td>$180.00</td>
<td>$0.00</td>
<td>$180.00</td>
<td>Exempt</td>
<td>Impounding fees - dogs 21 of 35 including initial seizure and detention, daily holding fees</td>
</tr>
<tr>
<td>3rd Dog Permit</td>
<td>$32.00</td>
<td>$0.00</td>
<td>$32.00</td>
<td>Exempt</td>
<td>Impounding fees - dogs 21 of 35 including initial seizure and detention, daily holding fees</td>
</tr>
<tr>
<td>Partial Year Rego (first time rego only for a dog 3 months or less, registered after 1 Jan 2019) - 50%</td>
<td>$36.00</td>
<td>$0.00</td>
<td>$36.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Dog Registrations for Month of June - Free (at request of D&amp;CM Board)</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td><strong>Dog Business Registration</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dog Business Registration Fee</td>
<td>$76.00</td>
<td>$0.00</td>
<td>$76.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Dog Business - 1 Dog</td>
<td>$76.00</td>
<td>$0.00</td>
<td>$76.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Dog Business - 2 Dogs</td>
<td>$153.00</td>
<td>$0.00</td>
<td>$153.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Dog Business - 3 Dogs</td>
<td>$229.00</td>
<td>$0.00</td>
<td>$229.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Dog Business - 4 Dogs</td>
<td>$305.00</td>
<td>$0.00</td>
<td>$305.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Dog Business - 5-10 Dogs (flat fee)</td>
<td>$382.00</td>
<td>$0.00</td>
<td>$382.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Dog Business - 11-20 Dogs (flat fee)</td>
<td>$764.00</td>
<td>$0.00</td>
<td>$764.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Dog Business - 21-30 Dogs (flat fee)</td>
<td>$1,145.00</td>
<td>$0.00</td>
<td>$1,145.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Dog Business - 31 + Dogs (flat fee)</td>
<td>$1,183.00</td>
<td>$0.00</td>
<td>$1,183.00</td>
<td>Exempt</td>
<td>Dog and cat registration fees 21 of 35 Registration</td>
</tr>
<tr>
<td>Dangerous Dog Collars (all sizes)</td>
<td>$55</td>
<td>$0.00</td>
<td>$55 - Council will recover this fee from Dog Owner</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* GST may be applicable on monies held in bond.  
** Legislated Fees & Charges  
NOTE - Any fees and charges not specified in this schedule that are specifically prescribed by
**Meeting:** Council  
**Title:** Draft General On-Street Parking Policy Report  
**Responsible Manager:** Group Manager Planning Environment & Regulatory Services, Andreea Caddy  
**Author:** Group Manager Planning Environment & Regulatory Services, Andreea Caddy  
**Key Focus Area:** Strategic Community Plan Focus area 3 - Transparent and accountable local tier of Government  
**Key Focus Area:** Strategic Community Plan Focus area 5 - Positive and respectful customer service experience  
**Type of Report:** Decision Required  

**Recommendation**

1. That Council endorse the General On-Street Parking Policy, as set out in Attachment A.

2. That Council authorise Administration to make amendments of a formatting and or minor technical nature to the General On-Street Parking.

**Summary**

This report recommends the introduction of a General On-Street Parking Policy. The subject Policy is intended to sit above the Residential Parking Permit Policy and act as a guiding document underpinning the administration of parking services, within the Town of Walkerville. The General On-Street Parking Policy supports Administration to manage a public asset in an equitable and fair manner. This Policy went out for public consultation in early January 2020 for a period of 21 days after which time the revised Policy received no community feedback. This policy is now being presented to Council for endorsement.

**Background**

The Township of Walkerville is located on two major transport corridors Main North Road and North East Road/Northcote Terrace. The Township is also adjacent to Adelaide City Council boundary. As such, parking impacts of the Adelaide Central Business District are experienced within the Township regularly. By virtue of this proximity, the Township experiences parking stress associated with people’s changing driving habits and the cost of inner city all day parking. It is recognised that these factors impact on the availability of general on street parking, requiring a robust Council policy that provides strategic direction.

In April 2017 Administration rolled out the Residential Parking Permit Policy which enabled a “fixed” and “transferable” parking permit system. This system places a cap on the number of permits available to residents based on the on-site car parking capacity of each allotment.
Large sections of Medindie are currently restricted to timed and parking permit zones to ease congestion, reduce all day parking by commuters into the city and ensure improved availability of on-street parking for residents and visitors. Similarly portions of Gilberton and Walkerville have been restricted to residential parking permit and timed zones.

**Discussion/Issues for Consideration**

In addition to providing an overarching policy framework to the parking regulatory services within the Township, the draft General On-Street Parking Policy will enable Administration to issue a new type of parking voucher afforded to residents within the area. On the basis that the need for a temporary parking voucher is demonstrated, the voucher system will be available to any resident of the Township that requires dispensation from current on street parking restrictions; for the purpose of a specific event or period of time.

A temporary vehicle specific parking voucher may be issued to provide kerbside parking for:

- visitors or work contractors of residents,

  or

- resident vehicles when your usual off-street parking space is temporarily unavailable due to building renovations, etc.

A maximum limit of two vouchers per residence at any one time applies. Vouchers are issued on a weekly or monthly basis. In instances where more vouchers are required (i.e. construction of a new dwelling), an applicant may apply for additional vouchers.

To be eligible for a temporary parking voucher you must:

- be a resident of the Town of Walkerville

- provide details of the vehicle registration (where possible), or the address of the premises subject to the application and period for which the temporary vouchers is sought

- provide sufficient information to explain why the vehicle/s cannot be physically accommodated on-site for the temporary period.

The following is required to be submitted at the time of application:

1. Completed Temporary Parking Voucher Application Form

2. Proof of residency

3. Vehicle registration details if the vehicle for which the permit is sought is garaged at the applicant's address.

The cost of such temporary vouchers is set out as per Councils Fees & Charges listing.

If there is a specific street, which is currently experiencing a shortage of on-street parking, a permit may be able to be granted over additional side streets that may currently have on-street parking capacity.
Options for Consideration

The Strategic Planning & Development Policy Committee (SPDPC) considered the draft policy at its meeting held on 20 November 2019. SPDPC considered the policy a worthwhile pursuit to ensure a consistent and equitable approach to balancing the needs of residents and visitors within the Township.

SPDPC acknowledged the fine balance required in the management of on-street car parking availability. To this end, SPDPC recommended that a temporary vehicle parking voucher allocation should not exceed a 12 month duration from the date of issue of the first voucher. SPDPC discussed at length mechanisms to avoid the permit allocation system being misused by the applicant as a means of obtaining a further on-street car park.

Administration acknowledges Council’s endorsement of the Internal Review of Council Decision Policy at its meeting on 18 November 2019 to go through public consultation. At the time that SPDPC considered the draft General On-Street Parking Policy, the policy contained an option under 6. Grievance Process for a second review process, namely:

6.4 Town of Walkerville allows for a second decision review process in instances where the registered owner of a vehicle that has been expiated seeks to appeal the decision. In this instance, there is an opportunity to request a second and final review of the decision, by a different officer. At this second review process, further or new evidence may be provided in support of the application.

To ensure consistency with the Internal Review of Council Decision Policy and in reviewing other metropolitan Council processes, Administration recommends that the proposed draft General On-Street Parking Policy does not offer a second review process.

The second review process to date has been onerous on staff resourcing and time. Notwithstanding this removal, the policy retains the CEO’s discretionary decision making power to consider any expiation on compassionate grounds, should it be escalated.

Analysis of Options

Council is being presented with a new policy which aims to reduce community confusion around the management of on-street parking, as a public asset. This policy sets up a framework which enables Council Administration to address parking stress and shortages associated with people’s changing driving habits, as well as the cost of inner city all day parking reverberating on adjacent suburbs such as Gilberton and Medindie. It is recognised that these factors impact on the availability of general on street parking, requiring a robust Council policy that provides strategic direction.

Option 1

1. That Council endorses the General On-Street Parking Policy, as set out in Attachment A.
2. That Council authorise Administration to make amendments of a formatting and or minor technical nature to the General On-Street Parking.

Option 2

1. That Council endorse the General On-Street Parking, appearing as Attachment A to this report, with the following changes:
   - ............................................................................................................................
   - ............................................................................................................................
Financial Implications

There are no known financial implications for Council to consider in endorsing the General On-Street Parking Policy, as set out in Attachment A. A future inclusion for a temporary parking permit fee will be considered as part of the 2020/21 Council Fees & Charges Schedule, in a forthcoming Council report.

Community Implications

The implications for community are that there is clear and transparent decision making process that is consistent with the Internal Review of Council Decisions Policy, legal advice and peer metropolitan council approaches to the management of on-street parking as a public asset.

Regional Implications

There are no known regional implications.

Governance Implications

The endorsement of this Policy will provide a more transparent, equitable and accessible framework to Administration processes in an area where reviews of expiations are a very large proportion of the work that the regulatory services team under take.

Preferred Option & Reasoning

Option 1 is preferred as the adoption of this new policy will enable Administration to streamline existing processes and procedures while reducing community confusion around the management of on-street parking, as a public asset.

Attachment/s

| Attachment A | General On-Street Parking Policy |
General On-Street Parking Policy

Approved by Council
First Approved 16 December 2019 (CNC 200/19-20)
Review Frequency Every 4 years
Last Reviewed 16 December 2019
Next Review 20 November 2023
Document Number POL202038316
File 18.63.1.1
Responsible Officer Group Manager Planning, Environment and Regulatory Services
Policies Related Residential Parking Permit Policy
Associated Forms Expiation Notice Request for Review form
Residential Parking Permit Application form
Temporary Parking Voucher Application form
Applicable Legislation Australian Road Rules
   Expiation of Offences Act 1996
   Local Government Act 1999
   Private Parking Areas Act 1986
   Road Traffic Act 1961
Policy Discretionary

1. Introduction

1.1 The Town of Walkerville General On-Street Parking Policy exists to improve the overall customer experience of on street parking in the Township through accessibility, choice, efficiency and support for the environment. The Township of Walkerville is located on two major transport corridors Main North Road and North East Road/Northcote Terrace. The Township is also adjacent to Adelaide City Council boundary. As such, parking impacts of the Adelaide Central Business District are experienced within the Township regularly. By virtue of this proximity, the Township experiences parking stress associated with people’s changing driving habits, the cost of inner city all day parking. It is recognised that these factors impact on the availability of general on street parking, requiring a robust Council policy that provides strategic direction.

1.2 Large sections of Medindie are currently restricted to timed and parking permit zones to ease congestion, reduce all day parking by commuters into the city and ensure improved availability of on-street parking for residents and visitors. Similarly portions of Gilberton and Walkerville have been restricted to permit and timed zones.

1.3 As a shared community asset that is in demand, on-street parking is a resource that requires careful management to ensure a wide range of users have fair and reasonable access.
2. Purpose

2.1 The objectives of this policy are as follow:

- ensure pedestrian and motorist safety
- support traffic flow to optimise the use of on street space available
- balance local needs and complements the role of available off-street parking
- adhere to legislative requirements

2.2 This policy will be implemented and enforced consistently and fairly across the Town to achieve the fair use of available on-street parking.

3. Legislative Requirements and Corporate Policy Context

Council regulates and enforces parking restrictions for the entire community in accordance with:

- Sections 17 and 18 of the Road Traffic Act (1961) which empower authorised officers as defined under the Local Government Act (1999) to install traffic management devices; and
- Section 35 (3) of the Road Traffic Act (1961) which empowers authorised officers to enforce the Australian Road Rules.
- The power to install traffic management devices will be undertaken in accordance with the Manual of Legal responsibilities and Technical Requirements for Traffic Control Devices

4. The Key Principles of the Policy are to:

4.1 Ensure the efficient management of parking will make it easier to do business and therefore support the economic prosperity of our Township, while also ensuring compliance with our legislative requirements.

4.2 Control on-street parking through the implementation of parking controls including but not limited to time limited parking and permit zones (Resident Only), for which a need must be established. The ‘need’ for a permit zone will be determined by Council.

4.3 Balance the car parking needs of multiple road users with the expectations and needs of residents affected.

5. Policy

5.1 Parking around School Areas

5.1.1 All schools in the Council area will be monitored on a regular basis.

5.1.2 During the first week of new school term, all drivers committing offences under the Australian Road Rules will be advised of their responsibilities. Offending drivers will be issued with a warning notice and be advised that the safety of all children is of utmost importance.

5.1.3 After the completion of the first week of each school term, drivers of any vehicles in breach of the Australian Road Rules will be issued an expiation notice.

5.2 Parking over Driveways

A warning notice will not be issued to drivers parking over driveways.
5.3  Heavy Vehicles – Car yards – (related to)

5.3.1 Where heavy drives are parked for longer than the time permitted as per the Australian Road Rules, Rule 200 the Community Safety Officer will:

- Issue a warning notice on the vehicle or at the property outside of which the truck is parked and where possible discuss the matter with the driver.
- Issue an expiation notice if further offences occur

5.4  Temporary Parking Vouchers

5.4.1 A temporary vehicle specific parking vouchers may be issued to provide kerbside parking for:

- visitors or work contractors of residents,
- or
- resident vehicles when your usual off-street parking space is temporarily unavailable due to building renovations, etc.

5.4.2 A maximum limit of two vouchers per residence at any one time applies. Vouchers are issued on a weekly or monthly basis. In instances where more vouchers are required (i.e. construction of a new dwelling), an applicant may apply for multiple vouchers.

5.4.3 To be eligible for a temporary parking voucher you must:

- be a resident of the Town of Walkerville
- provide details of the vehicle registration (where possible), or the address of the premises subject to the application and period for which the temporary vouchers is sought
- provide sufficient information to explain why the vehicle/s cannot be physically accommodated on-site for the temporary period.

5.4.4 The following is required to be submitted at the time of application:

- Completed Temporary Parking Voucher Application Form
- Proof of residency
- Vehicle registration details if the vehicle for which the permit is sought is garaged at the applicant's address.

5.4.5 If there is a specific street, which is currently experiencing a shortage of on-street parking, a permit may be able to be granted over additional side streets that may currently have on-street parking capacity.

5.4.6 A temporary vehicle parking voucher allocation should not exceed a 12 month duration from the date of issue of the first voucher.
5.5 Temporary Parking Vouchers Conditions of Issue and Use of Permits

5.5.1 Residential Parking Permits will be considered and administered by Council administration based on the details contained within this policy.

5.5.2 The details of conditions for issue and use of permits are as follows:

5.5.2.1 Every permit must contain details of describing:

- The type of Voucher
- The street to which the permit applies.
- Permit Number
- Date of Issue
- Expiry Date

5.5.2.2 Permits will be issued in respect to a specific street.

5.5.2.3 Permits are not transferable from one residential parking permit zone to another.

5.5.2.4 Vouchers must be displayed on the lower left hand side (passenger side) of the windscreen or placed on the front dashboard.

5.5.2.5 Upon expiry of the temporary voucher, the voucher should be removed from the vehicle to which it is linked.

5.5.2.6 Council administration may, by notice in writing, revoke any Temporary Parking Voucher(s) where:

a) The holder of a voucher changes his or her place of residence in respect of which the voucher was issued, or

b) In the opinion of the Council, it is no longer appropriate that the resident(s) of particular street(s) are issued with Vouchers.

5.5.2.7 If an infringement notice for parking in accordance with the voucher is received, the holder of the voucher is required to make a written submission to Council for the notice to be waived.

5.5.2.8 Failure to display a valid voucher is not a reason for Council to waive expiation.

5.5.2.9 Permits cannot override other laws under Australian Road Rules, therefore parking in zones such as No Standing, No Parking, Bus Stops or adjacent to traffic lights, intersections, junctions or pedestrian crossings or any other parking restriction would remain prohibited.

5.5.2.10 The permit will not allow the vehicle displaying the permit to remain stationary in the same position for a period in excess of 24 consecutive hours.

5.5.2.11 Non-compliance with the conditions of permit issue and use may result in the cancellation of the permit.

5.5.2.12 Council administration reserves the right to change the Temporary Parking Voucher conditions of issue and use.

5.5.2.13 Costs will be documented in the Fees and Charges Schedule which is updated annually.
5.6 Replacement Temporary Parking Vouchers

5.6.1 Replacement of Temporary parking vouchers are available upon presentation of a Statutory Declaration detailing the need for a replacement.

5.7 Non Permit Holder

5.7.1 If the Customer is a resident who is new to the area or did not know they were required to have a valid parking permit, they will need to apply for a residential parking permit and lodge a submission for review.

5.7.2 Please refer to the Residential Parking Permit Policy for further information on the criteria for obtaining a Residential Parking Permit.

5.7.3 Once a residential parking permit has been issued, the resident may wish to apply for a review of their expiation. The review outcome is at the discretion of the Council Administration.

5.8 Waiving of Expiations

5.8.1 Council recognises that in some instances, car parking expiations can be a result of circumstances that may warrant a request for a review.

5.8.2 Evidence will need to be provided in each of the circumstances below to substantiate any request to waive an expiation. Situations where expiations may be waived are as follow:

- **Emergency Situation** - Vehicle stopped, left etc. in circumstances that amount to a real threat to human life or property
- **Vehicle Breakdown** - Substantiated breakdown proof from a registered business/mechanic, RAA or Roadside Assist
- **Disabled Permit Holders** - permit is produced by permit holder and written confirmation by the permit holder that they were driving or a passenger in the vehicle at the time of the alleged offence
- **Residential Parking Permit** – current permit is produced by permit holder (first offence only)
- **Temporary Parking Voucher** - current permit is produced by permit holder (first offence only)
- **Stolen Vehicle** - Substantiated claim – police report number, date, etc
- **Officer or Administration Error** - Clear evidence of an error in issuing the notice
- **Compassionate Circumstances** - Where in the opinion of the Group Manager of Planning, Environment and Regulatory Services or any person acting in this capacity, subject to written appeal with appropriate evidence provided.

5.8.3 Reminder Notices

If the customer did not receive the original notice and are willing to pay the original fee over the phone/counter at the time of the contact, removal of the late fee from the infringement may be considered at the discretion of the Regulatory Services Officer.
Any expiation notice that is acknowledged to contain a minor error can be withdrawn and/or reissued at the discretion of the Regulatory Services Officer.

6. Grievance Process

6.1 Any person who is the registered owner of a vehicle that has been expiated has the opportunity to complete a submission for review of an expiation notice.

6.2 For the review process to commence, please ensure you have provided the following documents:

- completed and signed [Expiation Notice Request for Review Form](#)
- completed, signed Statutory Declaration form that has been sighted, stamped and dated by a recognised authority (i.e. Justice of the Peace), as required
- any supporting documentation/evidence relevant to the reviewing of the expiation (i.e. roadside assistance/tow truck invoice in the case of a mechanical breakdown).

6.3 Once the documents are supplied, an assessment will be made in accordance with Section 16(1) and Section 8A of the Expiation of Offences Act 1996 to determine whether or not the offence warrants withdrawal. Once the decision is made, the registered owner of the vehicle will be advised of the outcome.

6.4 Any person who is affected by the decisions made by Council, employees of the Council or other persons acting on behalf of the Council may lodge a request for an internal review. Details are provided in Council Policy - Internal Review of Council Decisions.

7. Undertaking the Internal Review

7.1 In undertaking a review the CEO or Council will review the decision in question to ensure that the original decision maker complied with the following procedural requirements and made the best possible decisions in the circumstances having regard to the following:

- The decision maker had the power to make the decision
- The decision maker considered all matters which were relevant to the making of the decision and did not take into account matters which were not relevant, as well as any additional relevant information or material provided by the applicant
- The decision maker did not exercise a discretion or power in bad faith or for an improper purpose
- The decision maker endured that findings of fact were based on evidence
- The decision was reasonable
- The decision maker considered any relevant legislation, policies or procedures
- The decision maker did not exercise a discretionary power at the discretion of another person
- The applicant will be informed in writing of the outcome of the review (even where a determination is made that the original decision under review is upheld).

7.2 Where appropriate, the findings of the internal review will be considered in regard to how Council’s existing practices can be improved.
7.3 A complaint may be lodged with the Ombudsman at any time including if the applicant is still dissatisfied with the outcome of an internal review.

8. **Availability of Policy**

   This Policy will be available for inspection at the Council Office, 66 Walkerville Terrace, Gilberton during ordinary business hours and on Council’s website [www.walkerville.sa.gov.au](http://www.walkerville.sa.gov.au). Copies will be provided to interested parties upon request for the payment as per Councils Fees & Charges listing.

9. **Review**

   Council may deviate from this policy by way of Council resolution.

   This Policy will be reviewed every two years or otherwise as required.

   Any queries or questions regarding this Policy should be directed to Group Manager Planning, Environment and Regulatory Services by emailing walkerville@walkerville.sa.gov.au
Meeting: 
Council

Title: Privately Funded Development Plan Amendment Policy

Responsible Manager: Group Manager Planning Environment & Regulatory Services, Andreea Caddy

Author: Group Manager Planning Environment & Regulatory Services, Andreea Caddy

Key Focus Area: Strategic Community Plan Focus area 3- Transparent and accountable local tier of Government

Key Focus Area: Financial Guiding Principle 1- Finances managed responsibly

Type of Report: Decision Required

Recommendation

1. That Council, having undergone public consultation in accordance with the Local Government Act 1999 endorses the Privately Funded Development Plan Amendment Policy, appearing as Attachment A to this report.

2. That Council authorise Administration to make amendments of a formatting and or minor technical nature to the Privately Funded Development Plan Amendment Policy.

Summary

The draft Privately Funded Development Plan Amendment Policy commenced public consultation in early 2020 for a period of 21 days in accordance with relevant legislation.

Background

At the Ordinary Council Meeting of 21 October 2019, the following resolution was made:

CNC116/19-20

That Council:

1. Receive and note the revised Statement of Intent relating to a forthcoming Development Plan Amendment for 1 Walkerville Terrace, Gilbernton.

2. Authorise the Chief Executive Officer to sign the Statement of Intent appearing as Attachment A and forward to the Minister for his consideration in accordance with section 25 of the Development Act 1993.

The Development Plan Amendment process is traditionally initiated by a Council, however from time to time a third party may observe a gap in the current planning policy that may require attention in order to achieve a key strategic direction for a local authority. The recent example noted above, has prompted...
Administration to draft the attached policy found in Attachment A, which has been modelled off Mount Barker Council’s current policy (adopted by Council at the meeting of 6 August 2018 – due to expire 6 August 2021).

The intention of this policy is to ensure an open and transparent process for accepting private funds for investigations into potential planning policies and/or the preparation of amendments to the Town of Walkerville Development Plan, including addressing any potential conflicts of interest. Moreover, it is intended to mitigate any risks to Council associated with receiving private funds associated with the preparation of a Statement of Intent (SOI) and DPA.

Discussion/Issues for Consideration

The current planning framework is in a current state of transition. The Department of Planning, Transport and Infrastructure (DPTI) is legislatively committed to the full implementation of the Planning, Development and Infrastructure Act 2016 by September 2020.

The Phase Three Draft Planning and Design Code is currently out for extended consultation and this has identified some welcomed and unwelcomed policy shifts within the Town of Walkerville and greater metropolitan Adelaide. The draft Policy for Privately Funded Development Plan Amendments will provide Council greater certainty of process here forth.

The draft Policy received no community feedback during its consultation period.

Options for Consideration

Option 1

That Council, endorse Privately Funded Development Plan Amendment Policy appearing as Attachment A to this report.

Option 2

That Council, having considered the proposed Privately Funded Development Plan Amendment Policy appearing as Attachment A to this report, direct Administration to make the following amendments to the policy:

a) .................................................................
b) .................................................................
c) .................................................................

Analysis of Options

Option 1 will ensure that such a policy is introduced in a timely manner in order to manage any risks associated with the current Development Plan Amendment being undertaken at 1 Walkerville Terrace, Gilberton, as well as any future DPA’s.

Option 2 may delay the implementation of the policy and may expose Council to the risks associated any future DPA’s.

Financial Implications

There are not known negative financial implications associated with the draft policy appearing as Attachment A. to this report.

Community Implications

Members of the community may perceive a developer funded Development Plan Amendment (DPA) as a conflict of interest for the Council, which has the potential to negatively affect the Council’s
reputation. A policy, similar to that attached, sets firm guidelines on when this can be permitted, ensuring that only those DPA’s with a clear strategic context can be pursued.

Regional Implications

There are no known Regional Implications associated with this Policy.

Governance Implications

There are no known governance implications with this Policy.

Preferred Option & Reasoning

Option 1 is the preferred option. This option provides Council with a timely framework for managing any risks associated with a Developer Funded Development Plan Amendment.

Attachment/s

| Attachment A | Privately Funded Development Plan Amendment Policy |
1. **Introduction**

1.1. This Privately Funded Development Plan Amendment Policy ("the Policy") has been prepared by the Corporation of the Town of Walkerville ("the Organisation") in accordance and compliance with the provisions of section 25 of the Development Act 1993 (SA) ("the Act").

1.2. The purpose of the Policy is to provide information and guidance to elected members of Council ("the Elected Members"), employees of Council ("Employees") and Developers and Land Owners.

1.3. This policy is to be read in conjunction with related procedures prepared by Council Administration as required.

1.4. This Policy is to be read in conjunction with other policies adopted by Council from time to time.

2. **Policy Objective**

2.1. The Organisation will have regard to the following Objectives when carrying out a Development Plan Amendment on behalf of a Developer:

2.1.1. To ensure an open and transparent process for accepting private funds for investigations into potential planning policies and/or the preparation of amendments to the Town of Walkerville Development Plan, including addressing any potential conflicts of interest.

2.1.2. To ensure adherence to the legislated requirements outlined in the Development Act (1993) for the rationale and processing of Development Plan Amendments (DPA); and

2.1.3. To mitigate any risks to Council associated with receiving private funds associated with the preparation of a Statement of Intent (SOI) and DPA.
3. **Legislative Framework**

3.1. The manner in which Council carries out a Development Plan Amendment is governed by section 25 of the Act.

3.2. The process outlined under section 25 of the Act is summarised in Attachment 1 found at the end of this policy.

4. **Policy Principles**

4.1. This policy adheres to the following principles:

4.1.1. Payment of private funds to Council for investigations into planning policies should be separated from the DPA process.

4.1.2. The private financier should cover all costs in the initiation, preparing and authorisation of the SOI, DPA, peer review and any court costs associated with legal challenges.

4.1.3. The legal agreement between the Council and private financier should state that a private financier is funding an open and transparent process which provides no guarantee that the financier will receive any advantage from the DPA.

4.1.4. At all stages the DPA should declare the private funding through the public release of the legal agreement via inclusion in the Statement of Intent and DPA.

4.1.5. Council will maintain control, independence and planning professionalism in the DPA process, and ensure DPA investigations are impartial and conducted by professional and qualified persons.

4.1.6. Council can at any time withdraw the DPA.

4.1.7. Only DPAs with a strategic context should be pursued.

5. **Definitions**

5.1. **Consultants** shall mean a company or person(s) engaged by Council to provide assets, goods, works or services.

5.2. **DPA** – shall mean a Development Plan Amendment as defined by the *Development Act 1993*

5.3. **SOI** – shall mean a Statement of Intent as defined by the *Development Act 1993*

5.4. **Third Party** shall mean the party funding the preparation of the DPA (other than Council or the Minister for Planning).

6. **Roles and Responsibilities**

6.1. Council: Approve and adopt/update policy

6.2. Group Manager of Planning, Environment and Regulatory Services: update Policy as required in accordance with legislative changes

7. **Specific Policy Information**

7.1. **Statement of Strategic Context**

7.1.1. Prior to pursuing a privately funded DPA a private financier must submit a Statement of Strategic Context to enable Council to determine whether to proceed with the venture. These statements should be forwarded to the Group Manager of Planning, Environment and
Regulatory Services. This Statement must be prepared by a qualified professional who meets the requirements of Section 86 of the Development Regulations.

7.1.2. The statement of strategic context must include:

7.1.2.1. An outline of the issue needing to be addressed;
7.1.2.2. An outline of the proposed amendment to the Development Plan;
7.1.2.3. A Statement of how the proposed amendment relates to Council’s last Strategic Directions Report;
7.1.2.4. A statement of how the proposed amendments relates to social, economic and environmental issues;
7.1.2.5. A statement of how proposed amendments relate to the State Government’s 30 Year Plan for Greater Adelaide and Planning Strategy.
7.1.2.6. Any other matters determined by Council as relevant.

7.2. Assessment of Statement of Strategic Context

7.2.1. A Statement of Strategic Context will be assessed by Council’s Planning staff on its merits against the six criteria outlined within procedure 5.1, and presented to Council’s Strategic Planning and Development Policy Committee for determination as to whether the request should follow Process A, Process B or be Refused (see attachment 1 – Privately Funded DPA Process).

7.3. Legal Agreement and Project Cost Estimates

7.3.1. Should Process A or B be determined, prior to pursuing a private funded DPA a private financier must sign a legal agreement drafted by Council. The agreement will include details of the following:

7.3.1.1. The nature of the arrangements and agreed figure on the cost of preparing the DPA and peer review, and the time when payment is to be made;
7.3.1.2. Defines in detail the nature of the DPA including the area to be covered, the purpose of the DPA and what the DPA investigations will encompass (the DPA principles);
7.3.1.3. An acknowledgement by the party funding the DPA that the DPA will be prepared at the direction of Council and that the party funding the DPA will have no right to control or direct the progress or form of the DPA apart from making written submissions to the Council as a part of the consultation process;
7.3.1.4. An acknowledgement by the Council that it will use its best endeavours and strive to achieve authorisation of the DPA which incorporates the agreed DPA principles, cognisant of the timing of other Council policy priorities;
7.3.1.5. An acknowledgement by the third party and the Council that while the Council may initiate a DPA, ultimately the decision on its authorisation is a decision by the Minister for Planning and not the Council, and that the Council has no control over this process;
7.3.1.6. Details of what happens if the DPA is either not authorised by the Minister or authorised with amendments that do not suit the interest of the third party;
7.3.1.7. Agreement that the third part will fund any legal costs associated with the preparation of the DPA, including legal review, legal proceedings or judicial review proceedings in relation to the DPA process;
7.3.1.8. Acknowledgment that the deed shall not in any way affect Council’s standing as the relevant authority to assess application for development approval in respect of land affected by a Privately Funded DPA.

7.4. Project Management and the Procurement Process

7.4.1. A privately funded DPA will require a Peer Review.

7.4.2. The cost of the Peer Review will be borne by the third party funding the DPA, and paid into a fund as directed by Council.

7.4.3. If Council agrees to proceed with a Privately Funded DPA, the third party will engage a suitably qualified consultant who meets the requirements of the Development Act and Regulations to prepare the draft DPA.

7.4.4. Council will engage a suitably qualified and independent consultant who meets the requirements of the Development Act and Regulations to undertake a Peer Review of the draft DPA.

7.4.5. The Peer Review will;

7.4.5.1. Review the draft DPA against the Statement of Intent agreed by the Minister for Planning; and

7.4.5.2. Review Government Agency consultation responses to the draft DPA and policy changes as a result of the Consultation; and Privately Funded DPA Policy

7.4.5.3. Review the Public Consultation responses to the draft DPA and policy changes as a result of the consultation

7.4.6. Selection of a consultant to undertake the peer review will be undertaken by the Council in accordance with Council’s Procurement Policy. In selecting a consultant, the Council will enquire as to any current or prior relationship with the funding party which could affect, or be perceived to affect the consultant’s independence.

7.4.7. The capacity for Council to process a Privately Funded DPA will be influenced by Council’s other policy priorities, and projected timing will be estimated accordingly.

7.4.8. The consultant undertaking the peer review shall report directly to qualified Council Staff as required by Section 86 of the Development Regulations.

7.4.9. Council maintains ultimate control of the DPA, and key stages will be presented to Council for consideration, prior to it being submitted to the Minister for Planning for agreement or endorsement.

7.4.10. At all stages the DPA will declare the private funding through the public release of the legal agreement via inclusion in the Statement of Intent and DPA.

7.4.11. Council reserves the right to cease proceeding with a Privately Funded DPA at any stage.

8. Policy Maintenance and Review

8.1. This Policy will be available for inspection at the Council Office, 66 Walkerville Terrace, Gilberton during ordinary business hours and on Council’s website www.walkerville.sa.gov.au. Copies will be provided to interested parties upon request for the payment as per Council’s Fees & Charges listing.

8.2. Council will undertake a review and evaluation of this Policy at least once every two years and following general council elections in accordance with Council’s strategic management
planning framework. Council may, in any event, conduct a review and evaluation of the effectiveness of this Policy at any time.

8.3. The Chief Executive Officer will report to the Elected Members on the outcome of any such review and will make recommendations for amendments, alterations or substitutions as may be required.

8.4. If this Policy is amended, altered or substituted in accordance with the above, it will not apply retrospectively.
Attachment 1 - Process for Privately Funded DPAs

Private financier approaches Council with DPA issue and provides a Statement of Strategic Context (Procedure 5.1)

Council assess Statement of Strategic Context to determine Process ‘A’, ‘B’ or Refusal (Procedure 5.2)

- Process A (DPA issue an emerging social, environmental or economic issue)
- Process B (DPA issue can be related to a Strategic Directions Report (Section 30) identified DPA)
- Refusal (DPA refused if no strategic context)

Legal Agreement and Project Cost Estimated (Procedure 5.3)

Planning Consultant engaged by Proponent to prepare SOI and DPA

Draft SOI presented Council for support to send to Minister for Planning

Council and Minister approves preparation of DPA

DPA prepared and presented Council for support to proceed to consultation

Consultation occurs and amendments occur as a result of community and agency feedback

Amendments made in response to Council feedback

Council contracts Consultant to undertake peer review of draft DPA (Procedure 5.4)

Amendments made in response to peer review

DPA proceeds in accordance with requirements of Development Act (1983) and presented to Minister for approval

SOI not supported by Council

DPA ceases to proceed

DPA not supported by Council

DPA ceases to proceed

DPA not supported by Council or Minister

DPA ceases to proceed
Recommendation

That Council adopts Budget Review two (2) for the 2019/20 financial year and the variances contained within as its amended and current budget for the period ending 30 June 2020.

Summary

Pursuant to regulation 9 of Local Government (Financial Management) Regulations 2011, Council is required to prepare and consider at least three budget reviews each financial year. The budget reviews provide Council with insight to the financial performance and highlight areas of concern. They are used by Administration to present risks and opportunities for both revenue and expenditure in the current and forward years to Council. Each budget review is reviewed using Council’s Financial Guiding Principles and Budget Management Policy.

For 2019/20 budget reviews will be completed at the end of each quarter and presented at the next available Council meeting. Consistent with each year, Budget Review two (2) (quarter ending 31 December 2019) will be used as the starting point for the 2020/21 budget process, which begins in February 2020. In addition budget review 2 will be included in the 2020/21 Annual Business plan.

All budget review reports must show the revised forecast of its operating and capital investment activities compared with the estimates for those activities set out in the budget consistent with the Model Financial Statements.

The second Budget Review for the 2019/20 financial year has been prepared by adopting a consultative approach, whilst strictly adhering to Council’s Financial Guiding Principles and Budget Management Policy.
Background

Budget Review 2 was presented to the Audit Committee on the 3 February 2020. The Committee subsequently resolved:

**AC19/19-20**

*That the Audit Committee receives and notes Budget Review Two (2) for the 2019 / 20 financial year and the variances contained within it and recommends that the adjustments be presented to Council for their consideration and / or adoption noting that the money received from SAPN has prevented a forecasted budget deficit.*

Regulation 9 of Local Government (Financial Management) Regulations 2011 states:

‘A report showing a revised forecast of its operating and capital investment activities for the relevant financial year compared with the estimates for those activities set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances’.

Pursuant to regulation 9 of Local Government (Financial Management) Regulations 2011, budget reviews are considered and endorsed after 30 September and before 31 May of each financial year.

*Budget Review 1 & 3 – are completed between 30 September and 31 May (both dates inclusive) in the relevant financial year a report showing a revised forecast of its operating and capital investment activities for the relevant financial year compared with the estimates for those activities set out in the budget presented in a manner consistent with the Uniform Presentation of Accounts.*

*Budget Review 2 – is completed between 31 November and 15 March (both dates inclusive) in the relevant financial year a report showing a revised forecast of each item shown in its budgeted financial statements for the relevant financial year compared with estimates set out in the budget presented in a manner consistent with the Model Financial Statements.*

Budget reviews give Administration the opportunity to update the budget for items which were unknown at the time of the original budget process, were still being evaluated and to correct errors that have been discovered.

**Discussion/Issues for Consideration**

The following items have been identified that require a variation in the budget for the 2019/20 financial year. Positives indicate an surplus and negatives indicate an deficit. Commentary on each of the item is presented below.

**Budget Review 1**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opening Surplus - Includes NRM</strong></td>
<td>18,812</td>
</tr>
<tr>
<td>1 Agency - Customer Experience</td>
<td>(16,618)</td>
</tr>
<tr>
<td>2 Agency - Events officer</td>
<td>(25,386)</td>
</tr>
<tr>
<td>3 Salaries and Wages</td>
<td>42,004</td>
</tr>
<tr>
<td><strong>Surplus</strong></td>
<td>18,812</td>
</tr>
</tbody>
</table>

1) Temporary agency staff to fill in vacant position in Customer Experience area.
2) Temporary agency staff to fill in vacant position for Events officer.
3) Salary - offset from vacant position Customer Experience and Events officer.
**Budget Review 2**

<table>
<thead>
<tr>
<th>Opening Surplus - Budget review 1- Includes NRM</th>
<th>18,812</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Agency - Customer Experience</td>
<td>(48,575)</td>
</tr>
<tr>
<td>2  Salaries and Wages</td>
<td>23,575</td>
</tr>
<tr>
<td>3  Abandoned vehicle Cost</td>
<td>(3,000)</td>
</tr>
<tr>
<td>4  Additional Insurance Costs</td>
<td>(5,293)</td>
</tr>
<tr>
<td>5  LGA membership fees</td>
<td>(2,671)</td>
</tr>
<tr>
<td>6  Agency - Planning and compliance services.</td>
<td>(20,000)</td>
</tr>
<tr>
<td>7  SAPN</td>
<td>54,602</td>
</tr>
<tr>
<td><strong>Surplus</strong></td>
<td><strong>17,450</strong></td>
</tr>
</tbody>
</table>

1) Temporary agency staff to fill in vacant positions in Customer Experience area.

2) Salary – New temporary (12months) special projects position for an additional Senior Planner Officer from March 2020. This is offset against vacant positions in Customer Experience.

3) There has been an increase in the number of unlawful abandoned vehicle which has resulted in Council having to impound these vehicles.

4) Additional insurance for disaster recovery and income protection for the Levi Caravan Park. This is currently under review.

5) LGA membership fees increase 15.3%

6) Agency - Additional senior planning and compliance services officer required to assist with complex planning request and backlog until March 2020.

7) LGS have negotiated a refund from SA Power Networks for the over-charged of its public lighting costs for the period July 2010 to June 2015.

**Financial Guiding Principles**

**Priority 1 Stability**

- Council will plan to maintain a small operating Surplus.

  Budget review two maintains a small surplus of $17,450.

- Operating surplus target 0-15%.

  The operating surplus target is 0.5% which remains between the 0-15% surplus target.

**Priority 2 Affordability**

- Operational cost are considered together with capital Projects.

- Operational and capital budget will not exceed anticipated cash flows.

**Priority 3 Efficiency- Value for Money**

- Council will maintain an ongoing review of services.

  Budget review one allows Administration to continue to deliver ongoing services provided by Council.
• Staffing establishment levels are in line with workforce plans and delivery of outcomes.

Options for Consideration

Option 1

That Council adopts Budget Review two (2) for the 2019/20 financial year and the variances contained within as its amended and current budget for the period ending 30 June 2020.

Option 2

That Council make any other recommendations as it deems fit.

Analysis of Options

Option 1 allows Administration to adjust the 2019/20 budget to reflect the changes in nature of expenditure for staffing requirements. It is consistent with Councils Financial Guiding Principles and Budget Management Policy.

Financial Implications

Budget Review two (2) provides an additional improvement to the original 2019/20 budget surplus.

Governance Implications

Budget reviews are required under the Local Government Act 1999 and Regulation 9 of Local Government (Financial Management) Regulations 2011.

Preferred Option & Reasoning

Option 1 is the preferred option. The revised budget allows Administration to continue the business of Council.

Attachment

| Attachment A | Revised Model Financial Statements |
## Statement of Comprehensive Income
### Budgeted INCOME STATEMENT (excl NRM)

<table>
<thead>
<tr>
<th></th>
<th>2019-20</th>
<th>2019-20</th>
<th>2019-20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
<td>BR2</td>
<td>Adjusted</td>
</tr>
<tr>
<td><strong>INCOME</strong></td>
<td>($'000)</td>
<td>($'000)</td>
<td>($'000)</td>
</tr>
<tr>
<td>Net Rates Revenue</td>
<td>8,670</td>
<td>8,670</td>
<td></td>
</tr>
<tr>
<td>Statutory Charges</td>
<td>264</td>
<td>264</td>
<td></td>
</tr>
<tr>
<td>User Charges</td>
<td>67</td>
<td>67</td>
<td></td>
</tr>
<tr>
<td>Grants, Subsidies &amp; Contributions</td>
<td>534</td>
<td>534</td>
<td></td>
</tr>
<tr>
<td>Investment Income</td>
<td>493</td>
<td>493</td>
<td></td>
</tr>
<tr>
<td>Reimbursements</td>
<td>18</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Other Income</td>
<td>119</td>
<td>55</td>
<td>174</td>
</tr>
<tr>
<td>Net Gain - Equity Accounted Council Businesses</td>
<td>(5)</td>
<td>(5)</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>10,160</td>
<td>55</td>
<td>10,215</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Costs</td>
<td>3,243</td>
<td>(24)</td>
<td>3,219</td>
</tr>
<tr>
<td>Materials, Contracts &amp; Other Expenses</td>
<td>4,509</td>
<td>80</td>
<td>4,588</td>
</tr>
<tr>
<td>Finance Costs</td>
<td>250</td>
<td>250</td>
<td></td>
</tr>
<tr>
<td>Depreciation, Amortisation &amp; Impairment</td>
<td>2,142</td>
<td>2,142</td>
<td></td>
</tr>
<tr>
<td>Net Loss - Equity Accounted Council Businesses</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>10,144</td>
<td>56</td>
<td>10,200</td>
</tr>
<tr>
<td><strong>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</strong></td>
<td>16</td>
<td>(1)</td>
<td>15</td>
</tr>
<tr>
<td>Asset Disposal &amp; Fair Value Adjustments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts Specifically for New/Upgraded Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure, Property, Plant &amp; Equipment Received FOC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NET SURPLUS/(DEFICIT)</strong></td>
<td>16</td>
<td>(1)</td>
<td>15</td>
</tr>
<tr>
<td><strong>OTHER COMPREHENSIVE INCOME</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changes in revaluation surplus</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Other Comprehensive Income</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Comprehensive Income</strong></td>
<td>16</td>
<td>(1)</td>
<td>15</td>
</tr>
</tbody>
</table>
## Statement of Financial Position

### 2019-20 Year 1  2019-20 BR2  2019-20 Adjusted

<table>
<thead>
<tr>
<th></th>
<th>2019-20 Year 1</th>
<th>2019-20 BR2</th>
<th>2019-20 Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>360 (1)</td>
<td>359</td>
<td></td>
</tr>
<tr>
<td>Trade &amp; Other Receivables</td>
<td>417</td>
<td>417</td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>777 (1)</td>
<td>776</td>
<td></td>
</tr>
<tr>
<td>Non-Current Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Assets</td>
<td>80</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>Equity Accounted Investments in Council businesses</td>
<td>2,782</td>
<td>2,782</td>
<td></td>
</tr>
<tr>
<td>Infrastructure, Property, Plant &amp; Equipment</td>
<td>119,004</td>
<td>119,004</td>
<td></td>
</tr>
<tr>
<td>Other Non-Current Assets</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Total Non-Current Assets</strong></td>
<td>121,865</td>
<td>0</td>
<td>121,865</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>122,642 (1)</td>
<td>122,641</td>
<td></td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade &amp; Other Payables</td>
<td>1,746</td>
<td>1,746</td>
<td></td>
</tr>
<tr>
<td>Borrowings-Current</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Provisions</td>
<td>486</td>
<td>486</td>
<td></td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>2,233</td>
<td>0</td>
<td>2,233</td>
</tr>
<tr>
<td>Non-Current Liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade &amp; Other Payables</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Borrowings-Non Current</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long Term Borrowings</td>
<td>7,525</td>
<td>7,525</td>
<td></td>
</tr>
<tr>
<td>Other Non Current Borrowings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisions</td>
<td>65</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td>Liability - Equity accounted Council businesses</td>
<td>327</td>
<td>327</td>
<td></td>
</tr>
<tr>
<td><strong>Total Non-Current Liabilities</strong></td>
<td>7,917</td>
<td>0</td>
<td>7,917</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>10,150</td>
<td>0</td>
<td>10,150</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td>112,492 (1)</td>
<td>112,491</td>
<td></td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated Surplus</td>
<td>34,481 (1)</td>
<td>34,480</td>
<td></td>
</tr>
<tr>
<td>Asset Revaluation Reserve</td>
<td>77,620</td>
<td>77,620</td>
<td></td>
</tr>
<tr>
<td>Open Space Strategy Reserve</td>
<td>220</td>
<td>220</td>
<td></td>
</tr>
<tr>
<td>Other Reserves</td>
<td>171</td>
<td>171</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td>112,492 (1)</td>
<td>112,491</td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>BR2</td>
<td>Adjusted</td>
<td></td>
</tr>
<tr>
<td>-------</td>
<td>-----</td>
<td>---------</td>
<td></td>
</tr>
<tr>
<td>$(‘000)</td>
<td>$(‘000)</td>
<td>$(‘000)</td>
<td></td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts</td>
<td>9,587</td>
<td>55</td>
<td>9,642</td>
</tr>
<tr>
<td>Operating Receipts</td>
<td>9,587</td>
<td>55</td>
<td>9,642</td>
</tr>
<tr>
<td>Investment Receipts</td>
<td>493</td>
<td>493</td>
<td>493</td>
</tr>
<tr>
<td>Payments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Payments to Suppliers and Employees</td>
<td>(7,221)</td>
<td>(56)</td>
<td>(7,277)</td>
</tr>
<tr>
<td>Finance Payments</td>
<td>(238)</td>
<td>(238)</td>
<td>(238)</td>
</tr>
<tr>
<td><strong>Net Cash provided by (or used in) Operating Activities</strong></td>
<td>2,622</td>
<td>(1)</td>
<td>2,621</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM INVESTING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Amounts Specifically for New/Upgraded Assets</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Sale of Replaced Assets</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net distributions received from equity accounted businesses</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Repayments of Loans by Community Groups</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Payments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure on Renewal/Replacement of Assets</td>
<td>(2,169)</td>
<td>(2,169)</td>
<td>(2,169)</td>
</tr>
<tr>
<td>Expenditure on New/Upgraded Assets</td>
<td>(1,523)</td>
<td>(1,523)</td>
<td>(1,523)</td>
</tr>
<tr>
<td><strong>Net Cash Provided by (or used in) Investing Activities</strong></td>
<td>(3,692)</td>
<td>0</td>
<td>(3,692)</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM FINANCING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Proceeds from Borrowings</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Long Term Borrowings</td>
<td>1,100</td>
<td>1,100</td>
<td>1,100</td>
</tr>
<tr>
<td>Other New Borrowings</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Payments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repayments of Other Borrowings</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Repayments of Borrowings</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Net Cash provided by (or used in) Financing Activities</strong></td>
<td>1,100</td>
<td>0</td>
<td>1,100</td>
</tr>
<tr>
<td><strong>Net Increase/(Decrease) in cash held</strong></td>
<td>30</td>
<td>(1)</td>
<td>29</td>
</tr>
<tr>
<td><strong>Cash &amp; Cash Equivalents at Beginning of Period</strong></td>
<td>330</td>
<td>330</td>
<td>330</td>
</tr>
<tr>
<td><strong>Cash &amp; cash equivalents at end of period</strong></td>
<td>360</td>
<td>(1)</td>
<td>359</td>
</tr>
<tr>
<td></td>
<td>2019-20 Year 1</td>
<td>2019-20 BR2</td>
<td>2019-20 Adjusted</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>----------------</td>
<td>------------</td>
<td>-----------------</td>
</tr>
<tr>
<td></td>
<td>($'000)</td>
<td>($'000)</td>
<td>($'000)</td>
</tr>
<tr>
<td><strong>ACCUMULATED SURPLUS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at end of previous reporting period</td>
<td>34,465</td>
<td>34,465</td>
<td></td>
</tr>
<tr>
<td>Net Surplus / (Deficit)</td>
<td>16</td>
<td>(1)</td>
<td>15</td>
</tr>
<tr>
<td>Transfers to Other Reserves</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Transfers from Other Reserves</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Balance at end of period</strong></td>
<td>34,481</td>
<td>(1)</td>
<td>34,480</td>
</tr>
<tr>
<td><strong>ASSET REVALUATION RESERVE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at End of Previous Reporting Period</td>
<td>77,620</td>
<td>77,620</td>
<td></td>
</tr>
<tr>
<td>Gain on Revaluation of Infrastructure, Property, Plant &amp; Equipment</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Transfer to Accumulated Surplus on Sale of Property, Plant &amp; Equipment</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Balance at end of period</strong></td>
<td>77,620</td>
<td>0</td>
<td>77,620</td>
</tr>
<tr>
<td><strong>OTHER RESERVES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at end of previous reporting period</td>
<td>391</td>
<td>391</td>
<td></td>
</tr>
<tr>
<td>Transfers from Accumulated Surplus</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Transfers to Accumulated Surplus</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Balance at end of period</strong></td>
<td>391</td>
<td>0</td>
<td>391</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY AT END OF REPORTING PERIOD</strong></td>
<td>112,492</td>
<td>(1)</td>
<td>112,491</td>
</tr>
</tbody>
</table>
## Uniform Presentation of Finances

### 2019-20

<table>
<thead>
<tr>
<th></th>
<th>2019-20</th>
<th>BR2</th>
<th>Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
<td>BR2</td>
<td>Adjusted</td>
</tr>
<tr>
<td>Operating Revenues</td>
<td>10,160</td>
<td>55</td>
<td>10,215</td>
</tr>
<tr>
<td>less Operating Expenses</td>
<td>10,144</td>
<td>56</td>
<td>10,200</td>
</tr>
<tr>
<td>Operating Surplus/(Deficit) before Capital Amounts</td>
<td>16</td>
<td>(1)</td>
<td>15</td>
</tr>
</tbody>
</table>

### Less: Net Outlays on Existing Assets

<table>
<thead>
<tr>
<th></th>
<th>2019-20</th>
<th>BR2</th>
<th>Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Expenditure on Renewal/Replacement of Existing Assets</td>
<td>1,819</td>
<td>0</td>
<td>1,819</td>
</tr>
<tr>
<td>less Depreciation, Amortisation &amp; Impairment</td>
<td>2,142</td>
<td>0</td>
<td>2,142</td>
</tr>
<tr>
<td>less Proceeds from Sale of Replaced Assets</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>(323)</td>
<td>0</td>
<td>(323)</td>
</tr>
</tbody>
</table>

### Less: Net Outlays on New and Upgraded Assets

<table>
<thead>
<tr>
<th></th>
<th>2019-20</th>
<th>BR2</th>
<th>Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Expenditure on New/Upgraded Assets</td>
<td>1,523</td>
<td>0</td>
<td>1,523</td>
</tr>
<tr>
<td>less Amounts Specifically for New/Upgraded Assets</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>less Proceeds from Sale of Surplus Assets</td>
<td>1,523</td>
<td>0</td>
<td>1,523</td>
</tr>
</tbody>
</table>

### Net Lending / (Borrowing) for Financial Year

<table>
<thead>
<tr>
<th></th>
<th>2019-20</th>
<th>BR2</th>
<th>Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(1,183)</td>
<td>(1)</td>
<td>(1,185)</td>
</tr>
</tbody>
</table>

## Key Financial Indicators

### 2019-20

<table>
<thead>
<tr>
<th></th>
<th>2019-20</th>
<th>BR2</th>
<th>Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Surplus / (Deficit) - $'000</td>
<td>16</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Operating Surplus Ratio - %</td>
<td>0.2%</td>
<td>0.1%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Net Financial Liabilities - $'000</td>
<td>9,293</td>
<td>9,294</td>
<td>9,294</td>
</tr>
<tr>
<td>Net Financial Liabilities Ratio - %</td>
<td>91%</td>
<td>91%</td>
<td>91%</td>
</tr>
<tr>
<td>Asset Sustainability Ratio - %</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Meeting: Council
Title: ERA Water Budget Review One
Responsible Manager: Group Manager, Corporate Services Katy Bone
Author: Group Manager, Corporate Services Katy Bone
Key Focus Area: Strategic Community Plan Focus area 2- Sustainable and resilient future
Key Focus Area: Financial Guiding Principle 1- Finances managed responsibly
Type of Report: Decision Required

Recommendation

1. That Council:
   • seek that a meeting occur between the Chairman of ERA Water and the Mayor’s and CEO’s of the Constituents Councils in order to consider the short term (3 years) strategic direction of ERA Water as a matter of urgency;
   • request an update on the proposal for third party investment from ERA Water that was requested in October 2019;
   • approves the ERA Water budget review 1 as detailed in Attachment A and notes the impact to Council.

2. That Administration write to ERA Water advising of Council’s decision.

Summary

ERA Water has provided its Constituent Councils with its first budget review for the 2019/2020 financial year as required under legislation for Council consideration and approval.

Background

ERA Water Budget Review 1 was presented to the Audit Committee on the 3 February 2020. The Committee subsequently resolved:

AC21/19-20

That the Audit Committee, having considered ERA Water’s First Budget review for 2019 / 20 and Budgeted Financial Statements as detailed in Attachment B to this report, provides the following comments for Council’s consideration:

a) The Audit Committee are most concerned with the short term solvency of the subsidiary.
b) That the Mayor’s and CEO’s of the constituents Councils of ERA Water meet with the Chairman of ERA Water to consider the short term (3 years) strategic direction of ERA Water as a matter of urgency.

c) That the Council has not as yet received an update on the proposal for third party investment from ERA Water that was requested in October 2019.

Regulation 9 of the Local Government (Financial Management) Regulations 2011 requires that a regional subsidiary of a Council must prepare and consider at least three separate budget review reports annually. Reports are required to comply with sub regulation 1 (a) and (b) in terms of content and timing.

Discussion/Issues for Consideration

At the Ordinary meeting on 16 December 2019 Council resolved (CNC207/19-20) to defer the consideration of ERA Water budget review 1, to allow Council’s Audit Committee the opportunity to review the proposed amended budget.

The Budgeted Financial Statements were presented to the ERA Water Board of Management at the 1 November 2019 meeting. It was resolved at that meeting that the Board of Management request approval of the amended budget from all Constituent Councils.

The First budget review for ERA Water includes deterioration on the budget operating results of $156,791. This is due to reduction in water sales, partly offset by interest rate savings.

If approval is received from all Constituent Councils the Board of Management will subsequently adopt the amended budget.

Options for Consideration

Option 1

1. That Council:

   • seek that a meeting occur between the Chairman of ERA Water and the Mayor’s and CEO’s of the Constituents Councils in order to consider the short term (3 years) strategic direction of ERA Water as a matter of urgency;

   • request an update on the proposal for third party investment from ERA Water that was requested in October 2019;

   • approves the ERA Water budget review 1 as detailed in Attachment A and notes the impact to Council.

2. That Administration write to ERA Water advising of Council’s decision.

Option 2

That Council receives and notes this report and in so doing providing the following comments:

• ……………....

Analysis of Options

ERA Water is required to seek endorsement / approval of its budget review process from its Constituent Members. The proposed variations will have no impact on Council’s interest in the operating result of ERA Water as the amendments sought do not change the Council’s budgeted operating result.
Financial Implications

There is $156,791 deterioration in the operating result of ERA Water.

Community Implications

There are no known community implications in adopting / approving the ERA Water First Budget Review Report and Budgeted Financial Statements.

Regional Implications

There are no known regional implications, suffice to say, that all three Constituent Council Members need to adopt / approve the ERA Water First Budget Review Report for 2019/2020 and Budgeted Financial Statements for the Board to be able to adopt its revised budget.

Governance Implications

ERA Water has complied with its statutory obligation as required under Regulation 9 of the Local Government (Financial Management) Regulations 2011 and Clause 25 (3) of Schedule 2 of the Local Government Act 1999.

Preferred Option & Reasoning

Option 1 is the preferred option. It meets our legislative requirements and enables ERA Water to continue to operate.

Attachment/s

<table>
<thead>
<tr>
<th>Attachment A</th>
<th>ERA Water Budget Review One</th>
</tr>
</thead>
</table>
2. **DRAFT BUDGET REVIEW 1**

A number of considerable changes have been made to ERA Water’s proposed FY2020 annual budget since May 2019. The most notable being:

- Removing revenue from assumed sale to non constituent council customers and deferring the capital cost of external connections. This has occurred on the basis that it is now unlikely there will be sufficient rainfall and water available to sell to third parties;

- A reduction in interest expense resulting from the ERA Water Board’s decision in June 2019 to fix a $10 million of ERA Water’s debt ($5 million for two years and $5 million for 5 years) on fixed interest rate facilities which had a lower rate than the prevailing variable interest rate; and

- Introducing a further $50k provision for general capex to repair and enhance existing scheme assets;

The net result is a $156,791 forecast deterioration of operating performance.

Based on the September management accounts there is some risk of a budget overrun with regards to scheme maintenance expenditure and electricity. This should be closely reviewed as the summer irrigation period commences and less harvesting works are required.

2.1 **Updated Long Term Financial Plan**

ERA Water’s LTFP model has been updated to account for the changes in assumptions at BR1. We have attached the ten year forecast statement of comprehensive income, balance sheet, cashflow and associated financial indicators.

2.2 **Sensitivity analysis**

We have undertaken sensitivity analysis based on four different scenarios for consideration:

- Impact of the ‘dry years scenario’ on ten year comprehensive income;

- Impact of a FY2021 reduction in SA Water prices, on account of recent findings in relation to the valuation of SA Water’s assets, on both ERA Water’s comprehensive income and closing debt;

- A combined ‘bad case’ scenario where both SA Water’s price falls by 5% and the ‘dry years scenario’ occurs and the impact this would have on borrowings;

- A scenario where ERA Water books an asset impairment and writes down a percentage of Sunk Costs in the balance sheet in FY2020.

2.3 **Asset impairment**

Under accounting standards, ERA Water is required to assess the carrying value of its assets at each reporting date. If the carrying amount is greater than the recoverable amount, an asset impairment will be required.
During the FY2019 audit of ERA Water’s financial statements, the auditors accepted the historical cost of constructing the scheme as a reasonable basis for ERA Water’s carrying value given the scheme was only commissioned during FY2019/20.

However, the auditors have identified that at future balance dates, ERA Water will need to assess the carrying value of its infrastructure network assets to comply with the requirements of AASB 116.

At the Mayors and CE’s meeting on 25 September, ERA Water raised the potential issue of future impairment write-downs and discussed, at a high level, what impact this could have on Constituent Councils.

Consistent with the advice of the auditor and the requirements of the accounting standards, ERA Water should formally consider the steps that should be undertaken between now and the next balance date to meet its requirements under Australian Accounting Standards with regard to asset impairment.

It is recommended that BRM Advisory is instructed to prepare a position paper which outlines ERA Water’s requirements and options in relation to:

1. Assessing the carrying value of its infrastructure network including whether there is a requirement to undertake a formal valuation and other considerations in relation to impairment;

2. Provide indicative financial modelling on the impact that any potential future impairment will have on ERA Water’s financial performance, and the impact on the Constituent Council’s both in the short and long term.

This paper can be brought back to the Board at the first meeting of 2020 and a decision can then be made by the Board in terms of next steps to proceed with the assessment.
The May budget was based on a forecast SA Water price of $3.448. Actual SA Water price (published in late June 2019) was $3.41. Budget was updated accordingly.

A decision was made to defer sales to external customers following consideration of the budget by the constituent councils and due to a forecast lack of available supply.

Budget based on agreed contract rates with WGA, GO and LCS.

Reduced forecast electricity costs modelled due to reduced volume of water sales.

Reduction in interest expense as a result of ERA Water fixing a percentage of its loans at a favourable fixed interest rate compared to the current prevailing variable rates used in the original budget.

A more detailed and comprehensive asset register was prepared in June and the methodology for calculating depreciation resulted in a slight increase to the ongoing depreciation charges.

Provision for additional administration support for the GM.

Budgeted Profit / (loss)($712,942) ($156,791) ($869,733)
## Statement of Comprehensive Income

**ERA Water LTFP**

<table>
<thead>
<tr>
<th></th>
<th>FY20 Fcst</th>
<th>FY21 Fcst</th>
<th>FY22 Fcst</th>
<th>FY23 Fcst</th>
<th>FY24 Fcst</th>
<th>FY25 Fcst</th>
<th>FY26 Fcst</th>
<th>FY27 Fcst</th>
<th>FY28 Fcst</th>
<th>FY29 Fcst</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>User Charges</td>
<td>713,619</td>
<td>730,032</td>
<td>731,870</td>
<td>737,181</td>
<td>720,866</td>
<td>782,750</td>
<td>800,594</td>
<td>780,269</td>
<td>761,361</td>
<td>735,511</td>
</tr>
<tr>
<td>Water Sales - Other</td>
<td>460,984</td>
<td>769,118</td>
<td>786,808</td>
<td>804,905</td>
<td>823,417</td>
<td>842,356</td>
<td>861,730</td>
<td>881,550</td>
<td>901,826</td>
<td></td>
</tr>
<tr>
<td>Grants, Subsidies and Contributions</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>713,619</td>
<td>1,191,016</td>
<td>1,500,989</td>
<td>1,523,989</td>
<td>1,525,770</td>
<td>1,606,168</td>
<td>1,642,950</td>
<td>1,641,999</td>
<td>1,642,910</td>
<td>1,637,337</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>FY28</th>
<th>FY29</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Costs</td>
<td>107,070</td>
<td>101,349</td>
<td>103,680</td>
<td>106,064</td>
<td>108,504</td>
<td>110,999</td>
<td>113,552</td>
<td>116,164</td>
<td>118,836</td>
<td>121,569</td>
</tr>
<tr>
<td>Materials, Contracts &amp; Other Expenses</td>
<td>617,626</td>
<td>435,355</td>
<td>476,409</td>
<td>490,945</td>
<td>505,994</td>
<td>521,578</td>
<td>537,717</td>
<td>554,434</td>
<td>571,754</td>
<td>589,700</td>
</tr>
<tr>
<td>Depreciation &amp; Amortisation</td>
<td>458,046</td>
<td>464,808</td>
<td>467,700</td>
<td>467,700</td>
<td>467,700</td>
<td>467,700</td>
<td>467,700</td>
<td>467,700</td>
<td>467,700</td>
<td>508,377</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>1,583,351</td>
<td>1,416,516</td>
<td>1,500,989</td>
<td>1,523,989</td>
<td>1,525,770</td>
<td>1,606,168</td>
<td>1,642,950</td>
<td>1,641,999</td>
<td>1,642,910</td>
<td>1,637,337</td>
</tr>
</tbody>
</table>

|       | (869,733) | (225,499) | | | | | | | | |
| **Operating Surplus / (Deficit)** | | | | | | | | | | |
| Amounts Received Specifically for New or Upgraded Assets | | | | | | | | | | |
| **Net Surplus / (Deficit)** | (869,733) | (225,499) | | | | | | | | |

|       | (869,733) | (225,499) | | | | | | | | |
| **Other Comprehensive Income** | | | | | | | | | | |
| Amounts which will not be reclassified to operating result | | | | | | | | | | |
| Impairment expense | | | | | | | | | | |
| **Total Comprehensive Income** | (869,733) | (225,499) | | | | | | | | |

<table>
<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>FY28</th>
<th>FY29</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ERA Water</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Calculated savings for each Constituent Council</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Burnside</strong></td>
<td>-</td>
<td>-</td>
<td>7,306</td>
<td>13,103</td>
<td>29,660</td>
<td>8,207</td>
<td>8,474</td>
<td>27,596</td>
<td>46,238</td>
<td>68,487</td>
</tr>
<tr>
<td><strong>NPS</strong></td>
<td>-</td>
<td>-</td>
<td>5,601</td>
<td>10,046</td>
<td>22,741</td>
<td>6,292</td>
<td>6,497</td>
<td>21,151</td>
<td>35,450</td>
<td>52,509</td>
</tr>
<tr>
<td><strong>Walkerville</strong></td>
<td>-</td>
<td>-</td>
<td>2,046</td>
<td>3,669</td>
<td>8,305</td>
<td>2,298</td>
<td>2,373</td>
<td>7,727</td>
<td>12,947</td>
<td>19,176</td>
</tr>
<tr>
<td><strong>Total Comprehensive Income Generated (base case)</strong></td>
<td>-</td>
<td>-</td>
<td>14,952</td>
<td>26,818</td>
<td>60,706</td>
<td>16,797</td>
<td>17,343</td>
<td>56,481</td>
<td>94,635</td>
<td>140,172</td>
</tr>
</tbody>
</table>

The table above shows the difference between the cost of water available under the ERA Water model compared to what a Constituent Council would need to pay if contracting directly with SA Water.
## Balance Sheet
### ERA Water LTFP

<table>
<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>FY28</th>
<th>FY29</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
</tr>
<tr>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
<td>Year 4</td>
<td>Year 5</td>
<td>Year 6</td>
<td>Year 7</td>
<td>Year 8</td>
<td>Year 9</td>
<td>Year 10</td>
<td></td>
</tr>
</tbody>
</table>

### Assets
#### Current Assets
- Cash & cash equivalents: 118,737 123,045 120,746 118,446 116,146 109,297 102,448 95,599 88,749 87,127
- Trade & Other Receivables: 1,257 1,257 1,257 1,257 1,257 1,257 1,257 1,257 1,257 1,257
- Total Current Assets: 119,994 124,302 122,002 119,703 117,403 110,554 103,705 96,855 90,006 88,384

#### Non-current Assets

#### Total Assets

### Liabilities
#### Current Liabilities
- Trade & Other Payables: (1,383) (1,383) (1,383) (1,383) (1,383) (1,383) (1,383) (1,383) (1,383) (1,383)
- Total Current Liabilities: (1,383) (1,383) (1,383) (1,383) (1,383) (1,383) (1,383) (1,383) (1,383) (1,383)

#### Non-current Liabilities
- Trade & Other Payables: - - - - - - - - - -
- Borrowings: 14,030,000 14,200,000 13,730,000 13,260,000 12,790,000 12,270,000 11,750,000 11,230,000 10,710,000 10,200,000
- Total Non-current Liabilities: 14,030,000 14,200,000 13,730,000 13,260,000 12,790,000 12,270,000 11,750,000 11,230,000 10,710,000 10,200,000

#### Total Liabilities
- Total Liabilities: 14,028,617 14,198,617 13,728,617 13,258,617 12,788,617 12,268,617 11,748,617 11,228,617 10,708,617 10,198,617

### NET ASSETS
- NET ASSETS: 7,181,903 6,956,404 6,956,404 6,956,404 9,319,826 9,319,826 9,319,826 9,319,826 9,319,826 11,659,459

### Equity
#### Accumulated Surplus
- 8,051,636 7,181,903 6,956,404 6,956,404 6,956,404 6,956,404 6,956,404 6,956,404 6,956,404 6,956,404
- Net Surplus (Deficit): (869,733) (225,499) - - - - - - - -
- Asset Revaluation Reserves: - - - - 2,363,422 2,363,422 2,363,422 2,363,422 2,363,422 4,703,055
- TOTAL EQUITY: 7,181,903 6,956,404 6,956,404 6,956,404 9,319,826 9,319,826 9,319,826 9,319,826 9,319,826 11,659,459
# Statement of Cash Flows

ERA Water LTFP

<table>
<thead>
<tr>
<th>$</th>
<th>FY20 Fcst</th>
<th>FY21 Fcst</th>
<th>FY22 Fcst</th>
<th>FY23 Fcst</th>
<th>FY24 Fcst</th>
<th>FY25 Fcst</th>
<th>FY26 Fcst</th>
<th>FY27 Fcst</th>
<th>FY28 Fcst</th>
<th>FY29 Fcst</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Flows from Operating Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Sales ERA Councils</td>
<td>712,362</td>
<td>730,032</td>
<td>731,870</td>
<td>737,181</td>
<td>720,866</td>
<td>782,750</td>
<td>800,594</td>
<td>780,269</td>
<td>761,361</td>
<td>735,511</td>
</tr>
<tr>
<td>Water Sales Educational &amp; Other</td>
<td>-</td>
<td>460,984</td>
<td>769,118</td>
<td>786,808</td>
<td>804,905</td>
<td>823,417</td>
<td>842,356</td>
<td>861,730</td>
<td>881,550</td>
<td>901,826</td>
</tr>
<tr>
<td>Water Sales Other Councils</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other receipts</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Payments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials, contracts &amp; other expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed Operating Costs</td>
<td>(133,000)</td>
<td>(136,059)</td>
<td>(139,188)</td>
<td>(142,390)</td>
<td>(145,665)</td>
<td>(149,015)</td>
<td>(152,442)</td>
<td>(155,948)</td>
<td>(159,535)</td>
<td>(163,205)</td>
</tr>
<tr>
<td>Net cash provided by (or used in) Operating Activities</td>
<td>(412,944)</td>
<td>239,308</td>
<td>467,700</td>
<td>467,700</td>
<td>467,700</td>
<td>513,151</td>
<td>513,151</td>
<td>513,151</td>
<td>513,151</td>
<td>508,377</td>
</tr>
</tbody>
</table>

Cash Flows from Investing Activities

| Receipts | | | | | | | | | | |
| Amounts Received Specifically for New Assets | - | - | - | - | - | - | - | - | - | - |
| Payments | | | | | | | | | | |
| Expenditure on new/upgraded Assets | (450,000) | (405,000) | - | - | - | - | - | - | - | - |
| Net cash provided by (or used in) Investing Activities | (450,000) | (405,000) | - | - | - | - | - | - | - | - |

Cash Flows from Financing Activities

| Receipts | | | | | | | | | | |
| Proceeds from Borrowings | 890,000 | 170,000 | - | - | - | - | - | - | - | - |
| Payments | | | | | | | | | | |
| Repayment of borrowings | - | - | (470,000) | (470,000) | (470,000) | (520,000) | (520,000) | (520,000) | (520,000) | (510,000) |
| Net cash provided by (or used in) Financing Activities | 890,000 | 170,000 | (470,000) | (470,000) | (470,000) | (520,000) | (520,000) | (520,000) | (520,000) | (510,000) |

Net Increase (Decrease) in cash held

| 27,056 | 4,308 | (2,300) | (2,300) | (6,849) | (6,849) | (6,849) | (6,849) | (1,623) | |

Cash and cash equivalents at beginning of period

| 91,681 | 118,737 | 123,045 | 120,746 | 118,446 | 116,146 | 109,297 | 102,448 | 95,599 | 88,749 |

Cash and cash equivalents at end of period

| 118,737 | 123,045 | 120,746 | 118,446 | 116,146 | 109,297 | 102,448 | 95,599 | 88,749 | 87,127 |
## Financial Indicators
### ERA Water LTFP

<table>
<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>FY28</th>
<th>FY29</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
<td>Fcst</td>
</tr>
<tr>
<td></td>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
<td>Year 4</td>
<td>Year 5</td>
<td>Year 6</td>
<td>Year 7</td>
<td>Year 8</td>
<td>Year 9</td>
<td>Year 10</td>
</tr>
</tbody>
</table>

1) **Operating Surplus Ratio**
   Operating Surplus Ratio
   - FY20: (121.9%)
   - FY21: (18.9%)
   - FY22: 1.0%
   - FY23: 1.7%
   - FY24: 3.8%
   - FY25: 1.0%
   - FY26: 1.0%
   - FY27: 3.3%
   - FY28: 5.4%
   - FY29: 7.9%

2) **Net financial liabilities ratio**
   Net financial liabilities ratio
   - FY20: 1966%
   - FY21: 1192%
   - FY22: 906%
   - FY23: 855%
   - FY24: 806%
   - FY25: 756%
   - FY26: 708%
   - FY27: 661%
   - FY28: 616%
   - FY29: 574%

3) **Liabilities as percentage of credit limit**
   Liabilities as percentage of credit limit
   - FY20: 92%
   - FY21: 93%
   - FY22: 90%
   - FY23: 87%
   - FY24: 84%
   - FY25: 80%
   - FY26: 77%
   - FY27: 73%
   - FY28: 70%
   - FY29: 67%

4) **Asset funding ratio**
   Asset funding ratio
   - FY20: 102%
   - FY21: 115%
   - FY22: 0%
   - FY23: 0%
   - FY24: 0%
   - FY25: 0%
   - FY26: 0%
   - FY27: 0%
   - FY28: 0%
   - FY29: 0%

5) **Asset sustainability ratio**
   Asset sustainability ratio
   - FY20: 100%
   - FY21: 100%
   - FY22: 100%
   - FY23: 100%
   - FY24: 100%
   - FY25: 100%
   - FY26: 100%
   - FY27: 100%
   - FY28: 100%
   - FY29: 100%

6) **Interest cover ratio**
   Interest cover ratio
   - FY20: (2.2 x)
   - FY21: (0.5 x)
   - FY22: 0.0 x
   - FY23: 0.1 x
   - FY24: 0.1 x
   - FY25: 0.0 x
   - FY26: 0.0 x
   - FY27: 0.1 x
   - FY28: 0.2 x
   - FY29: 0.3 x

### Financial Indicator comments:

- **Total Comprehensive Income Generated (base case)**

- 2) **Net financial liabilities calculated as total liabilities less financial assets divided by Adjusted Income.**

- 3) **Net financial liability as percentage of ERA Water debt limit imposed by the Constituent Councils.**

- 4) **Capital expenditure on renewal or replacement assets as a percentage of annual depreciation expenditure.**

- 5) **Planned capital expenditure over the 70 year scheme life as percentage of total asset value. Currently assumed at 100% as ERA Water is fully depreciating its asset base over the assessed useful life.**

- 6) **Interest expense as a percentage of Adjusted Income.**
### Sensitivities

**ERA Water LTFP**

#### Dry Years - Scenario Analysis

<table>
<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>FY28</th>
<th>FY29</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Base Case</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Water Volumes (kL)</strong></td>
<td>204,670</td>
<td>360,000</td>
<td>458,000</td>
<td>458,000</td>
<td>458,000</td>
<td>458,000</td>
<td>458,000</td>
<td>458,000</td>
<td>458,000</td>
<td>458,000</td>
</tr>
<tr>
<td><strong>Comprehensive Income Generated</strong></td>
<td>(869,733)</td>
<td>(225,499)</td>
<td>14,952</td>
<td>26,818</td>
<td>458,000</td>
<td>458,000</td>
<td>458,000</td>
<td>458,000</td>
<td>458,000</td>
<td>458,000</td>
</tr>
<tr>
<td><strong>Dry Year Scenario</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Water Volumes (kL)</strong></td>
<td>150,000</td>
<td>180,000</td>
<td>300,000</td>
<td>360,000</td>
<td>458,000</td>
<td>458,000</td>
<td>458,000</td>
<td>458,000</td>
<td>458,000</td>
<td>458,000</td>
</tr>
<tr>
<td><strong>Comprehensive Income Generated</strong></td>
<td>(1,015,348)</td>
<td>(440,120)</td>
<td>11,973</td>
<td>(31,803)</td>
<td>(36,477)</td>
<td>1,101</td>
<td>39,103</td>
<td>84,792</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Variance</strong></td>
<td>(145,615)</td>
<td>(489,277)</td>
<td>455,072</td>
<td>313,115</td>
<td>48,733</td>
<td>48,600</td>
<td>53,820</td>
<td>55,380</td>
<td>55,380</td>
<td></td>
</tr>
<tr>
<td><strong>Cumulative variance</strong></td>
<td>(145,615)</td>
<td>(634,892)</td>
<td>1,089,964</td>
<td>1,403,079</td>
<td>1,451,812</td>
<td>1,500,412</td>
<td>1,554,232</td>
<td>1,609,612</td>
<td>1,665,144</td>
<td>1,720,524</td>
</tr>
</tbody>
</table>

#### Total Comprehensive Income Generated | SA Water FY2021 Price Sensitivity

<table>
<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>FY28</th>
<th>FY29</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SA Water FY2021 Price Growth Sensitivity +2.30% from FY2022 onwards</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2021 = +0.00%</td>
<td>(869,733)</td>
<td>(251,930)</td>
<td>(19,781)</td>
<td>9,485</td>
<td>23,243</td>
<td>(21,472)</td>
<td>(22,716)</td>
<td>14,792</td>
<td>52,066</td>
<td>96,724</td>
</tr>
<tr>
<td>FY2021 = -2.50%</td>
<td>(869,733)</td>
<td>(280,659)</td>
<td>(57,446)</td>
<td>49,149</td>
<td>18,734</td>
<td>(65,041)</td>
<td>(69,498)</td>
<td>(34,864)</td>
<td>(122)</td>
<td>43,948</td>
</tr>
<tr>
<td>FY2021 = -5.00%</td>
<td>(869,733)</td>
<td>(309,388)</td>
<td>(94,777)</td>
<td>88,813</td>
<td>145,385</td>
<td>(185,779)</td>
<td>(159,814)</td>
<td>(125,141)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2021 = -10.00%</td>
<td>(869,733)</td>
<td>(366,846)</td>
<td>(170,109)</td>
<td>168,861</td>
<td>145,385</td>
<td>198,628</td>
<td>212,183</td>
<td>185,779</td>
<td>125,141</td>
<td></td>
</tr>
</tbody>
</table>

#### Closing Borrowings | SA Water FY2021 Price Sensitivity

<table>
<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>FY28</th>
<th>FY29</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SA Water FY2021 Price Growth Sensitivity +2.30% from FY2022 onwards</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2021 = +0.00%</td>
<td>14,030,000</td>
<td>14,230,000</td>
<td>13,780,000</td>
<td>13,320,000</td>
<td>12,850,000</td>
<td>12,350,000</td>
<td>11,850,000</td>
<td>11,330,000</td>
<td>10,810,000</td>
<td>10,300,000</td>
</tr>
<tr>
<td>FY2021 = -2.50%</td>
<td>14,030,000</td>
<td>14,260,000</td>
<td>13,840,000</td>
<td>13,420,000</td>
<td>12,970,000</td>
<td>12,520,000</td>
<td>12,070,000</td>
<td>11,590,000</td>
<td>11,070,000</td>
<td>10,560,000</td>
</tr>
<tr>
<td>FY2021 = -5.00%</td>
<td>14,030,000</td>
<td>14,280,000</td>
<td>13,900,000</td>
<td>13,520,000</td>
<td>13,110,000</td>
<td>12,700,000</td>
<td>12,300,000</td>
<td>11,870,000</td>
<td>11,400,000</td>
<td>10,900,000</td>
</tr>
<tr>
<td>FY2021 = -10.00%</td>
<td>14,030,000</td>
<td>14,340,000</td>
<td>14,040,000</td>
<td>13,740,000</td>
<td>13,410,000</td>
<td>12,450,000</td>
<td>12,090,000</td>
<td>11,700,000</td>
<td>10,900,000</td>
<td>10,200,000</td>
</tr>
</tbody>
</table>

#### Closing Borrowings | 5% SA Water FY2021 Price Drop | Dry Year Scenario

<table>
<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>FY28</th>
<th>FY29</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dry Year Scenario with SA Water FY 5% Price Drop Sensitivity from FY2022 onwards</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Closing Borrowings</td>
<td>14,170,000</td>
<td>14,880,000</td>
<td>14,930,000</td>
<td>14,840,000</td>
<td>14,480,000</td>
<td>14,120,000</td>
<td>13,770,000</td>
<td>13,390,000</td>
<td>12,980,000</td>
<td>12,540,000</td>
</tr>
</tbody>
</table>

#### Total Comprehensive Income Generated | Sunk Costs Write-Off (Jun-20) | SA Water FY2021 -5.0% Price Sensitivity

<table>
<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>FY28</th>
<th>FY29</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sunk Cost Write-Off + SA Water FY2021 5.0% Price Drop Sensitivity from FY2022 onwards</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sunk Costs Write-Off 0%</td>
<td>(869,733)</td>
<td>(309,388)</td>
<td>(94,777)</td>
<td>88,813</td>
<td>(60,710)</td>
<td>(109,330)</td>
<td>(116,670)</td>
<td>(84,909)</td>
<td>(53,092)</td>
<td>(12,258)</td>
</tr>
<tr>
<td>Sunk Costs Write-Off 25%</td>
<td>(1,931,714)</td>
<td>(293,866)</td>
<td>(79,255)</td>
<td>73,291</td>
<td>45,188</td>
<td>91,492</td>
<td>98,832</td>
<td>(67,071)</td>
<td>(35,254)</td>
<td>5,579</td>
</tr>
<tr>
<td>Sunk Costs Write-Off 50%</td>
<td>(2,993,695)</td>
<td>(278,343)</td>
<td>(63,733)</td>
<td>57,769</td>
<td>29,666</td>
<td>73,655</td>
<td>80,994</td>
<td>(49,234)</td>
<td>(17,417)</td>
<td>23,417</td>
</tr>
<tr>
<td>Sunk Costs Write-Off 75%</td>
<td>(4,055,677)</td>
<td>(262,821)</td>
<td>(48,210)</td>
<td>42,247</td>
<td>14,143</td>
<td>55,817</td>
<td>63,157</td>
<td>(31,396)</td>
<td>(421)</td>
<td>40,864</td>
</tr>
<tr>
<td>Sunk Costs Write-Off 100%</td>
<td>(5,117,658)</td>
<td>(247,299)</td>
<td>(32,688)</td>
<td>26,724</td>
<td>1,379</td>
<td>37,979</td>
<td>45,319</td>
<td>(13,558)</td>
<td>18,259</td>
<td>58,312</td>
</tr>
</tbody>
</table>
Meeting: Council

Title: Appointment to ERA Water Audit Committee

Responsible Manager: Chief Executive Officer, Kiki Cristol

Author: Council Secretariat, Vanessa Davidson

Key Focus Area: Strategic Community Plan Focus area 3- Transparent and accountable local tier of Government

Type of Report: Decision Required

Recommendation

1. That Council requests that Administration conduct an expression of interest process, for the nomination of a suitable person to the ERA Water Audit Committee for a two year term commencing 28 May 2020.

2. That at the conclusion of the expression of interest period a report shortlisting suitable candidates be presented to Council in order for Council to select the preferred nominee.

3. That Council notes that in accordance with the ERA Water Charter all appointments to the ERA Water Audit Committee must be approved unanimously by the Constituent Councils.

Summary

Council is required to consider the nomination of a suitable qualified person to the ERA Water Audit Committee as the term of the Town of Walkerville’s current representative, Ms Corrine Garrett, is due to expire on 27 May 2020.

Background

Pursuant to Clause 6.4 ERA Water Charter (Attachment A), ERA Water must establish an Audit Committee to be comprised of between three and five persons determined or approved unanimously by the Constituent Councils.

An Audit Committee is required to be in place to review the financial operations of the entity and provide for appropriate controls and risk mitigation; not having a Committee established creates discernible risks.

Discussion/Issues for Consideration

The Chief Executive Officer has received correspondence from the General Manager ERA Water informing Council that Ms Corinne Garrett’s term as the Town of Walkerville’s representative on the ERA Water Audit Committee (Committee) will expire on 27 May 2020. Ms Corinne Garrett has been Walkerville’s ERA Water Audit Committee representative since 2016. It is considered good governance practice to seek expressions of interest from suitably qualified persons at least every 4 years (that being two consecutive terms of appointment).
The Committee must include at least two members who are not employees or Board Members of the Subsidiary, or employees or Elected Members of a Constituent Council.

The current members of the Committee are as follows:

- Ms Corinne Garrett, independent member, representing the Town of Walkerville
- Ms Brigid O'Neill, independent member, representing the City of Norwood, Payneham & St Peters
- Cr Grant Piggott, representing the City of Burnside.
- Mr Bryan Jenkins, Chair of ERA Water.

As it is a requirement of the ERA Water Charter that at least two members of the ERA Water Audit Committee be independent members Council must nominate an independent member to the Committee.

It is therefore recommended that Council request Administration commence an expression of interest process to determine a shortlist of suitable nominees.

The following process for the recruitment of suitable nominees is proposed:

<table>
<thead>
<tr>
<th>Month</th>
<th>Task Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 2020</td>
<td>Call for expression of interest to appear in:</td>
</tr>
<tr>
<td></td>
<td>- The Advertiser</td>
</tr>
<tr>
<td></td>
<td>- About Town</td>
</tr>
<tr>
<td></td>
<td>- Weekly Round Up</td>
</tr>
<tr>
<td></td>
<td>- Council’s website</td>
</tr>
<tr>
<td></td>
<td>- Council’s social media pages.</td>
</tr>
<tr>
<td></td>
<td>The advertising period be for 21 days in accordance with Council’s Community Consultation and Engagement Policy.</td>
</tr>
<tr>
<td>April 2020</td>
<td>Report to be provided to Council recommending suitable nominees</td>
</tr>
<tr>
<td></td>
<td>ERA Water GM to be informed of Council’s nominee.</td>
</tr>
<tr>
<td>May 2020</td>
<td>Constituent Council’s approval of nominee and subsequent appointment to the Committee.</td>
</tr>
</tbody>
</table>

It is noted that should Ms Garrett decide to participate in the expression of interest process she is eligible for reappointment to the Committee.

**Options for Consideration**

**Option 1**

That Council commences a process to seek expressions of interest from suitably experienced members of the public who wish to represent the Town of Walkerville on the ERA Water Audit Committee.

**Option 2**

That Council re-nominates Ms Corrinne Garrett to the ERA Water Audit Committee.

**Analysis of Options**

Ms Corrinne Garrett has represented the Town of Walkerville for a number of terms on the ERA Water Audit Committee. She is also a current member of Council’s Audit Committee with her term due to expire in November 2020.
Conducting an expression of interest process for a nominee to the Committee allows Ms Garrett the opportunity to participate in the process should she so desire.

**Financial Implications**

Costs for publishing an advertisement in About Town and The Advertiser are able to be accommodated in the 2019 / 2020 budget.

**Community Implications**

The calls for expressions of interest process avails eligible community members the opportunity to be nominated to the ERA Water Audit Committee.

**Regional Implications**

The other Constituent Councils of ERA Water, being the City of Norwood, Payneham & St Peters and the City of Burnside, must confirm the appointment of Council’s nominee to the ERA Water Audit Committee.

**Governance Implications**

To align with legislative compliance ERA Water has established an Audit Committee to (in part) review the financial operations of the organisation.

The recommended process for nominating a member to the ERA Water Audit Committee is in accordance with the ERA Water Charter.

**Preferred Option & Reasoning**

Option 1 is the preferred option. This option provides all interested and suitably experienced parties to express an interest in representing the Town of Walkerville on the ERA Water Audit Committee. It also enables the current Council to select a nominee of their choosing.

**Attachment**

| Attachment A | ERA Water Charter |
LOCAL GOVERNMENT ACT 1999
NOTICE OF APPROVAL OF A REGIONAL SUBSIDIARY

Eastern Region Alliance Water

THE CITY OF BURNSIDE, THE CITY OF NORWOOD, PAYNEHAM & ST PETERS AND THE CORPORATION OF THE TOWN OF WALKERVILLE, have resolved to establish a subsidiary pursuant to Section 43 of the Local Government Act 1999, to develop, implement, oversee and manage practical solutions to provide water supply diversity within and outside the Region; to supply water to the Constituent Councils and other persons for irrigation purposes within and outside the Region except that priority shall be given to the supply of water for irrigation within the Region.


The charter of the Eastern Regional Alliance (ERA) Water is set out below.

Dated 21 July 2015.

GEOFF BROCK, Minister for Local Government
TABLE OF CONTENTS

1. INTRODUCTION ........................................................................................................................................................................4
   1.1 Name ..................................................................................................................................................................................4
   1.2 Definitions ........................................................................................................................................................................4
   1.3 Interpretation ......................................................................................................................................................................4
   1.4 Establishment ......................................................................................................................................................................4
   1.5 Constituent Councils ............................................................................................................................................................4
   1.8 Objects and Purposes of the Subsidiary ...............................................................................................................................5
   1.9 Liability Guarantee ..............................................................................................................................................................5

2. FUNCTIONS, POWERS AND DUTIES OF THE SUBSIDIARY ..........................................................................................5
   2.1 Functions and Powers ...........................................................................................................................................................5
   2.2 Duties ....................................................................................................................................................................................5
   2.3 Other Powers, Functions and Duties ......................................................................................................................................6
   2.4 Common Seal .........................................................................................................................................................................6
   2.5 Borrowings and Expenditure ................................................................................................................................................6
   2.6 Property ................................................................................................................................................................................6
   2.7 Delegation by the Subsidiary ................................................................................................................................................6

3. BOARD OF MANAGEMENT .............................................................................................................................................................6
   3.1 Structure ................................................................................................................................................................................6
   3.2 Role of the Board ...................................................................................................................................................................6
   3.3 Functions of the Board ..........................................................................................................................................................7
   3.4 Membership of the Board .....................................................................................................................................................7
   3.5 Deputy Board Members .....................................................................................................................................................7
   3.6 Office of Board Member .....................................................................................................................................................7
   3.7 Reimbursement of Expenses of Board Members ..............................................................................................................8
   3.8 Insurance ...............................................................................................................................................................................8
   3.9 Propriety of Members of the Board ...................................................................................................................................8
   3.10 Chairperson of the Board ................................................................................................................................................8
   3.11 Proceedings of the Board ..................................................................................................................................................8

4. GENERAL MANAGER AND APPOINTMENT OF OTHER STAFF ........................................................................................9

5. FINANCIALS ..................................................................................................................................................................................10
   5.2 Financial Contributions ......................................................................................................................................................10
   5.3 Financial Standards and Reporting .....................................................................................................................................10
   5.4 Financial Transactions ..........................................................................................................................................................11

6. MANAGEMENT FRAMEWORK ....................................................................................................................................................11
   6.1 Annual Business Plan ..........................................................................................................................................................11
   6.2 Annual Report ......................................................................................................................................................................11
   6.3 Audit .....................................................................................................................................................................................11
   6.4 Audit Committee .................................................................................................................................................................11
   6.5 Insurance and Superannuation Requirements .................................................................................................................11

7. MISCELLANEOUS PROVISIONS ..................................................................................................................................................11
   7.1 Equitable Interests ...............................................................................................................................................................11
   7.2 Withdrawal of a Constituent Council ..................................................................................................................................11
   7.3 New Members .......................................................................................................................................................................11
   7.4 Winding-Up ...........................................................................................................................................................................12
   7.5 Non-derogation and Direction by Constituent Councils ..................................................................................................12
   7.6 Review of Charter ...............................................................................................................................................................12
   7.7 Disputes Between Constituent Councils ................................................................................................................................12
1. INTRODUCTION
1.1 Name
The name of the subsidiary is ERA Water (referred to as the Subsidiary in this Charter).
1.2 Definitions
1.2.1 In this Charter, unless the contrary intention appears:
1.2.1.1 the Act means the Local Government Act 1999 and includes all regulations made thereunder;
1.2.1.2 the Subsidiary means ERA Water;
1.2.1.3 the Board means the Board of Management of the Subsidiary set out at Clause 3;
1.2.1.4 Annual Business Plan means the annual business plan adopted by the Subsidiary pursuant to Clause 6.1;
1.2.1.5 Board Member means a member of the Board appointed pursuant to Clause 3.4, and unless the context requires otherwise or it is expressly stated otherwise, a reference to a Board Member includes a Deputy Board Member;
1.2.1.6 Budget means the annual budget adopted by the Subsidiary pursuant to Clause 5.1;
1.2.1.7 Chairperson means the member of the Board appointed pursuant to Clause 3.4.1.2;
1.2.1.8 Constituent Councils means those councils identified at Clause 1.5;
1.2.1.9 Council means a council constituted under the Act;
1.2.1.10 Date of Withdrawal means the date a Constituent Council’s withdrawal from the Subsidiary becomes effective pursuant to Clause 7.2.2;
1.2.1.11 Deputy Board Member means a person appointed to act as a deputy to a Board Member in accordance with Clause 3.5;
1.2.1.12 Financial Statements has the same meaning as in the Act;
1.2.1.13 Financial Year means 1 July in each year to 30 June in the subsequent year;
1.2.1.14 General Manager means the person appointed pursuant to Clause 4 as the General Manager of the Subsidiary;
1.2.1.15 Long Term Financial Plan means the long term financial plan prepared by the Subsidiary and approved by the Constituent Councils pursuant to Clause 5.5;
1.2.1.16 Net Assets means total assets (current and non-current) less total liabilities (current and non-current) of the Subsidiary as reported in the annual audited Financial Statements of the Subsidiary;
1.2.1.17 Project means the collaborative long term joint undertaking of the Constituent Councils to implement a stormwater capture, treatment and distribution system in eastern Adelaide through, amongst other things, the linking and aggregation of small aquifers and storages via a regional aquifer storage and recovery system and the development of a cross-catchment, cross-council stormwater supply pipeline around eastern Adelaide;
1.2.1.18 Region means the collective geographical area of the Constituent Councils;
1.2.1.19 Water does not include mains water.
1.3 Interpretation
In this Charter, unless the context otherwise requires:
1.3.1 headings do not affect interpretation;
1.3.2 singular includes plural and plural includes singular;
1.3.3 words of one gender include any gender;
1.3.4 a reference to a person includes a partnership, corporation, association, government body and any other entity;
1.3.5 a reference to legislation includes any amendment to it, any legislation substituted for it, and any subordinate legislation made under it;
1.3.6 an unenforceable provision or part of a provision of this Charter may be severed, and the remainder of this Charter continues in force, unless this would materially change the intended effect of this Charter;
1.3.7 the meaning of general words is not limited by specific examples introduced by ‘including’, ‘for example’ or similar expressions; and
1.3.8 a reference to a ‘Clause’ means a clause of this Charter.
1.4 Establishment
The Subsidiary is a regional subsidiary established under Section 43 of the Act by the Constituent Councils.
1.5 Constituent Councils
The Constituent Councils are:
1.5.1 City of Burnside;
1.5.2 City of Norwood, Payneham & St Peters; and
1.5.3 Corporation of the Town of Walkerville.
1.6 Local Government Act 1999
This Charter must be read in conjunction with Parts 2 and 3 of Schedule 2 to the Act. The Subsidiary shall conduct its affairs in accordance with Parts 2 and 3 of Schedule 2 to the Act except as modified by this Charter in a manner permitted by the Act.
1.7 National Competition Policy
If the Subsidiary is at any time involved in a significant business activity as defined in the Clause 7 Statement prepared under the Competition Principles Agreement of the National Competition Policy, it will implement the principles of competitive neutrality by way of annual review of its business operations in the market place and application of the relevant principle(s) where that is appropriate to do so, unless the benefits to be realised
through the application of the principles of competitive neutrality outweigh the costs associated with implementation as provided for in Part 4 of the Government Business Enterprises (Competition) Act 1996.

1.8 **Objects and Purposes of the Subsidiary**
The Subsidiary is established for the following objects and purposes:

1.8.1 to implement, oversee and manage the Project;
1.8.2 to develop, implement, oversee and manage practical solutions to provide water supply diversity within and outside the Region;
1.8.3 to supply water to the Constituent Councils and other persons for irrigation purposes within and outside the Region except that priority shall be given to the supply of water for irrigation within the Region;
1.8.4 to manage and oversee the distribution of water captured as part of the Project;
1.8.5 to provide strategic direction for the Project;
1.8.6 to fund, lease or own physical infrastructure required to undertake the Project;
1.8.7 to meet all legislative requirements for the Subsidiary;
1.8.8 to be responsible for the ongoing maintenance, replacement and other capital requirements of all physical infrastructure owned by the Subsidiary;
1.8.9 to utilise proven water management planning principles and technologies;
1.8.10 to manage, operate and control the necessary infrastructure for the Project;
1.8.11 to maximise economic, environmental and social benefits to the community by developing and implementing innovative water management principles and techniques;
1.8.12 to identify, develop and implement water recycling and supply opportunities for the Constituent Councils;
1.8.13 to provide technical and other expert services and advice to the Constituent Councils in the area of water management and recycling including identifying emerging issues and opportunities;
1.8.14 to represent the Constituent Councils and liaise with State government regarding the implementation or alteration of legislation in relation to water and licensing;
1.8.15 to be financially self-sufficient as far as possible.

1.9 **Liability Guarantee**

1.9.1 Pursuant to Clause 31 of Schedule 2 to the Act the liabilities incurred or assumed by the Subsidiary are guaranteed by the Constituent Councils.

2. **FUNCTIONS, POWERS AND DUTIES OF THE SUBSIDIARY**
The functions, powers and duties of the Subsidiary are to be exercised in the performance and furtherance of the Subsidiary’s objects and purposes.

2.1 **Functions and Powers**

In addition to those specified in the Act, the Subsidiary has the following functions and powers:

2.1.1 to establish and maintain a reserve fund or funds clearly identified for the upkeep and/or replacement of fixed assets of the Subsidiary or meeting any deferred liability of the Subsidiary;
2.1.2 subject to Clause 2.5 to enter into any kind of contract or arrangement;
2.1.3 subject to Clauses 2.5 and 2.6 to purchase, lease, hire, rent or otherwise acquire or dispose of (other than by sale) any real property or interests therein;
2.1.4 subject to Clauses 2.5 and 2.6 and to obtaining the prior approval of the Constituent Councils, to sell any real property or interests therein;
2.1.5 to borrow funds and incur expenditure in accordance with Clause 2.5;
2.1.6 subject to Clause 2.5 to employ, engage, determine conditions of employment/engagement, remunerate, remove, suspend or dismiss/terminate the General Manager and other staff of the Subsidiary;
2.1.7 subject to Clause 2.5 to employ, engage or retain professional advisers to the Subsidiary;
2.1.8 subject to Clause 2.5 to purchase, sell, lease, hire, rent or otherwise acquire or dispose of any personal property or interests therein;
2.1.9 to directly market and promote the skills and expertise of its employees and its products and services for the benefit of the Subsidiary and the Constituent Councils;
2.1.10 to charge whatever fees the Subsidiary considers appropriate for services rendered or goods provided to any person, body or council including a Constituent Council;
2.1.11 subject to Clause 2.5 to institute, initiate and carry on legal proceedings;
2.1.12 to adopt and use a trading name provided that the Subsidiary must first register the trading name with Consumer and Business Services in accordance with the Business Names Act 1996;
2.1.13 subject to Clause 2.5 to agree to undertake a project in conjunction with any council or government agency or authority and in doing so to participate in the formation of a trust, partnership or joint venture with any council or government agency or authority to give effect to the project;
2.1.14 to open and operate bank accounts;
2.1.15 to make submissions for and accept grants, subsidies and contributions to further its objects and purposes;
2.1.16 subject to Clause 2.2 to undertake and exercise such powers and functions as specified in this Charter outside the areas of the Constituent Councils;
2.1.17 subject to obtaining the prior approval of the Constituent Councils, to participate in a trust, including by becoming and exercising the powers of a trustee, not inconsistent with this Charter or the objects and purposes of the Subsidiary;
2.1.18 to grant a rebate of fees and charges for services rendered or goods provided to the Constituent Councils in such amount as determined by the Subsidiary provided that any rebate granted to the Constituent Councils is in proportion to the fees and charges paid by the Constituent Councils;
2.1.19 to compromise, compound, abandon or settle a debt/claim owed to the Subsidiary;
2.1.20 to make any election for tax;
2.1.21 to do anything else necessary or convenient for or incidental to the exercise, performance or discharge of its powers, functions or duties or the attainment of its objects and purposes.

2.2 Duties
The Subsidiary has the following duties:
2.2.1 to exercise the functions and powers of the Subsidiary in the performance and furtherance of the Subsidiary’s objects and purposes;
2.2.2 to, notwithstanding any other Clause or provision in this Charter, only act outside the area of the Constituent Councils with the prior approval of the Constituent Councils whose approval is granted on the basis that the Constituent Councils consider it necessary or expedient to the performance of the Constituent Councils’ or the Subsidiary’s functions.

2.3 Other Powers, Functions and Duties
The Subsidiary may exercise such other functions, powers and duties as are delegated to the Subsidiary from time to time.

2.4 Common Seal
2.4.1 The Subsidiary will have a common seal.
2.4.2 The common seal of the Subsidiary must not be affixed to a document except to give effect to a resolution of the Board.
2.4.3 The affixation of the common seal of the Subsidiary must be attested by two Board Members or the General Manager and one (1) Board Member.
2.4.4 The General Manager must maintain a register which records the resolutions of the Board giving authority to affix the common seal and details of the documents to which the common seal has been affixed with the particulars of the persons who witnessed the fixing of the common seal and the date that the seal was affixed.
2.4.5 The Subsidiary may by instrument under common seal authorise a person to execute documents on behalf of the Subsidiary subject to any limitations specified in the instrument of authority.

2.5 Borrowings and Expenditure
2.5.1 The Subsidiary has the power to incur expenditure as follows:
2.5.1.1 in accordance with a Budget adopted by the Subsidiary and approved by the Constituent Councils as required by the Act or this Charter; or
2.5.1.2 with the prior approval of all of the Constituent Councils; or
2.5.1.3 in accordance with the Act, and in respect of expenditure not contained in a Budget adopted by the Subsidiary and approved by the Constituent Councils, for a purpose of genuine emergency or hardship.
2.5.2 Subject to Clause 2.5.3 the Subsidiary has the power to borrow money as follows:
2.5.2.1 in accordance with a Budget adopted by the Subsidiary and approved by the Constituent Councils as required by the Act or this Charter; or
2.5.2.2 with the prior approval of all of the Constituent Councils.
2.5.3 Unless otherwise approved by all of the Constituent Councils any and all borrowings taken out by the Subsidiary must be from the Local Government Financial Authority or a registered bank or financial institution within Australia.

2.6 Property
2.6.1 All property held by the Subsidiary is held by it on behalf of the Constituent Councils.
2.6.2 No person may sell, encumber or otherwise deal with any real property of the Subsidiary without the approval of the Subsidiary by way of, and evidenced by, a resolution of the Board.

2.7 Delegation by the Subsidiary
2.7.1 The Subsidiary may, in accordance with this Charter and the Act, by resolution, delegate to a committee, an employee of the Subsidiary or of a Constituent Council or to a person for the time being occupying a particular office or position any of its powers, functions and duties under this Charter but may not delegate:
2.7.1.1 the power to borrow money or obtain any other form of financial accommodation not being a draw down of an approved overdraft facility;
2.7.1.2 the power to approve the reimbursement of expenses or payment of allowances to Board Members;
2.7.1.3 the power to adopt Budgets;
2.7.1.4 the power to adopt or revise financial estimates and reports;
2.7.1.5 the power to make any application or recommendation to the Minister; and
2.7.1.6 the power to approve expenditure of money not contained in a Budget adopted by the Subsidiary in accordance with this Charter.
2.7.2 A delegation is revocable at will and does not prevent the Subsidiary from acting in a matter.

3. BOARD OF MANAGEMENT
3.1 Structure
3.1.1 The Subsidiary is a body corporate and is governed by the Act and this Charter.
3.1.2 The Board is the Subsidiary’s governing body and has the responsibility for the administration of the affairs of the Subsidiary ensuring that the Subsidiary acts in accordance with this Charter and all relevant legislation including the Act.
3.1.3 All meetings of the Subsidiary shall be meetings of the Board.

3.2 Role of the Board
The Board is responsible for the administration of the affairs of the Subsidiary and ensuring that the Subsidiary acts in accordance with this Charter and all relevant legislation including the Act.
3.3 Functions of the Board
In addition to the functions of the Board set out in the Act, the functions of the Board include:

3.3.1 providing professional input and policy direction to the Subsidiary;
3.3.2 ensuring strong accountability and stewardship of the Subsidiary;
3.3.3 monitoring, overseeing and measuring the performance of the General Manager of the Subsidiary;
3.3.4 ensuring that ethical behaviour and integrity is established and maintained by the Subsidiary, the Board and Board Members in all activities undertaken by the Subsidiary;
3.3.5 subject to Clause 3.11.5, ensuring, where appropriate, that the business of the Subsidiary is undertaken in an open and transparent manner;
3.3.6 developing and adopting such policies and procedures as give effect to good governance and administrative practices;
3.3.7 exercising the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons;
3.3.8 avoiding investments that are speculative or hazardous by nature.

3.4 Membership of the Board
3.4.1 The Board shall consist of four (4) members appointed as follows:

3.4.1.1 Constituent Council Board Members
Each Constituent Council must appoint for a maximum period of two (2) years and on such other conditions as the Constituent Council may determine one (1) person (who may be the Chief Executive Officer of that Constituent Council), to be a Board Member and may at any time terminate or revoke that appointment and appoint another person to be a Board Member;

3.4.1.2 Independent Chairperson
(a) Following the receipt of a recommendation from the Chief Executive Officers of the Constituent Councils in accordance with Clause 3.4.3, the Constituent Councils must appoint a person to be a Board Member and Chairperson (not being an elected member or employee of a Constituent Council) for a maximum period of two (2) years and on such other conditions as the Constituent Councils may determine and the Constituent Councils may at any time terminate or revoke that appointment and appoint another person to be a Board Member and Chairperson.

3.4.2 Each Constituent Council must give notice in writing to the Subsidiary of the appointment of a Board Member, the term of appointment, any other conditions, and of any termination or revocation of that appointment.

3.4.3 The Chief Executive Officers of the Constituent Councils shall invite applications for the position of Chairperson and assess such applications through such process as they consider appropriate and make recommendations to the Constituent Councils on the appointment of the Chairperson including the fee to be paid to the Chairperson and other terms and conditions to attach to such appointment.

3.5 Deputy Board Members
3.5.1 Each Constituent Council must appoint a person to be a Deputy Board Member for such term as determined by that Constituent Council who may act in place of that Constituent Council’s Board Member if the Board Member is unable for any reason to be present at a meeting of the Board and may at any time revoke or terminate that appointment and appoint another person to be a Deputy Board Member.

3.6 Office of Board Member
3.6.1 Subject to Clause 3.6.2, at the conclusion of a Board Member’s term of office such Board Member will be eligible for re-appointment.

3.6.2 The office of a Board Member will become vacant:

3.6.2.1 if any of the grounds or circumstances set out in the Act as to when a Board Member’s office becomes vacant arises; or
3.6.2.2 where applicable, the Board Member ceasing to be an elected member or employee of the Constituent Council that appointed him or her;
3.6.2.3 if the Constituent Council who appointed the Board Member terminates or revokes the Board Member’s appointment in the event of any behaviour of that Board Member which in the opinion of the Constituent Council amounts to:

(a) impropriety;
(b) serious neglect of duty in attending to the responsibilities as a Board Member;
(c) breach of fiduciary duty to the Board;
(d) breach of any of the legislative obligations and duties of a Board Member including the conflict of interest provisions in the Act;
(e) breach of the duty of confidentiality to the Board and/or the Constituent Councils; or
(f) any other behaviour which may discredit the Board, the Subsidiary or the Constituent Councils;
3.6.2.4 if the Constituent Council who appointed the Board Member ceases to be a Constituent Council.

3.6.3 The office of a Deputy Board Member will become vacant in the same way as the office of a Board Member will become vacant as set out in Clause 3.6.2 of this Charter or if the Constituent Council who appointed the Deputy Board Member terminates or revokes the Deputy Board Member’s appointment.
3.6.4 Where, for any reason, the office of a Board Member becomes vacant the Constituent Council which appointed the Board Member will be responsible for appointing a replacement Board Member, and in the case of the office of the Chairperson becoming vacant the Constituent Councils will be responsible for appointing a replacement Board Member and Chairperson.

3.6.5 Where any vacancy occurs in the membership of the Board it must be filled in the same manner as the original appointment and the person appointed to fill the vacancy will be appointed for the balance of the term of the original appointment and at the expiry of that term shall be eligible for reappointment.

3.7 Remuneration and Reimbursement of Expenses of Chairperson

3.7.1 The Subsidiary will pay the Chairperson a fee as determined by the Constituent Councils following the receipt of a recommendation from the Chief Executive Officers of the Constituent Councils having regard to the Guidelines for Agencies and Board Directors published from time to time by the Department of Premier and Cabinet for Government Boards and Committees or such publication as may succeed such Guidelines).

3.7.2 The Chairperson will receive from the Subsidiary reimbursement of expenses properly incurred in performing or discharging official functions and duties as determined by the Subsidiary and set out in a policy adopted by the Subsidiary for the purposes of this clause.

3.7.3 The Chief Executive Officers of the Constituent Councils will review the annual fee to be paid to the Chairperson and make recommendations to the Constituent Councils of the outcome of the review and any alteration to such annual fee.

3.8 Insurance

3.8.1 The Subsidiary must take out a suitable policy of insurance insuring Board Members including Deputy Board Members, against risks associated with the performance or discharge of their official functions and duties or on official business of the Subsidiary.

3.9 Propriety of Members of the Board

3.9.1 Board Members will not be required to submit returns under Chapter 5, Part 4, Division 2 of the Act.

3.9.2 The provisions regarding conflict of interest prescribed in the Act apply to all Board Members as if they were elected members of a council and the Subsidiary were a council.

3.9.3 Board Members must at all times act in accordance with their duties of confidence and confidentiality and other legal and fiduciary duties to the Subsidiary at all times while acting in their capacity as a Board Member including honesty and the exercise of reasonable care and diligence as required by Part 4, Division 1, Chapter 5 of the Act and Clause 23 of Schedule 2, Part 2 of the Act.

3.9.4 The Subsidiary must adopt a Code of Conduct approved by the Constituent Councils to be observed by Board Members.

3.10 Chairperson of the Board

3.10.1 The Chairperson will cease to hold office as Chairperson in the event:

3.10.1.1 the Chairperson resigns as Chairperson; or
3.10.1.2 the Chairperson ceases to be a Board Member; or
3.10.1.3 the Constituent Councils terminate the Chairperson’s appointment as Chairperson.

3.10.2 The Chairperson must preside at all meetings of the Board and, in the event the Chairperson is absent from a meeting, the Board must appoint one of the Board Members present to preside at that meeting only.

3.10.3 In the event that the Chairperson is to be absent for an extended period (being a period in excess of two months), then the Board must appoint a Board Member to act as Chairperson for the period of the absence of the Chairperson.

3.11 Proceedings of the Board

3.11.1 Subject to Clause 3.11.6 ordinary meetings of the Board will be held at such times and places as determined by the Board except that there must be at least one ordinary meeting of the Board every two months.

3.11.2 An ordinary meeting of the Board will constitute an ordinary meeting of the Subsidiary. The Board shall administer the business of the Subsidiary at the ordinary meeting.

3.11.3 For the purpose of this Clause 3.11, the contemporaneous linking together by telephone, audio-visual or other instantaneous means (‘telecommunications meeting’) of the Board Members is deemed to constitute a meeting of the Board provided that:

3.11.3.1 notice of the telecommunications meeting is given to all Board Members in the manner determined by the Board for that purpose; and
3.11.3.2 each of the Board Members taking part in the telecommunications meeting, must at all times during the telecommunications meeting be able to hear and be heard by each of the other Board Members present; and
3.11.3.3 at least a quorum is present during the telecommunications meeting; and
3.11.3.4 at the commencement of the meeting, each Board Member must announce his/her presence to all other Board Members taking part in the meeting; and
3.11.3.5 a Board Member must not leave a telecommunications meeting by disconnecting his/her telephone, audio-visual or other communication equipment, unless that Board Member has previously notified the Chairperson of the meeting.

3.11.4 A proposed resolution in writing and given to all Board Members in accordance with procedures determined by the Board will be a valid decision of the Board and will constitute a valid decision of the Subsidiary where a majority of Board Members vote in favour of the resolution by signing and returning the resolution to the General Manager or otherwise giving written notice of their consent and setting out the terms of the resolution to the General Manager. The resolution will be deemed a
resolution of the Board and will be as valid and effectual as if it had been passed at a meeting of the Board duly convened and held.

3.11.5 Subject to Chapter 6 Part 3 of the Act meetings of the Board will be open to the public unless the Board resolves otherwise and Chapter 6 Part 3 of the Act extends to the Subsidiary.

3.11.6 The first ordinary meeting of the Board following the establishment of the Subsidiary will be determined and called by the Chief Executive Officers of the Constituent Councils at which meeting the time, date and place of ordinary meetings of the Board shall be determined.

3.11.7 Subject to Clause 3.11.11, notice of an ordinary meeting of the Board will be given by the General Manager to each Board Member not less than three (3) clear days prior to the holding of the meeting.

3.11.8 The General Manager must, in relation to a notice of meeting of the Board for the purpose of considering the making of a recommendation to the Constituent Councils to wind up the Subsidiary, provide the notice to all Board Members at least four (4) months before the date of the meeting.

3.11.9 A notice of meeting of the Board must:

3.11.9.1 be in writing; and
3.11.9.2 set out the date, time and place of the meeting; and
3.11.9.3 be signed by the General Manager; and
3.11.9.4 contain, or be accompanied by, the agenda for the meeting.

3.11.10 Any Constituent Council, the Chairperson or three (3) Board Members may, by delivering a written request to the General Manager require a special meeting of the Board to be held and any such special meeting shall constitute a special meeting of the Subsidiary. The written request must be accompanied by the agenda for the special meeting and if an agenda is not provided the request has no effect.

3.11.11 On receipt of a written request pursuant to Clause 3.11.10, the General Manager and Chairperson must determine the date and time of the special meeting and the General Manager must give notice to all Board Members at least four (4) hours prior to the commencement of the special meeting.

3.11.12 The General Manager must, insofar as is reasonably practicable:

3.11.12.1 ensure that items on an agenda given to Board Members are described with reasonable particularity and accuracy; and
3.11.12.2 supply to each Board Member at the time that notice of a meeting is given a copy of any documents or reports that are to be considered at the meeting (so far as this is practicable).

3.11.13 Notice of a meeting of the Board may be given to a Board Member:

3.11.13.1 personally; or
3.11.13.2 by delivering the notice (whether by post or otherwise) to the usual place of residence of the Board Member or to another place authorised in writing by the Board Member; or
3.11.13.3 by a means authorised in writing by the Board Member as being an available means of giving notice.

3.11.14 A notice that is not given in accordance with Clause 3.11.13 is taken to have been validly given if the General Manager considers it impracticable to give the notice in accordance with that Clause and takes action the General Manager considers reasonably practicable in the circumstances to bring the notice to the attention of the Board Member.

3.11.15 The General Manager must maintain a record of all notices of Board meetings given under Clause 3.11.9 to Board Members.

3.11.16 A meeting of the Board must not commence until a quorum of Board Members is present and a meeting must not continue if there is not a quorum of Board Members present. A quorum of Board Members will comprise three (3) Board Members in office.

3.11.17 All matters for decision at a meeting of the Board will be decided by a simple majority of the Board Members present and entitled to vote on the matter. All Board Members including the Chairperson present and entitled to vote on a matter are required to vote. All Board Members including the Chairperson are entitled to a deliberative vote and if the votes are equal the Chairperson or other Board Member presiding at the meeting does not have a second or casting vote.

3.11.18 All Board Members must at all times keep confidential all documents and any information provided to them for their consideration prior to a meeting of the Board except that this clause does not prevent a Board Member from disclosing documents and information to the elected members or employees of a Constituent Council where necessary.

3.11.19 The General Manager must cause minutes to be kept of the proceedings of every meeting of the Board and ensure that the minutes are presented to the next ordinary meeting of the Board for confirmation. Where the General Manager is absent or excluded from attendance at a meeting of the Board, the person presiding at the meeting shall cause the minutes to be kept.

3.11.20 The General Manager must, within five (5) days after a meeting of the Board provide to each Board Member and the Constituent Councils a copy of the minutes of the meeting of the Board in a form agreed to by the Board.

3.11.21 Subject to the Act, this Charter and a direction of the Constituent Councils, the Board may determine its own procedures.

3.11.22 The Board may establish Committees as it considers necessary, and determine the membership of, terms of reference for and meeting procedures of such committees as it sees fit.

4. GENERAL MANAGER AND APPOINTMENT OF OTHER STAFF

4.1 The Subsidiary may employ staff and may appoint a General Manager on a fixed term performance based employment contract, which does not exceed five years in duration and on such other conditions as determined
by the Subsidiary. The Subsidiary may at the end of the contract term enter into a new contract not exceeding five
years in duration with the same person.

4.2 The General Manager is responsible for appointing, managing, suspending and dismissing the other employees of
the Subsidiary on behalf of the Subsidiary.

4.3 In the absence of the General Manager for any period exceeding one week, the General Manager must appoint a
suitable person as Acting General Manager. If the General Manager does not make, or is incapable of making,
such an appointment a suitable person must be appointed by the Subsidiary.

4.4 The Subsidiary delegates responsibility for day to day management of the Subsidiary to the General Manager,
who will ensure that sound business and human resource management practices are applied in the efficient and
effective management of the operations of the Subsidiary.

4.5 The functions of the General Manager include:

4.5.1 ensuring that the decisions of the Subsidiary are implemented in a timely and efficient manner;
4.5.2 providing information to assist the Subsidiary to assess the Subsidiary’s performance against its
Strategic and Business Plans;
4.5.3 providing advice and reports to the Subsidiary on the exercise and performance of its powers and
functions under this Charter or any Act;
4.5.4 co-ordinating and initiating proposals for consideration of the Subsidiary including but not limited to
continuing improvement of the operations of the Subsidiary;
4.5.5 ensuring that the assets and resources of the Subsidiary are properly managed and maintained;
4.5.6 ensuring that records required under the Act or any other legislation are properly kept and
maintained;
4.5.7 advise the Subsidiary on all relevant legislative changes;
4.5.8 exercising, performing ordischarging other powers, functions or duties conferred on the General
Manager by or under the Act or any other Act, and performing other functions lawfully directed by
the Subsidiary;
4.5.9 achieving financial outcomes in accordance with adopted plans and Budgets; and
4.5.10 establishing policies and procedures relating to work, health and safety.

4.6 The General Manager may delegate or sub-delegate with the consent of the Subsidiary to an employee of the
Subsidiary or a committee comprising employees of the Subsidiary, any power or function vested in the General
Manager. Such delegation or sub-delegation may be subject to conditions or limitations as determined by the
General Manager.

4.7 Where a power or function is delegated to an employee of the Subsidiary, the employee is responsible to the
General Manager for the efficient and effective exercise or performance of that power or function.

4.8 A written record of delegations and sub-delegations must be kept by the General Manager at all times.

4.9 In the event the Subsidiary does not appoint a General Manager, the Board shall undertake the responsibilities
and functions of the General Manager set out in this Charter.

5. FINANCIALS

5.1 Budget

5.1.1 The Subsidiary must before 31 March of each year prepare and submit a draft Budget to the
Constituent Councils for the ensuing Financial Year (or, if appropriate, part Financial Year in
relation to the first Budget of the Subsidiary after it is established) in accordance with the Act for
approval by the Constituent Councils.

5.1.2 The Subsidiary must adopt by 30 June in each year, a Budget in accordance with the Act for the
ensuing Financial Year as approved unanimously by the Constituent Councils pursuant to Clause
5.1.1.

5.1.3 The Subsidiary may in a Financial Year, after consultation with the Constituent Councils, incur
spending before adoption of its Budget for the year, but the spending must be provided for in the
appropriate Budget for the year.

5.1.4 The Subsidiary must provide a copy of its adopted annual Budget to the Constituent Councils within
five (5) business days after the adoption of the annual Budget by the Subsidiary.

5.1.5 Monthly reports summarising the financial position and performance of the Subsidiary against the
annual Budget must be prepared and presented to the Board at each ordinary meeting of the Board
and copies provided to the Constituent Councils.

5.1.6 The Subsidiary must reconsider its annual Budget in accordance with the Act at least (3) times at
intervals of not less than three (3) months between 30 September and 31 May (inclusive) in the
relevant Financial Year and may with the unanimous approval of the Constituent Councils amend its
annual Budget for a Financial Year at any time before the year ends.

5.1.7 The annual Budget must be in accordance with the Act.

5.2 Financial Contributions

5.2.1 Any financial contributions to the Subsidiary by the Constituent Councils will be in equal amounts
unless the Constituent Councils agree otherwise.

5.2.2 Each of the Constituent Councils must contribute funds in equal amounts to the Subsidiary as set out
in the Budget adopted by the Subsidiary and approved by the Constituent Councils.

5.2.3 The Constituent Councils may unanimously agree to provide the Subsidiary with additional funds at
any time on such terms and conditions, if any, as determined by the Constituent Councils.

5.3 Financial Standards and Reporting

5.3.1 The Subsidiary must ensure that the Financial Statements of the Subsidiary for each Financial Year
are audited by the Subsidiary’s auditor.

5.3.2 The Financial Statements must be finalised and audited in sufficient time to be included in the
Annual Report to be provided to the Constituent Councils pursuant to Clause 6.2.
5.4 Financial Transactions
5.4.1 The Subsidiary must establish and maintain a bank account with such banking facilities and at a bank to be determined by the Subsidiary.
5.4.2 The Subsidiary must develop and maintain appropriate policies for all financial transactions.
5.4.3 The General Manager must act prudently in the handling of all financial transactions for the Subsidiary.

5.5 Long Term Financial Plan
5.5.1 The Subsidiary must prepare and submit to the Constituent Councils for their unanimous approval a Long Term Financial Plan covering a period of at least three (3) years.

6. MANAGEMENT FRAMEWORK
6.1 Annual Business Plan
The Subsidiary:
6.1.1 must prepare an Annual Business Plan for unanimous approval by the Constituent Councils;
6.1.2 must adopt an Annual Business Plan as approved unanimously by the Constituent Councils in accordance with Clause 6.2.1;
6.1.3 may, with the unanimous approval of the Constituent Councils amend its Annual Business Plan at any time; and
6.1.4 must ensure the content of the Annual Business Plan is in accordance with the Act.

6.2 Annual Report
6.2.1 The Subsidiary must each year, produce an Annual Report summarising the activities, achievements and financial performance of the Subsidiary for the preceding Financial Year.
6.2.2 The Annual Report must incorporate the audited Financial Statements of the Subsidiary for the relevant Financial Year.
6.2.3 The Annual Report must be provided to the Constituent Councils by 30 September each year.

6.3 Audit
6.3.1 The Subsidiary must cause adequate and proper books of account to be kept in relation to all the affairs of the Subsidiary and must establish and maintain effective auditing of its operations.
6.3.2 The Subsidiary must appoint an Auditor in accordance with the Act on such terms and conditions as determined by the Subsidiary.
6.3.3 The audited Financial Statements of the Subsidiary, together with the accompanying report from the Auditor, shall be submitted to both the Board and the Constituent Councils by 30 September in each year.

6.4 Audit Committee
6.4.1 Subject to Clause 6.4.2 the Subsidiary must establish an Audit Committee to be comprised of between three (3) and five (5) persons determined or approved unanimously by the Constituent Councils.
6.4.2 The Audit Committee must include at least two (2) members who are not employees or Board Members of the Subsidiary, or employees or elected members of a Constituent Council.
6.4.3 The Members of the Audit Committee must be appointed for a two (2) year term and at the expiry of their term of office are eligible for reappointment.
6.4.4 The Chairperson of the Audit Committee must not be an employee or Board Member of the Subsidiary or employee or elected member of a Constituent Council.
6.4.5 The Subsidiary may only pay a sitting fee to the members of the Audit Committee who are not employees or Board Members of the Subsidiary or employees or elected members of a Constituent Council as determined by the Subsidiary.

6.5 Insurance and Superannuation Requirements
6.5.1 The Subsidiary shall register with the Local Government Mutual Liability Scheme and the Local Government Workers Compensation Scheme and comply with the rules of the schemes.
6.5.2 The Subsidiary shall advise Local Government Risk Management Services of its insurance requirements relating to Local Government Special Risks including buildings, structures, vehicles and equipment under the management, care and control of the Subsidiary.
6.5.3 The Subsidiary shall register with the Local Government Superannuation Scheme and comply with the rules of the Scheme.

7. MISCELLANEOUS PROVISIONS
7.1 Equitable Interests
7.1.1 The Constituent Councils have an equal equitable interest in the Subsidiary which may be varied by unanimous agreement of all the Constituent Councils.

7.2 Withdrawal of a Constituent Council
7.2.1 A Constituent Council may with the Minister’s consent withdraw from the Subsidiary by giving not less than two years (24 months) written notice of its intention to do so, subject to Clause 7.2.2, to the Board and to the other Constituent Councils.
7.2.2 In any event, a withdrawal will not become effective until 30 June following the expiry of the two years (24 months) written notice period referred to in Clause 7.2.1. Until a withdrawal becomes effective the Constituent Council proposing withdrawal from the Subsidiary will remain liable for all financial contributions up to the Date of Withdrawal, and through its Board Members retains responsibility for ensuring the continued proper conduct of the affairs of the Subsidiary during that time.
7.2.3 Upon a withdrawal taking effect a Constituent Council will be entitled to payment of such amounts and on such conditions as determined by unanimous agreement of the Constituent Councils and failing unanimous agreement the matter will be resolved in accordance with Clause 7.7.
Subject to the provisions of the Act, and in particular to obtaining the Minister’s approval a council may become a Constituent Council by unanimous agreement of all the Constituent Councils and this Charter may be amended to provide for the admission of a new constituent council or councils, with or without conditions.

7.4 Winding-Up

7.4.1 The Subsidiary may be wound up in accordance with the Act.
7.4.2 Should the Board request the Constituent Councils to consider winding up the Subsidiary or should one of the Constituent Councils request the other Constituent Council(s) to consider winding up the Subsidiary then the Council, or Councils as the case may be, must call a special meeting in accordance with Clause 3.11.10.
7.4.3 On a winding-up of the Subsidiary, the surplus assets or liabilities of the Subsidiary, as the case may be, must be distributed between or become the responsibility of the Constituent Councils as agreed unanimously by the Constituent Councils and failing unanimous agreement the matter will be resolved in accordance with Clause 7.7.

7.5 Non-derogation and Direction by Constituent Councils

7.5.1 The establishment of the Subsidiary does not derogate from the power of any of the Constituent Councils to act independently in relation to a matter within the jurisdiction of the Subsidiary.
7.5.2 Provided that the Constituent Councils have all first agreed as to the action to be taken, the Constituent Councils may jointly direct and control the Subsidiary.
7.5.3 Where the Subsidiary is required pursuant to the Act or this Charter to obtain the approval of one or more of the Constituent Councils that approval must only be granted and must be evidenced by a resolution of the Constituent Council granting such approval.
7.5.4 Unless otherwise stated in this Charter where the Subsidiary is required to obtain the consent or approval of the Constituent Councils this means the unanimous consent or approval of all of the Constituent Councils.
7.5.5 For the purpose of this Clause 7.5, any direction, approval or consent given by the Constituent Councils must be communicated by notice in writing provided to the General Manager of the Subsidiary together with a copy of the relevant resolutions of the Constituent Councils.

7.6 Review of Charter

7.6.1 The Subsidiary must review this Charter at least once in every four (4) years.
7.6.2 This Charter may be amended with the unanimous approval of all of the Constituent Councils.
7.6.3 The General Manager must ensure that the amended Charter is published in the Gazette in accordance with the Act and a copy of the amended Charter provided to the Minister.
7.6.4 Before the Constituent Councils vote on a proposal to alter this Charter they must take into account any recommendation of the Board.

7.7 Disputes Between Constituent Councils

7.7.1 General
7.7.1.1 Where a dispute arises between the Constituent Councils which relates to this Charter or the Subsidiary, (the Dispute) the Constituent Councils will use their best endeavours to resolve the Dispute and to act at all times in good faith.

7.7.2 Mediation
7.7.2.1 A Constituent Council is not entitled to initiate arbitration or court proceedings (except proceedings seeking urgent equitable or injunctive relief) in respect of a Dispute unless it has complied with this Clause 7.7.2.
7.7.2.2 If the Constituent Councils are unable to resolve the Dispute within thirty (30) days, the Constituent Councils must refer the Dispute for mediation in accordance with the Mediation Rules of the Law Society of South Australia Incorporated, within seven (7) days of a written request by any Constituent Council to the other Constituent Councils that the Dispute be referred for mediation, to:
(a) a mediator agreed unanimously by the Constituent Councils; or
(b) if the Constituent Councils are unable to agree unanimously on a mediator at the time the Dispute is to be referred for mediation, a mediator nominated by the then President of the Law Society or the President’s successor.
7.7.2.3 In the event the Constituent Councils fail to refer the matter for mediation in accordance with Clause 7.7.2.2, one or more Constituent Councils may refer the matter for mediation in accordance with the Mediation Rules of the Law Society of South Australia Incorporated to a mediator nominated by the then President of the Law Society or the President’s successor.
7.7.2.4 The role of any mediator is to assist in negotiating a resolution of the dispute. A mediator may not make a decision that is binding on a Constituent Council unless that Constituent Council has so agreed in writing.
7.7.2.5 If mediation does not resolve the Dispute within 28 days of referral of the Dispute for mediation or such longer period agreed unanimously by the Constituent Councils as evidenced by resolutions of each of the Constituent Councils, any Constituent Council may then refer the Dispute to Arbitration in accordance with Clause 7.7.3.
7.7.3 Arbitration

7.7.3.1 An arbitrator may be appointed by unanimous agreement between the Constituent Councils.

7.7.3.2 Failing agreement as to an arbitrator the then Chairperson of the South Australian Chapter of the Institute of Arbitrators or their successor shall nominate an Arbitrator pursuant to these conditions.

7.7.3.3 A submission to arbitration shall be deemed to be a submission to arbitration within the meaning of the Commercial Arbitration Act 1985.

7.7.3.4 Upon serving a notice of arbitration the Constituent Council serving the notice shall lodge with the arbitrator a deposit by way of security for the cost of the arbitration proceedings.

7.7.3.5 Upon each submission to arbitration, the costs of and incidental to the submission and award shall be at the discretion of the arbitrator who may in his or her sole discretion determine the amount of costs, how costs are to be proportioned and by whom they are to be paid.

7.7.4 Whenever reasonably possible performance of the obligations of the Constituent Councils pursuant to this Charter shall continue during the mediation or arbitration proceedings and no payment by a Constituent Council to the Subsidiary or to a Constituent Council by the Subsidiary shall be withheld on account of the mediation and arbitration proceedings.

Dated 20 July 2015

Mr Paul Deb, Chief Executive Officer, City of Burnside
Mr Mario Barone, Chief Executive Officer, City of Norwood, Payneham & St Peters
Ms Kiki Magro, Chief Executive Officer, Corporation of the Town of Walkerville
Recommendation

That Council:

1. authorise Administration to undertake an independent review of EHA services to determine if Council is receiving value for money;

2. approves the Eastern Health Authority’s Budget Review Report as at September 2019 and amendments made to the Budgeted Financial Statements for the year ended 30 June 2020 as detailed in Attachment B.

3. requests information from EHA regarding the lack of revenue from fines, the change to cash flow of $109,000 and expresses concern about the reference to the legal advice about budget reporting.

Summary

Eastern Health Authority has provided its Constituent Councils with its first budget review for the 2019/2020 financial year as required under legislation for Council consideration and approval.

Background

The Eastern Health Authority first budget review was presented to the Audit Committee and reviewed on the 3 February 2020. The Committee resolved as follows;

AC20/19-20

That the Audit Committee recommend to Council:

1. That the Chair and CEO of Eastern Health Authority be invited to attend a meeting of the Audit Committee in order for the Committee to interrogate costings and service delivery.
2. That Council authorise Administration to undertake an independent review of EHA services to determine if Council is receiving value for money;

3. That Council approves the Eastern Health Authority’s Budget Review Report as at September 2019 and amendments made to the Budgeted Financial Statements for the year ended 30 June 2020 as detailed in Attachment B.

4. That Council requests information from EHA regarding the lack of revenue from fines, the change to cash flow of $109,000 and expresses concern about the reference to the legal advice about budget reporting.

Council first raised concerns with the quality of information received from Eastern Health Authority (EHA) at its Ordinary meeting held on the 20 May 2019. Council requested additional information from EHA relating to the treatment of budget surplus and deficits, as well as seeking the preparation of a long term financial plan, to ensure financial sustainability of the subsidiary as well as a cost review of EHA to determine value for money (CNC 363/18-19).

Council received a response from EHA on 30 July 2019 regarding Council’s specific questions raised at the May 2019 Council meeting. Upon reviewing the information received by EHA, additional concerns were raised.

Subsequently Council resolved, having considered the Audit Committee’s recommendation, (CNC45/19-20) that further clarification was needed on the long term financial plan, EHA risk register and feedback on the Request for Quote (RFQ) for the EHA service review, sought by the Constituent Councils.

Discussion/Issues for Consideration

The Budgeted Financial Statements were presented to the Eastern Health Authority Board of Management at the 20 November 2019 meeting. It was resolved at that meeting that the Board of Management seek approval of the amended budget from its Constituent Council members.

The proposed amendments have had no change to the operating results of the Eastern Health Authority’s budget for year ended 30 June 2020.

If approval is received from all Constituent Councils a report to the Board of Management will be made requesting the official adoption of the amended budget.

Budget Review One Concerns

Benchmarking review

On 31 July 2019 EHA requested feedback in relation to a draft Request For Quote (RFQ) on proposed service/cost review of EHA. Included in the feedback from City of Norwood, Payneham and St Peters was that the cost for this review should be shared equally amongst Constituent Councils. This is on the basis that each Constituent Council will benefit equally.

EHA has estimated that the cost of this review will be $40,000, requiring each Council to contribute an additional $8,000 to the cost of this review. This additional cost has not been included as an amendment to budget review one and it is unclear as to why EHA is unable to absorb these costs and to date, no justification has been formally provided for this position.

Cash flow

Ordinarily a reduction in the cash balance, is a result of an increase in expenditure or reduction in liabilities. As EHA are not proposing an amendment to the operating results for 2019/20, the cash balance should have remained stable.
As a result it is unclear why the end of year cash position has reduced as much as $108,889 in one quarter. It is noted there are noticeable reductions in current liabilities which would explain partly why cash has reduced. However, no explanation has been provided in the papers received from EHA as to what the current liability reduction relates to and why it was not included in the projected cash flow for 2019/20.

More information is required regarding cash forecast and movements.

Budget review process

The CEO of East Waste has shared legal advice received from Michael Kelley of KelleyJones Lawyers, as it relates to budget review processes for Regional Subsidiaries. The advice received outlined that East Waste would only need the Constituent Councils approval for material changes to amend the approved budget.

EHA are seeking to apply the same legal advice received by East Waste to its own review process. As a result EHA will only seek approval for material budget amendments from Constituent Councils as they relate to the criteria outlined in the legal advice received from East Waste.

Value for money

Council has on a number of occasions, formally requested information from EHA to better understand the services provided to Council, including said costs, in order to be satisfied that we are getting value for money.

The table below identifies the services provided to the Town of Walkerville for 2018/19 by EHA, some of which appear in the 2018/19 annual report. It should also be noted that we are unable to verify the data received as Council does not receive updated reports, nor does it receive any information on the premises visited by EHA as part of the ‘food-related’ inspections.

<table>
<thead>
<tr>
<th>Service</th>
<th>Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Immunisation</td>
<td>275</td>
</tr>
<tr>
<td>School Vaccines</td>
<td>210</td>
</tr>
<tr>
<td>School Swabs</td>
<td>132</td>
</tr>
<tr>
<td>Work place Vaccines</td>
<td>99</td>
</tr>
<tr>
<td>Public Health Complaints and Referrals</td>
<td>9</td>
</tr>
<tr>
<td>Non-compliances identified within personal care and body art practices</td>
<td>24</td>
</tr>
<tr>
<td>Cooling Towers and Warm Water Systems</td>
<td>4</td>
</tr>
<tr>
<td>Food Safety Inspections and Enforcement</td>
<td>76 inspections, 8 Enforcement</td>
</tr>
<tr>
<td>Food Safety Inspections non Compliance</td>
<td>298</td>
</tr>
<tr>
<td>Food safety audits Completed</td>
<td>6</td>
</tr>
<tr>
<td>Food- related complaints received</td>
<td>6</td>
</tr>
<tr>
<td>Licensing authority for all Supported Residential Facilities</td>
<td>Nil.</td>
</tr>
</tbody>
</table>

The current 2019/20 cost to Council for these services is $102,500 p.a.

Independent review

Council and Audit Committee have raised concerns regarding EHA’s financial position and whether we are receiving value for money. The information received is often incomplete and confusing. Despite requests for further and better particulars, we are still unclear what level of service is provided to
Walkerville. Undertaking an independent review of Council’s contributions to EHA supports both good governance and financial accountability.

Options for Consideration

Option 1

That Council:

1. authorise Administration to undertake an independent review of EHA services to determine if Council is receiving value for money;

2. approves the Eastern Health Authority’s Budget Review Report as at September 2019 and amendments made to the Budgeted Financial Statements for the year ended 30 June 2020 as detailed in Attachment B.

3. requests information from EHA regarding the lack of revenue from fines, the change to cash flow of $109,000 and expresses concern about the reference to the legal advice about budget reporting.

Option 2

1. That Council provides the following comments to Eastern Health Authority
   a. 
   b. 
   c. 
   d.

Analysis of Options

The proposed variations will have no impact on Council’s interest in the operating result of Eastern Health Authority as the amendments sought do not change the Council’s budgeted operating result.

Option 1 also addresses the need for further clarification on EHA’s long term financial position as raised by the Audit Committee and Council.

Financial Implications

Should Council support option 1, an independent provider will need to be engaged to complete the review. This cost will need to be absorbed within the 2019/20 budget through operating savings.

Community Implications

There is not impact to the community as Eastern Health Authority will continue to provide the same level of service to the Town of Walkerville community.

Regional Implications

There are no known regional implications should Council support option 1.

Governance Implications

As part of Council’s Strategic Plan (focus area 3) Council’s role is to ensure that services are clearly understood and Council’s long term financial position is variable and sustainable. This extends to Council’s subsidiaries such as EHA.
Preferred Option & Reasoning

Option 1 is the preferred option as it addresses the concerns raised by Council’s Audit Committee and Council.

Attachments

<table>
<thead>
<tr>
<th>Attachment</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attachment A</td>
<td>Letter to CEO</td>
</tr>
<tr>
<td>Attachment B</td>
<td>Budget Review one details</td>
</tr>
</tbody>
</table>
Ref AF19/6

3 December 2019

Ms Kiki Magro  
Chief Executive Officer  
Corporation of the Town of Walkerville  
PO Box 55  
WALKERVILLE SA 5081

Dear Kiki

Eastern Health Authority (EHA) First (September 2019) Budget Review for 2019/2020

In accordance with regulation 9 of the Local Government (Financial Management) Regulations 2011, a regional subsidiary of a council must prepare and consider at least three separate budget review reports annually. The reports are required to comply with sub regulation 1 (a) and (b) in terms of content and timing.

In the event that its budget requires amendment, EHA must seek approval from the Constituent Councils pursuant to clause 25 (3) of Schedule 2 of the Local Government Act. A written request for the approval of the amendments must be sent to all Constituent Councils which must be accompanied by the proposed amendments. If the Constituent Councils grant approval then EHA may officially resolve to amend the budget and upon making that resolution, the amended budget will be effective.

At EHA’s Board of Management meeting held on 20 November 2019, a Budget Review report was presented to members. The report requested a number of variations to the revised budget. The total of the operating budget variations do not result in any variation to the budgeted operating result. The variations do however result in constituent councils being requested to contribute to the cost of a proposed service/cost review.

On 31 July 2019 EHA wrote to all constituent council requesting feedback in relation to a draft Request for Quote which outlined the specification for the proposed service/cost review. Included in the feedback was a request from City of Norwood Payneham and St Peters that the cost for the review be shared equally amongst Constituent Councils on the basis that any outcomes from the review would benefit each of the Constituent Councils equally.

An estimate of the cost of the review used in the revised budget is $40,000. This will require each Constituent Council to budget $8,000 for the cost of the review. The actual contribution that will be requested will be based on an equal proportion of the cost of the successful quote.
Please find enclosed a copy of the report and subsequent resolutions which detail the proposed variations.

The Board of Management resolved at the meeting that I correspond with the Constituent Councils requesting that the amended budget resulting from these variations be approved. If approval is received from all Constituent Councils a report to the Board of Management will be made requesting the official adoption of the amended budget.

It would be appreciated if the budget review is considered by your council and a response provided to EHA prior to 28 January 2020.

If you need any more information or would like to discuss this further, please contact me on telephone 8132 3611.

Yours sincerely

Michael Livori
Chief Executive Officer
5.1 FINANCE REPORT AND FIRST (SEPTEMBER 2019) BUDGET REVIEW FOR 2019/2020

Author: Michael Livori
Ref: AF19/6

Summary

So that members can ensure that Eastern Health Authority (EHA) is operating according to its adopted budget, financial performance is regularly monitored, and statutory budget reviews are considered.

In accordance with regulation 9 of the Local Government (Financial Management) Regulations 2011,

(1) A council, council subsidiary or regional subsidiary must prepare and consider the following reports:

(a) at least twice, between 30 September and 31 May (both dates inclusive) in the relevant financial year (where at least 1 report must be considered before the consideration of the report under sub regulation (1)(b), and at least 1 report must be considered after consideration of the report under sub regulation (1)(b)—a report showing a revised forecast of its operating and capital investment activities for the relevant financial year compared with the estimates for those activities set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances;

(b) between 30 November and 15 March (both dates inclusive) in the relevant financial year—a report showing a revised forecast of each item shown in its budgeted financial statements for the relevant financial year compared with estimates set out in the budget presented in a manner consistent with the Model Financial Statements.

This report provides the first of the budget reviews required in accordance with regulation 9 (1) and relates to the financial performance of EHA between 1 July 2019 and 30 September 2019. It provides the opportunity to amend the adopted budget in line with revised projections of income and expenditure for the 2019/2020 financial year.

Report

The report below gives a simple analysis of year to date income, expenditure and operating result.
The report shows that for the reporting period income was $6,273 (-1%) less than budgeted and expenditure was $6,843 (-1%) less than budgeted.

The net result is a variation of $570 (0%) on the budgeted year to date comparative operating result.

A more detailed report is provided as Attachment 1. The report provides detail on year to date performance of individual budget lines. Any variation greater than $5,000 is detailed in the table below with explanatory comments.

<table>
<thead>
<tr>
<th>Description</th>
<th>YTD Budget</th>
<th>YTD Actual</th>
<th>YTD Variation</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fines and Expiations</td>
<td>$12,500</td>
<td>$54</td>
<td>($12,446)</td>
<td>No expiations issued this period</td>
</tr>
<tr>
<td>Clinic Vaccines</td>
<td>$11,250</td>
<td>$25,056</td>
<td>$13,806</td>
<td>Increase in vaccines purchased at clinics High demand for Meningococcal B vaccine (Bexsero) No variation requested at this point in time.</td>
</tr>
<tr>
<td>Service Review</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>See commentary below. Variation of $40K requested.</td>
</tr>
<tr>
<td>Total of Income Variations</td>
<td></td>
<td></td>
<td></td>
<td>$40,000</td>
</tr>
<tr>
<td>Requested</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Favourable variances are shown in **black** and unfavourable variances are shown in **green**.

<table>
<thead>
<tr>
<th>Description</th>
<th>YTD Budget</th>
<th>YTD Actual</th>
<th>YTD Variation</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clinic Vaccines</td>
<td>$8,250</td>
<td>$14,637</td>
<td><strong>$6,387</strong></td>
<td>Purchase of Meningococcal B vaccine offset by increase in vaccine income. No variation requested at this point in time.</td>
</tr>
<tr>
<td>Service Review</td>
<td>$0</td>
<td>$0</td>
<td><strong>$0</strong></td>
<td>See commentary below. Variation of <strong>$40K</strong> requested.</td>
</tr>
</tbody>
</table>

**Total of Expenditure Variations Requested** $40,000

**Net Result of Variations Requested** $0

**Variation required for Service Review**

Constituent councils provide feedback in relation to EHA’s budget development process, prior to endorsing the final Annual Business Plan and Budget. During the 2019/2020 budget development process Town of Walkerville (TOW) requested information in relation to EHA operations (correspondence provided as attachment 2). A detailed response to this request was provided to TOW Walkerville (provided as attachment 3). The letter from TOW and subsequent response was considered by the EHA Board of Management at its June 2019 meeting. The Board requested that the response to TOW be provided to other Constituent Councils.

In July 2019, EHA provided the response to Constituent Council CEO’s (correspondence provided at attachment 4). Included with this correspondence was a draft Request for Quotes for an EHA Service Review and a request for constituent councils to provide any feedback in relation to the document. A summary of the feedback received is detailed in attachment 5.

There will need to be some further discussions with Constituent Councils and agreement reached in relation to the final form of the RFQ and the distribution of costs relating to the review (a request has been made by NPSP that the costs for the review are shared equally (20% each) amongst the constituent councils). The estimated cost for the review is $40,000, however this is subject to change.
In August 2019, TOW requested additional information in relation to the EHA response to TOW’s original request for information. TOW also provided feedback in relation to the RFQ document (attachment 6). The response to the request for further information was provided to TOW in September 2019 (attachment 7).

Adjustments relating to 2018/2019 Audit

The first budget review for the financial year is required to take into account any differences between the adopted financial statements for 2018/2019 and the audited financial statements for the previous year. The relevant figures from the 2018/2019 audited financial statements have now been incorporated into the financial statement for 2019/2020. The incorporation of these figures has no impact on the estimated operating result.

The two operating variations requested at this review (Service Review) will not alter the estimated budget result of a $28,000 deficit.

Included as Attachment 8 is a copy of the revised 2019/2020 Budgeted Statutory Financial Statements which include the:

- Revised Statement of Comprehensive Income
- Revised Statement of Cash flows
- Revised Statement of Financial Position
- Revised Statement of Changes in Equity

A Bank Reconciliation and Available Funds report for the period ending 30 September 2019 is provided as Attachment 9. It shows that at 30 September 2019 available funds were $734,481 in comparison with $443,680 on 31 May 2019.

Budget Review Process

The CEO of East Waste has shared some legal advice received from Michael Kelley of KelleyJones Lawyers in relation to the budget review process as it relates to Regional Subsidiaries. Specifically, the advice relates to the requirement to seek approval from constituent councils for amendment to the budget. The advice is provided below.

I refer to our recent discussions concerning what amounts to an ‘amendment’ of a budget of a regional subsidiary for a financial year. This is in the context of the Local Government (Financial Management) Regulations 2013 (‘the FM Regulations’) placing certain budget review obligations upon a regional subsidiary which obligations often result in a budget being ‘amended’, as that term is commonly understood, usually in an immaterial way, that should not be subject to any constituent councils approval requirement. I confirm my verbal advice to you as follows –
• clause 25 of Schedule 2 to the Local Government Act 1999 (‘the LG Act’), relevantly, deals with the budget requirements upon a regional subsidiary;

• each regional subsidiary must have a budget for each financial year and that budget must comply with the requirements of clause 25(2); and

• clause 25(3) provides that the adopted budget of a regional subsidiary may, at any time before the end of a financial year, be ‘amended’ with the approval of the constituent councils.

It is the concept of ‘amendment’ of a budget that has raised concerns. This is in circumstances where a draft budget may, in accordance with the provisions of the relevant charter, be subject to consultation with/approval of the constituent councils but clause 25 does not provide for the budget adopted by a regional subsidiary to be subject to any ‘condition precedent’ such as the approval of the constituent councils. Accordingly, the question arises as to why an amendment of an adopted budget would require the approval of the constituent councils when the adoption of the budget does not.

My advice is that, noting there is no statutory requirement for the adoption of the budget by a regional subsidiary to be the subject of constituent council approval, clause 25(3) must be considered in the same context and in the context of the FM Regulations. Relevantly, the FM Regulations require a regional subsidiary budget (as they do a council and a council subsidiary budget) to the subject to a prescribed reporting and review process concerning operating and capital investment activities, at least twice between 30 September and 31 May in a financial year and a revised forecast report and review of each item in the budgeted financial statements, between 30 November and 15 March in the same financial year, consistent with the Model Financial Statements. The entirety of the process involves a review of forecasts and, as appropriate, revised forecasts for the balance of the financial year.

I note that the verb ‘amend’ is not defined for these particular purposes and its ordinary and natural meaning is to make minor changes or to improve or correct a thing. However, to correctly interpret its use in the context of clause 25(3) of Schedule 2 to the LG Act, it must be considered within the relevant statutory framework which, holistically, includes by reference to the FM Regulations.

It is my advice that a review and a revised forecast, as legally required by the FM Regulations, is not an ‘amendment’ of the budget as envisaged by clause 25(3) of Schedule 2 to the LG Act. Rather, an ‘amendment’ to the budget in this context, is, in my opinion, a matter of the regional subsidiary identifying a material change to its adopted budget during the course of a financial year where the change is as a result of the thing not being provided for in the annual plan or budget which may then be considered to be ‘extraordinary expenditure’, over and above the revision process required by the FM Regulations. As a consequence, this is additional to or increased expenditure in respect of any item set out in the budgeted financial statements where the
expenditure has the potential (irrespective of whether it actually does) impact the potential liability guarantee of the constituent councils.

Therefore, it follows that it is also my advice that the ‘budget review process’ as mandated by the FM Regulations which might or does result in review and revision of the adopted budget for more accurate budget forecasting, is not an ‘amendment’ to the budget in the nature of that envisaged and controlled by clause 25(3) of Schedule 2 to the LG Act. Rather, it is simply that as described, a revision which does not require the approval of the constituent councils. Indeed, if it were otherwise, a failure by a council to approve a revision necessitated by a review, would have the consequence of frustrating the objective of the statutory budget review process.

In the past, EHA has sought approval from its Constituent Councils before amending its budget, even when the amendment had no material impact on the constituent councils’ budget. A written request for the approval of the amendments was sent to all Constituent Councils accompanied by the proposed amendments and once Constituent Councils had granted approval, EHA would officially resolve to amend the budget. In future EHA will only seek approval from Constituent Councils when the criteria outlined in the legal advice is met. That is, where a material change that was not contemplated in the budget development process occurs.

In this instance, as the required funds to undertake the Service Review were not included in the original budget, it will be necessary to seek approval from constituent councils for the amendments to the budget for 2019/2020.

RECOMMENDATION

That:


2. Correspondence is forwarded to EHA’s Constituent Councils requesting that the amendments to the Budgeted Financial Statements as detailed in Attachment 8 are approved.
### Eastern Health Authority - Financial Statement (Level 3)
July 2019 to 30 September 2019

<table>
<thead>
<tr>
<th>Income</th>
<th>Actual</th>
<th>Budgeted</th>
<th>$ Variation</th>
<th>% Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Constituent Council Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Burnside</td>
<td>$218,511</td>
<td>$218,511</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>City of Campbelltown</td>
<td>$213,497</td>
<td>$213,497</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>City of NPS</td>
<td>$279,977</td>
<td>$279,977</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>City of Prospect</td>
<td>$115,325</td>
<td>$115,325</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Town of Walkerville</td>
<td>$51,250</td>
<td>$51,250</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total Constituent Council Contributions</strong></td>
<td>$878,560</td>
<td>$878,560</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Statutory Charges</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food Inspection fees</td>
<td>$25,415</td>
<td>$30,000</td>
<td>($4,585)</td>
<td>-15%</td>
</tr>
<tr>
<td>Legionella registration and Inspection</td>
<td>$2,115</td>
<td>$2,000</td>
<td>$15</td>
<td>6%</td>
</tr>
<tr>
<td>Fines</td>
<td>$54</td>
<td>$12,500</td>
<td>($12,446)</td>
<td>-100%</td>
</tr>
<tr>
<td><strong>Total Statutory Charges</strong></td>
<td>$27,584</td>
<td>$44,500</td>
<td>($16,916)</td>
<td>-38%</td>
</tr>
<tr>
<td><strong>User Charges</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Immunisation - non funded vaccines</td>
<td>$25,056</td>
<td>$11,250</td>
<td>$13,806</td>
<td>123%</td>
</tr>
<tr>
<td>Immunisation - Worksites</td>
<td>$90</td>
<td>$90</td>
<td>$0</td>
<td>NA</td>
</tr>
<tr>
<td>Food Auditing</td>
<td>$17,650</td>
<td>$17,500</td>
<td>$150</td>
<td>1%</td>
</tr>
<tr>
<td>City of Unley</td>
<td>$27,260</td>
<td>$26,750</td>
<td>$510</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total User Charges</strong></td>
<td>$70,056</td>
<td>$55,500</td>
<td>$14,556</td>
<td>26%</td>
</tr>
<tr>
<td><strong>Grants, Subsidies, Contributions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Immunisation register</td>
<td>$17,024</td>
<td>$16,457</td>
<td>$567</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total Grants, Subsidies, Contributions</strong></td>
<td>$17,024</td>
<td>$16,457</td>
<td>$567</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Investment Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest on investments</td>
<td>$1,818</td>
<td>$3,750</td>
<td>($1,932)</td>
<td>-52%</td>
</tr>
<tr>
<td><strong>Total Investment Income</strong></td>
<td>$1,818</td>
<td>$3,750</td>
<td>($1,932)</td>
<td>-52%</td>
</tr>
<tr>
<td><strong>Other Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motor Vehicle re-imbursements</td>
<td>$1,265</td>
<td>$3,000</td>
<td>($1,735)</td>
<td>-58%</td>
</tr>
<tr>
<td>Sundry Income</td>
<td>$937</td>
<td>$1,750</td>
<td>($813)</td>
<td>-47%</td>
</tr>
<tr>
<td><strong>Total Other Income</strong></td>
<td>$2,202</td>
<td>$4,750</td>
<td>($2,548)</td>
<td>-54%</td>
</tr>
<tr>
<td><strong>Total of non Constituent Council Income</strong></td>
<td>$118,684</td>
<td>$124,957</td>
<td>($6,273)</td>
<td>-5%</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>$997,244</td>
<td>$1,003,517</td>
<td>($6,273)</td>
<td>-0.6%</td>
</tr>
<tr>
<td>Expenditure</td>
<td>Actual</td>
<td>Budgeted</td>
<td>$ Variation</td>
<td>% Variation</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>--------------</td>
<td>------------</td>
<td>-------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Employee Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>$ 413,687</td>
<td>$ 413,500</td>
<td>$ 187</td>
<td>0%</td>
</tr>
<tr>
<td>Superannuation</td>
<td>$ 37,816</td>
<td>$ 37,750</td>
<td>$ 66</td>
<td>0%</td>
</tr>
<tr>
<td>Workers Compensation</td>
<td>$ 4,463</td>
<td>$ 4,256</td>
<td>$ 207</td>
<td>5%</td>
</tr>
<tr>
<td>Total Employee Costs</td>
<td>$ 455,966</td>
<td>$ 455,506</td>
<td>$ 460</td>
<td>0%</td>
</tr>
<tr>
<td>Prescribed Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Auditing and Accounting</td>
<td>$ 5,473</td>
<td>$ 8,000</td>
<td>(2,528)</td>
<td>-32%</td>
</tr>
<tr>
<td>Insurance</td>
<td>$ 8,355</td>
<td>$ 6,799</td>
<td>$ 1,556</td>
<td>23%</td>
</tr>
<tr>
<td>Maintenance</td>
<td>$ 8,913</td>
<td>$ 11,259</td>
<td>(2,346)</td>
<td>-21%</td>
</tr>
<tr>
<td>Vehicle Leasing/maintenance</td>
<td>$ 18,213</td>
<td>$ 19,003</td>
<td>(790)</td>
<td>-4%</td>
</tr>
<tr>
<td>Total Prescribed Expenses</td>
<td>$ 41,154</td>
<td>$ 45,021</td>
<td>(3,867)</td>
<td>-8%</td>
</tr>
<tr>
<td>Rent and Plant Leasing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electricity</td>
<td>$ 2,819</td>
<td>$ 2,503</td>
<td>$ 316</td>
<td>13%</td>
</tr>
<tr>
<td>Plant Leasing Photocopier</td>
<td>$ 872</td>
<td>$ 872</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Rent</td>
<td>$ 26,467</td>
<td>$ 26,503</td>
<td>(36)</td>
<td>0%</td>
</tr>
<tr>
<td>Water</td>
<td>$ 68</td>
<td>$ 75</td>
<td>(7)</td>
<td>-9%</td>
</tr>
<tr>
<td>Gas/Emergency Services Levy</td>
<td>$ -</td>
<td>$ 1,450</td>
<td>(1,450)</td>
<td>-100%</td>
</tr>
<tr>
<td>Total Rent and Plant Leasing</td>
<td>$ 30,227</td>
<td>$ 31,403</td>
<td>(1,176)</td>
<td>-4%</td>
</tr>
<tr>
<td>IT Licensing and Support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT Licences</td>
<td>$ 23,271</td>
<td>$ 24,684</td>
<td>(1,414)</td>
<td>-6%</td>
</tr>
<tr>
<td>IT Support</td>
<td>$ 8,233</td>
<td>$ 9,413</td>
<td>(1,180)</td>
<td>-13%</td>
</tr>
<tr>
<td>Internet</td>
<td>$ 2,823</td>
<td>$ 2,503</td>
<td>$ 320</td>
<td>13%</td>
</tr>
<tr>
<td>IT Other</td>
<td>$ 2,626</td>
<td>$ 497</td>
<td>$ 2,129</td>
<td>428%</td>
</tr>
<tr>
<td>Total IT Licensing and Support</td>
<td>$ 36,953</td>
<td>$ 37,097</td>
<td>(144)</td>
<td>0%</td>
</tr>
<tr>
<td>Administration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration Sundry</td>
<td>$ 1,550</td>
<td>$ 1,753</td>
<td>(203)</td>
<td>-12%</td>
</tr>
<tr>
<td>Accreditation Fees</td>
<td>$ 1,064</td>
<td>$ 750</td>
<td>$ 314</td>
<td>45%</td>
</tr>
<tr>
<td>Board of Management</td>
<td>$ 2,169</td>
<td>$ 3,253</td>
<td>(1,084)</td>
<td>-33%</td>
</tr>
<tr>
<td>Bank Charges</td>
<td>$ 974</td>
<td>$ 1,003</td>
<td>(29)</td>
<td>-3%</td>
</tr>
<tr>
<td>Public Health Sundry</td>
<td>$ 337</td>
<td>$ 1,247</td>
<td>(910)</td>
<td>-73%</td>
</tr>
<tr>
<td>Fringe Benefits Tax</td>
<td>$ 4,379</td>
<td>$ 5,000</td>
<td>(621)</td>
<td>-12%</td>
</tr>
<tr>
<td>Health promotion</td>
<td>$ 362</td>
<td>-</td>
<td>$ 362</td>
<td>NA</td>
</tr>
<tr>
<td>Legal</td>
<td>$ 6,410</td>
<td>$ 4,997</td>
<td>$ 1,413</td>
<td>28%</td>
</tr>
<tr>
<td>Printing &amp; Stationery &amp; Postage</td>
<td>$ 1,649</td>
<td>$ 6,253</td>
<td>(4,604)</td>
<td>-74%</td>
</tr>
<tr>
<td>Telephone</td>
<td>$ 6,878</td>
<td>$ 6,256</td>
<td>$ 622</td>
<td>10%</td>
</tr>
<tr>
<td>Work Health Safety &amp; Injury Management</td>
<td>$ 1,650</td>
<td>$ 2,503</td>
<td>(853)</td>
<td>-34%</td>
</tr>
<tr>
<td>Rodenticide</td>
<td>$ 612</td>
<td>$ 497</td>
<td>$ 115</td>
<td>23%</td>
</tr>
<tr>
<td>Staff Amenities</td>
<td>$ 382</td>
<td>$ 1,753</td>
<td>(1,371)</td>
<td>-78%</td>
</tr>
<tr>
<td>Staff Training</td>
<td>$ 1,537</td>
<td>$ 5,503</td>
<td>(3,966)</td>
<td>-72%</td>
</tr>
<tr>
<td>Human Resource Sundry</td>
<td>$ 4,916</td>
<td>$ 4,003</td>
<td>$ 913</td>
<td>23%</td>
</tr>
<tr>
<td>Doubtful Debts Expense</td>
<td>$ 448</td>
<td>-</td>
<td>$ 448</td>
<td>NA</td>
</tr>
<tr>
<td>Total Administration</td>
<td>$ 35,338</td>
<td>$ 44,771</td>
<td>(9,434)</td>
<td>-21%</td>
</tr>
<tr>
<td></td>
<td>Actual</td>
<td>Budgeted</td>
<td>$ Variation</td>
<td>% Variation</td>
</tr>
<tr>
<td>-------------------------</td>
<td>--------</td>
<td>----------</td>
<td>-------------</td>
<td>-------------</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Immunisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Immunisation SBP Consumables</td>
<td>$2,718</td>
<td>$2,503</td>
<td>$215</td>
<td>9%</td>
</tr>
<tr>
<td>Immunisation clinic vaccines</td>
<td>$14,637</td>
<td>$8,250</td>
<td>$6,387</td>
<td>77%</td>
</tr>
<tr>
<td><strong>Total Immunisation</strong></td>
<td>$17,355</td>
<td>$10,753</td>
<td>$6,602</td>
<td>61%</td>
</tr>
<tr>
<td>Income protection</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income Protection</td>
<td>$24,177</td>
<td>$23,000</td>
<td>$1,177</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total Income protection</strong></td>
<td>$24,177</td>
<td>$23,000</td>
<td>$1,177</td>
<td>5%</td>
</tr>
<tr>
<td>Sampling</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legionella Testing</td>
<td>$480</td>
<td>$375</td>
<td>$105</td>
<td>28%</td>
</tr>
<tr>
<td>Food Sampling</td>
<td>$-</td>
<td>$253</td>
<td>$(253)</td>
<td>-100%</td>
</tr>
<tr>
<td><strong>Total Sampling</strong></td>
<td>$480</td>
<td>$628</td>
<td>$(148)</td>
<td>-24%</td>
</tr>
<tr>
<td>New Initiatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Health Plan Review and Service Review</td>
<td>$27,791</td>
<td>$28,500</td>
<td>$(709)</td>
<td>-3%</td>
</tr>
<tr>
<td><strong>Total New Initiatives</strong></td>
<td>$27,791</td>
<td>$28,500</td>
<td>$(709)</td>
<td>-3%</td>
</tr>
<tr>
<td>Total Materials, contracts and other expenses</td>
<td>$213,475</td>
<td>$221,173</td>
<td>$(7,698)</td>
<td>-3%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$12,500</td>
<td>$12,500</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td>Finance Costs</td>
<td>$5,955</td>
<td>$5,560</td>
<td>$395</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Total Operating Expenditure</strong></td>
<td>$687,896</td>
<td>$694,739</td>
<td>$(6,843)</td>
<td>-1%</td>
</tr>
<tr>
<td><strong>Total Operating Income</strong></td>
<td>$997,244</td>
<td>$1,003,517</td>
<td>$(6,273)</td>
<td>-1%</td>
</tr>
<tr>
<td><strong>Operating Result</strong></td>
<td>$309,348</td>
<td>$308,778</td>
<td>$570</td>
<td>0%</td>
</tr>
</tbody>
</table>
### EASTERN HEALTH AUTHORITY  STATEMENT OF COMPREHENSIVE INCOME
### COMPARISON OF AUDITED RESULTS TO ADOPTED BUDGET
### FOR THE YEAR ENDING 30 JUNE 2020

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,723,013 Council Contributions</td>
<td>1,757,120</td>
<td>-</td>
<td>1,757,120</td>
</tr>
<tr>
<td>- Regional Public Health Plan Review / Service Review</td>
<td>50,000</td>
<td>40,000</td>
<td>90,000</td>
</tr>
<tr>
<td>150,360 Statutory Charges</td>
<td>180,000</td>
<td>-</td>
<td>180,000</td>
</tr>
<tr>
<td>394,577 User Charges</td>
<td>331,000</td>
<td>-</td>
<td>331,000</td>
</tr>
<tr>
<td>257,814 Grants, subsidies and contributions</td>
<td>244,000</td>
<td>-</td>
<td>244,000</td>
</tr>
<tr>
<td>16,316 Investment Income</td>
<td>15,000</td>
<td>-</td>
<td>15,000</td>
</tr>
<tr>
<td>15,841 Other Income</td>
<td>19,000</td>
<td>-</td>
<td>19,000</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td>2,596,120</td>
<td>40,000</td>
<td>2,636,120</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,767,577 Employee Costs</td>
<td>1,805,000</td>
<td>-</td>
<td>1,805,000</td>
</tr>
<tr>
<td>716,069 Materials, contracts and other expenses</td>
<td>758,000</td>
<td>40,000</td>
<td>798,000</td>
</tr>
<tr>
<td>12,811 Finance Charges</td>
<td>11,120</td>
<td>-</td>
<td>11,120</td>
</tr>
<tr>
<td>12,355 Depreciation</td>
<td>50,000</td>
<td>-</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>2,624,120</td>
<td>40,000</td>
<td>2,664,120</td>
</tr>
<tr>
<td>24,109 Operating Surplus/(Deficit)</td>
<td>(28,000)</td>
<td>-</td>
<td>(28,000)</td>
</tr>
<tr>
<td><strong>Net gain (loss) on disposal of assets</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>24,109 Net Surplus/(Deficit)</td>
<td>(28,000)</td>
<td>-</td>
<td>(28,000)</td>
</tr>
<tr>
<td>24,109 Total Comprehensive Income</td>
<td>(28,000)</td>
<td>-</td>
<td>(28,000)</td>
</tr>
</tbody>
</table>
### EASTERN HEALTH AUTHORITY STATEMENT OF CASH FLOWS
#### COMPARISON OF AUDITED RESULTS TO ADOPTED BUDGET
#### FOR THE YEAR ENDING 30 JUNE 2020

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CASHFLOWS FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Council Contributions</td>
<td>1,895,314</td>
<td>1,807,120</td>
<td>40,000</td>
<td>1,847,120</td>
</tr>
<tr>
<td>Fees &amp; other charges</td>
<td>137,878</td>
<td>180,000</td>
<td>-</td>
<td>180,000</td>
</tr>
<tr>
<td>User Charges</td>
<td>372,361</td>
<td>331,000</td>
<td>-</td>
<td>331,000</td>
</tr>
<tr>
<td>Investment Receipts</td>
<td>16,316</td>
<td>15,000</td>
<td>-</td>
<td>15,000</td>
</tr>
<tr>
<td>Grants utilised for operating purposes</td>
<td>257,814</td>
<td>244,000</td>
<td>-</td>
<td>244,000</td>
</tr>
<tr>
<td>Other</td>
<td>18,497</td>
<td>19,000</td>
<td>-</td>
<td>19,000</td>
</tr>
<tr>
<td><strong>Payments</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee costs</td>
<td>(1,779,142</td>
<td>(1,805,000)</td>
<td>(75,802)</td>
<td>(1,805,000)</td>
</tr>
<tr>
<td>Materials, contracts &amp; other expenses</td>
<td>(1974,102)</td>
<td>(758,000)</td>
<td>(40,000)</td>
<td>(798,000)</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>(14,213)</td>
<td>(11,120)</td>
<td>-</td>
<td>(11,120)</td>
</tr>
<tr>
<td><strong>Net Cash Provided/(Used) by Operating Activities</strong></td>
<td>22,000</td>
<td>-</td>
<td>-</td>
<td>22,000</td>
</tr>
</tbody>
</table>

#### CASH FLOWS FROM FINANCING ACTIVITIES

|                      |                  |                          |                  |                          |
| Loans Received       | -                | -                        | -                | -                        |
| Loan Repayments      | (64,392)         | (67,488)                 | -                | (67,488)                 |
| Repayment of Finance Lease Liabilities | (64,392) | (67,488) | - | (67,488) |
| **Net Cash Provided/(Used) by Financing Activities** | (67,488) | - | - | (67,488) |

#### CASH FLOWS FROM INVESTING ACTIVITIES

|                      |                  |                          |                  |                          |
| Receipts             |                  |                          |                  |                          |
| Sale of Replaced Assets | -                | -                        | -                | -                        |
| Expenditure on renewal / replacements of assets | (19,633) | (30,000) | - | (30,000) |
| Expenditure on new / upgraded assets | - | - | - | - |
| Distributions paid to constituent Councils | - | - | - | - |
| **Net Cash Provided/(Used) by Investing Activities** | (30,000) | - | - | (30,000) |

|                      |                  |                          |                  |                          |
| NET INCREASE (DECREASE) IN CASH HELD | (133,282) | (75,488) | - | (75,488) |
| CASH AND CASH EQUIVALENTS AT BEGINNING OF REPORTING PERIOD | 876,554 | 852,161 | (108,889) | 743,272 |
| CASH AND CASH EQUIVALENTS AT END OF REPORTING PERIOD | 743,272 | 776,673 | (108,889) | 667,784 |
### EASTERN HEALTH AUTHORITY  STATEMENT OF FINANCIAL POSITION

**COMPARISON OF AUDITED RESULTS TO ADOPTED BUDGET**

**FOR THE YEAR ENDING 30 JUNE 2020**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>776,673</td>
<td>776,673</td>
<td>108,889</td>
<td>667,784</td>
</tr>
<tr>
<td>Trade &amp; Other Receivables</td>
<td>122,329</td>
<td>45,871</td>
<td></td>
<td>168,200</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>899,002</td>
<td>103,054</td>
<td></td>
<td>835,984</td>
</tr>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>324,192</td>
<td>324,192</td>
<td>22,278</td>
<td>304,192</td>
</tr>
<tr>
<td><strong>TOTAL NON-CURRENT ASSETS</strong></td>
<td>324,192</td>
<td>324,192</td>
<td>22,278</td>
<td>304,192</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>1,235,664</td>
<td>1,180,916</td>
<td>40,740</td>
<td>1,140,176</td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade &amp; Other Payables</td>
<td>197,380</td>
<td>197,380</td>
<td>48,185</td>
<td>149,195</td>
</tr>
<tr>
<td>Provisions</td>
<td>325,421</td>
<td>325,421</td>
<td>2,843</td>
<td>322,578</td>
</tr>
<tr>
<td>Borrowings</td>
<td>67,488</td>
<td>67,488</td>
<td>1,005</td>
<td>64,493</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td>590,289</td>
<td>590,289</td>
<td>54,123</td>
<td>536,166</td>
</tr>
<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisions</td>
<td>38,690</td>
<td>38,690</td>
<td>13,827</td>
<td>24,868</td>
</tr>
<tr>
<td>Borrowings</td>
<td>115,760</td>
<td>115,760</td>
<td>3,096</td>
<td>118,856</td>
</tr>
<tr>
<td><strong>TOTAL NON-CURRENT LIABILITIES</strong></td>
<td>154,456</td>
<td>154,456</td>
<td>16,823</td>
<td>143,780</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>536,166</td>
<td>536,166</td>
<td>40,740</td>
<td>515,416</td>
</tr>
<tr>
<td><strong>NET CURRENT ASSETS/(CURRENT LIABILITIES)</strong></td>
<td>384,508</td>
<td>384,508</td>
<td>(8,906)</td>
<td>375,602</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td>488,280</td>
<td>488,280</td>
<td>24,109</td>
<td>464,171</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated Surplus/(Deficit)</td>
<td>436,171</td>
<td>436,171</td>
<td>24,109</td>
<td>460,280</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td>488,280</td>
<td>488,280</td>
<td>24,109</td>
<td>460,280</td>
</tr>
</tbody>
</table>

### EASTERN HEALTH AUTHORITY  STATEMENT OF CHANGES IN EQUITY

**FOR THE YEAR ENDING 30 JUNE 2020**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACCUMULATED SURPLUS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at beginning of period</td>
<td>464,171</td>
<td>464,171</td>
<td>24,109</td>
<td>464,171</td>
</tr>
<tr>
<td>Net Surplus/(Deficit)</td>
<td>(28,000)</td>
<td>(28,000)</td>
<td></td>
<td>(28,000)</td>
</tr>
<tr>
<td><strong>BALANCE AT END OF PERIOD</strong></td>
<td>436,171</td>
<td>436,171</td>
<td>24,109</td>
<td>460,280</td>
</tr>
</tbody>
</table>
## Eastern Health Authority

### Bank Reconciliation as at 30 September 2019

**Bank SA Account No. 141/0532306840**

<table>
<thead>
<tr>
<th>Account</th>
<th>30-Sep-19</th>
<th>31-Mar-19</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank SA Cheque Account</td>
<td>$101,363</td>
<td>$81,908</td>
<td>$19,455.57</td>
</tr>
<tr>
<td>Local Government Finance Authority</td>
<td>$1,045,726</td>
<td>$682,882</td>
<td>$362,844</td>
</tr>
<tr>
<td>Net GST Claimable (Payable)</td>
<td>-$71,924.22</td>
<td>-$7,023.53</td>
<td>64,901</td>
</tr>
<tr>
<td>Long Service Leave Provision</td>
<td>-$208,000.00</td>
<td>-$203,502.86</td>
<td>-$4,497.14</td>
</tr>
<tr>
<td>Annual Leave Provision</td>
<td>-$132,684.47</td>
<td>-$110,583.89</td>
<td>-$22,100.58</td>
</tr>
<tr>
<td><strong>TOTAL FUNDS AVAILABLE</strong></td>
<td>$734,481</td>
<td>$443,680</td>
<td>$290,801</td>
</tr>
</tbody>
</table>

---

**Balance as per Bank Statement 30 September 2019**

$101,363.21

**Plus Outstanding cheques**

$ -

**Add Outstanding deposits**

$ -

**BALANCE PER General Ledger**

$101,363.21

**GST Collected**

$93,947.85

**GST Paid**

$22,023.63

**NET GST Claimable (Payable)**

$71,924.22

---

**Eastern Health Authority**

**Bank Reconciliation as at 30 September 2019**

**Bank SA Account No. 141/0532306840**

<table>
<thead>
<tr>
<th>Account</th>
<th>30-Sep-19</th>
<th>31-Mar-19</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank SA Cheque Account</td>
<td>$101,363</td>
<td>$81,908</td>
<td>$19,455.57</td>
</tr>
<tr>
<td>Local Government Finance Authority</td>
<td>$1,045,726</td>
<td>$682,882</td>
<td>$362,844</td>
</tr>
<tr>
<td>Net GST Claimable (Payable)</td>
<td>-$71,924.22</td>
<td>-$7,023.53</td>
<td>64,901</td>
</tr>
<tr>
<td>Long Service Leave Provision</td>
<td>-$208,000.00</td>
<td>-$203,502.86</td>
<td>-$4,497.14</td>
</tr>
<tr>
<td>Annual Leave Provision</td>
<td>-$132,684.47</td>
<td>-$110,583.89</td>
<td>-$22,100.58</td>
</tr>
<tr>
<td><strong>TOTAL FUNDS AVAILABLE</strong></td>
<td>$734,481</td>
<td>$443,680</td>
<td>$290,801</td>
</tr>
</tbody>
</table>

---

**Eastern Health Authority**

**Bank Reconciliation as at 30 September 2019**

**Bank SA Account No. 141/0532306840**

<table>
<thead>
<tr>
<th>Account</th>
<th>30-Sep-19</th>
<th>31-Mar-19</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank SA Cheque Account</td>
<td>$101,363</td>
<td>$81,908</td>
<td>$19,455.57</td>
</tr>
<tr>
<td>Local Government Finance Authority</td>
<td>$1,045,726</td>
<td>$682,882</td>
<td>$362,844</td>
</tr>
<tr>
<td>Net GST Claimable (Payable)</td>
<td>-$71,924.22</td>
<td>-$7,023.53</td>
<td>64,901</td>
</tr>
<tr>
<td>Long Service Leave Provision</td>
<td>-$208,000.00</td>
<td>-$203,502.86</td>
<td>-$4,497.14</td>
</tr>
<tr>
<td>Annual Leave Provision</td>
<td>-$132,684.47</td>
<td>-$110,583.89</td>
<td>-$22,100.58</td>
</tr>
<tr>
<td><strong>TOTAL FUNDS AVAILABLE</strong></td>
<td>$734,481</td>
<td>$443,680</td>
<td>$290,801</td>
</tr>
</tbody>
</table>
Recommendation

That Council adopts the revised ERA Strategic Plan 2020 – 24 appearing as Attachment A to this report.

Summary

The Eastern Region Alliance (ERA) Mayors and CEO group undertook a review of the ERA Strategic Plan during 2019. At their meeting held on 20 November 2019, the group resolved to present the revised Strategic Plan 2020-24 to Member Councils for adoption.

Background

The Eastern Region Alliance (ERA), consisting of the Cities of Burnside, Campbelltown, Norwood, Payneham & St Peters, Prospect, Tea Tree Gully, Unley and the Town of Walkerville, was formed in November 2008 when a Memorandum of Understanding (MOU) was signed by the seven Councils. The MOU was updated in 2017 and subsequently adopted and signed by the ERA Councils.

Since signing the updated MOU, the ERA Councils have been working towards improved co-operation, resource sharing, more effective working relationships and joint actions to agree and address strategic priorities between any two or more of the Member Councils.

With the goal of securing a sustainable lifestyle, excellent services and facilities for its constituent communities, ERA has aimed to:

- Improve cooperation, collaboration, and coordination across the member Councils;
- Establish a robust operational framework to deliver effective and efficient services;
- Be successful in attracting state and federal government funding for regional initiatives;
- Increase awareness, and the influence, of ERA within the three spheres of government.

Since its inception, the CEOs of the Councils have met monthly to discuss issues of mutual interest, while the Mayors and CEOs have met quarterly. Chairing of these meetings is rotated annually,
alphabetically by Council name, with the host Council in 2019 being the City of Unley, who had swapped hosting with the City of Prospect, whilst their new civic centre was being built.

In 2014, during two facilitated workshops focusing on The Council of the Future review report, the ERA Mayors and CEOs Group developed a strategy to drive ERA’s future activities. This was further progressed during 2015 resulting in the development of a Strategic Plan. The draft Strategic Plan recommended that ERA’s boundaries should reflect the State Government’s regional boundaries and as a result, the City of Tea Tree Gully left the alliance on 31 December 2015, taking the ERA membership from seven Councils to six.

Subsequent to that, a review of the governance arrangements was also undertaken by Tanom Legal and it was determined that the current governance framework and membership was appropriate. Following completion of that work, the Council considered the Strategic Plan and revised Memorandum of Understanding at its meeting on 21 August 2017 and resolved that:

**CNC42/17-18**

*That Council:*

- receives the report and findings of the ERA Governance Framework Review as tabled to the ERA Mayors & CEOs on 22 March 2017 and appearing as Attachment C;
- adopts the reports’ conclusion that the current ERA governance framework provides the flexible platform for regional collaborations;
- agree that ERA maintain its current membership;
- adopts the revised ‘Memorandum of Understanding of the Eastern Region Alliance’, which sets out the governance framework and membership for the informal alliance appearing as Attachment A; and
- adopts the updated ‘ERA Strategic Plan’ appearing as Attachment B.

**Discussion/Issues for Consideration**

ERA has a strong history of collaboration between member Councils and a number of co-operative initiatives have successfully been implemented over the past 3-4 years. These include, but not limited to, the ERA Water Project, ERA Community Passenger Network Scheme, ERA Ageing Strategy, Resilient East Adaptation Strategy, ERA SALA (the ERA we live in), ERA Economic Development Management position as well as joint submissions on planning, transport and other State Government reform agenda’s. There are likely to be more collaborative projects in the future.

There have also been a number of shared service arrangements between Councils such as:

- Campbelltown providing WHS services to Walkerville (continuing);
- Resource Sharing / Depot (Walkerville and Campbelltown / current);
- Unley providing HR and WHS services to Prospect (completed);
- Burnside providing HR services to Walkerville (completed);
- Unley providing general inspector services to Walkerville (completed);
- ERA HR / OD shared services model (Unley and Walkerville / developmental phase); and
- MOU between Prospect and Walkerville – masterplan of Main North Road and North East Road (current).

Following the Local Government elections in 2018, it was an opportune time for the ERA Mayors to review the Strategic Plan to ensure that it is both relevant and appropriate.

The Mayors (with the support of the CEO group) undertook a review over a number of months and apart from some minor changes, agreed that the Plan is still relevant in terms of priority areas.
The Plan is now presented to Councils for endorsement.

Options for Consideration

Option 1
That Council adopts the revised ERA Strategic Plan 2020 – 24 appearing as Attachment A to this report.

Option 2
That Council adopts the revised ERA Strategic Plan 2020 – 24 appearing as Attachment A to this report, with the following amendments:

Analysis of Options

Option 1
The ERA Mayors and CEOs have undertaken a review of the ERA Strategic Plan over a period of time and subsequently at the ERA Mayors and CEOs Group meeting held on 20 November 2019, the draft Strategic Plan for 2020-24 was endorsed for presentation to the ERA Councils.

Option 2
This option provides Council with the opportunity to adopt those parts of the Strategic Plan they agree with, and amend other parts as they so determine. It should be noted however, that every proposed change will need to be presented to the other Member Councils for their respective endorsement.

Financial Implications

ERA has been operating with a nominal financial contribution by Member Councils (in the order of $25,000 per annum). All associated works in relation to the revised Strategic Plan have been funded by ERA.

Community Implications

Collaboration, shared service arrangements and joint actions between the ERA Member Councils will provide for efficiencies and promote new models for resource sharing of services and programs, which may have a broader applicability across the region and Local Government and potentially providing a ‘bigger bang for ratepayers buck’.

Regional Implications

The Strategic Plan provides a mechanism of identifying specific initiatives for joint action in order to achieve improved service delivery arrangements, efficiencies and cost savings at a regional and local level, which will go to benefit the respective eastern region communities.

Governance Implications

A thorough governance review was undertaken in 2017 with an updated ERA MoU and ERA Strategic Plan adopted by all ERA Councils in 2017/18. The Strategic Plan was reviewed again during 2019 due to the November 2018 Council general elections. This also provided an opportunity to update the activities that have been undertaken.

Preferred Option & Reasoning

Option 1 is the preferred option. The ERA Mayors and CEOs spent a considerable amount of time reviewing the Strategic Plan throughout 2019 and resolved at their meeting held on 20 November 2019 to present the revised edition to ERA Member Councils for adoption.
| Attachment A | ERA Strategic Plan 2020-24 |
Eastern Region Alliance

STRATEGIC PLAN
2020 - 2024

Website: www.era.sa.gov.au
**Vision**

Adelaide’s Eastern Metropolitan Councils working together to better serve their communities.

**Mission**

To secure a sustainable lifestyle, excellent services and facilities for our communities and to advance the interests of Adelaide’s Eastern Metropolitan Region.
Introduction

The Eastern Region Alliance (ERA) is a group of six eastern Adelaide Councils that collaborate for the benefit of their local communities and the region as a whole, based on a Memorandum of Understanding developed in 2008 (and updated in 2017). The ERA Councils are the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect, Unley and the Town of Walkerville. The region generally enjoys higher than average income levels, quality urban form and amenity, and good economic and social opportunity.

ERA Councils, under the strategic guidance of the ERA Mayors and CEOs, have worked together collaboratively on a wide range of initiatives, some inclusive of all ERA Councils and others in partnership with non-ERA Councils. Priorities have encompassed long-term future planning (e.g. water initiatives and economic development), efficiencies and cost savings (e.g. East Waste) and positioning Eastern Adelaide more strongly with State and Commonwealth Government. ERA Councils maintain direct affiliation with the Local Government Association of South Australia. Similarly, ERA Councils can work on projects with other ERA Councils without ERA involvement or endorsement and can work with Councils outside of the Eastern Adelaide region. Most importantly, while this strategy includes opportunities for efficient service delivery, ERA Councils are clear that ERA is not a conduit to Council amalgamations. Projects or initiatives will be badged as ‘ERA Projects’ when all ERA Councils resolve to participate.

One of ERA's greatest strengths is the collaborative nature of its member relationships, which allow for ideas and initiatives to be raised and actioned quickly. This fluidity contributes to the social capital 'glue' which makes the group interesting and provides value to ERA Councils who can initiate projects as needed. This flexible approach worked very well in the early years of ERA and contributed to good working relationships. However, with ERA now developing into a more mature organisation, the Strategic Plan provides a mechanism for ERA Councils to drive greater efficiencies, improved capability and better services to Eastern Adelaide communities.
The Eastern Region

Within ERA the resident population is 202,273, while the 2016 census showed that those employed within ERA’s boundaries number 98,814. The economic contribution of ERA is estimated to be $9.72 billion, approximately 10.4% of the Gross State Product, making ERA a significant force within Greater Metropolitan Adelaide.

Since signing an MOU in 2017, the six ERA Councils have been working towards improved co-operation, resource sharing, more effective working relationships and joint actions to agree and address strategic priorities between any two or more of the six Councils.

With the goal of securing a sustainable lifestyle, excellent services and facilities for its constituent communities, ERA aims to:

- Improve cooperation, collaboration, and coordination across the ERA Councils.
- Establish a robust operational framework to deliver effective and efficient services
- Be successful in attracting state and federal government funding for regional initiatives.
- Increase awareness, and the influence, of ERA within the three spheres of government.

The CEOs of the six Councils meet monthly to discuss issues of mutual interest, while the Mayors and CEOs meet quarterly. Chairing of these meetings is rotated annually, alphabetically by Council name.
ERA’s Goals for 2020-2024

What do we want these goals to achieve?

1. Governance Framework
   The governance framework remains appropriate and effective for the achievement of ERA’s objectives.

2. Influence
   ERA Councils will have a 'place at the table' with LGA, State and Commonwealth Government in policy formation that affects eastern Adelaide.

3. Regional Services and Programs
   Regional service delivery programs will be managed by the ERA Councils, delivering cost-effective services within an accountable governance framework.

4. Engagement
   Elected Members, Council Staff and our communities will recognise ERA for the quality and cost-effectiveness of shared services for Local Government in this region.
The Strategy

1. Governance Framework

*Within two years, the ERA Councils will review ERA’s governance framework with the aim of ensuring that the framework is appropriate and effective for the achievement of ERA’s objectives.*

<table>
<thead>
<tr>
<th>Action</th>
<th>Outcome</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Strategic Plan sets out actions and directions and is regularly reviewed to ensure ERA is responsive in a dynamic environment.</td>
<td>'Achievements against the Strategic Plan' is a standing agenda item, and the Plan undergoes a formal 'rolling review' tied to the Local Government election cycle.</td>
<td>2019/20 and 2023/24: A review of achievements, new influences, and new opportunities has been conducted, and the Strategic Plan extended.</td>
</tr>
<tr>
<td>2. A 'directions' workshop between the ERA Mayors and CEOs to underpin the delivery of the Strategic Plan will be undertaken within 12 months after the conclusion of each periodic election.</td>
<td>The mechanisms for discussion, debate and progress monitoring will be kept relevant and fresh.</td>
<td>A workshop will address the question &quot;is this the best way of working?&quot; within 12 months after the conclusion of a periodic election and implement changes if required.</td>
</tr>
</tbody>
</table>
The Strategy

2. Influence

*ERA Councils will have a 'place at the table' with LGA, State and Commonwealth Government in policy formation that affects eastern Adelaide.*

<table>
<thead>
<tr>
<th>Action</th>
<th>Outcome</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Demonstrable cohesiveness saves ERA Councils’ time through facilitating information sessions by Agency Heads and other key stakeholders.</td>
<td>Agencies understand regional strengths and issues and receive coordinated feedback about the implications of State and Commonwealth policies and initiatives.</td>
<td>Opportunities for presentations to individual Councils are extended to all ERA Councils.</td>
</tr>
<tr>
<td>2. Monitor and coordinate the provision of interpretation of State and Commonwealth policy and consultation drafts for ERA Councils.</td>
<td>ERA Councils are informed about new policy agendas and 'calls for comment', and ERA facilitates a regional response where appropriate.</td>
<td>A mechanism is in place to provide timely information about policy and initiatives and facilitate a regional response where this provides benefit to ERA Councils.</td>
</tr>
<tr>
<td>3. Demonstrate leadership in Local Government in South Australia by working with State Government in the achievement of key agendas.</td>
<td>State Government consults with ERA Councils, ensuring opportunities for response to emerging policy agendas.</td>
<td>ERA Councils influence the design and implementation of State Government agendas to ensure the best outcome for Eastern Adelaide communities.</td>
</tr>
</tbody>
</table>
## The Strategy

### 2. Influence

*ERA Councils will have a 'place at the table' with LGA, State and Commonwealth Government in policy formation that affects eastern Adelaide.*

<table>
<thead>
<tr>
<th>Action</th>
<th>Outcome</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Monitor and provide value to State and Commonwealth Government reform agendas.</td>
<td>Knowledge, delivery capacity, and sound partnering ethos is valued.</td>
<td>2020/21: ERA provides the opportunity for local knowledge sharing, funded service delivery, and intergovernmental collaboration.</td>
</tr>
<tr>
<td>5. ERA Projects are showcased regularly at Local Government events eg ALGA, LGA AGM.</td>
<td>There is increased awareness of ERA activities at state and national levels.</td>
<td>• 2020/21: At least one presentation per annum on ERA initiatives is provided.  &lt;br&gt;• 2020/21: The ERA Councils are represented on Local Government boards.</td>
</tr>
<tr>
<td>6. ERA’s biannual report is included in agendas of ERA Councils.</td>
<td>There is greater awareness of and among Elected Members and residents.</td>
<td>Biannual report is presented after Mayors and CEOs meetings.</td>
</tr>
</tbody>
</table>
The Strategy

3. Regional Services and Programs

Regional service delivery programs will be managed by the ERA Councils, delivering cost-effective services within an accountable governance framework.

<table>
<thead>
<tr>
<th>Action</th>
<th>Outcome</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Priority projects including Ageing, Smart Region, Climate Change Adaptability, Waste Management and Water Security will continue.</td>
<td>A consistent effort is applied across the region for the benefit of the ERA Councils and their communities.</td>
<td>• Successful implementation of the Daily Moves Program and the Housing Adaptability Program (active ageing). • Successful implementation of ERA Water. • Successful implementation of Connected Cities. • 2019/20 successful implementation of year 3 of the Resilient East Program. • Develop an action plan to minimise waste to landfill for each Council and educate the community.</td>
</tr>
<tr>
<td>2. Scheduled review and renewal of existing contractual arrangements (e.g. East Waste, Street Sweeping, Waste Disposal and EHA).</td>
<td>The design and implementation of the new structure benefits from sunset arrangements with existing service contracts.</td>
<td>• Ongoing review of regional contracts determines timelines for key decisions about the use of ERA Council subsidiaries for regional services. • 2019/20 City of Unley to investigate becoming a member of East Waste. • 2019/20 City of Unley to investigate feasibility of becoming a member of EHA. • Successful implementation of a joint street sweeping contract between Campbelltown City Council and Town of Walkerville.</td>
</tr>
</tbody>
</table>
3. Regional Services and Programs

Regional service delivery programs will be managed by the ERA Councils, delivering cost-effective services within an accountable governance framework.

<table>
<thead>
<tr>
<th>Action</th>
<th>Outcome</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Assess the feasibility of a regional approach to programs (such as Economic Development or Rec and Sport Assets), with a single regional manager rather than duplication of management roles in a number of ERA Councils.</td>
<td>Integrated regional programs will provide stronger direction, save management costs, and better position the region to attract grant funding.</td>
<td>• At least one regional program has been developed and is operating, with monitoring and review processes in place. Investigate other potential programs for example Urban Forest. • Resilient East and Economic Development programs successfully implemented.</td>
</tr>
<tr>
<td>4. A regional service delivery framework is established and focuses on key areas including: economic development, waste, health, back of house, civil works, tree pruning, payroll, call centre, records management and street sweeping.</td>
<td>There are increased efficiencies and ROI for ERA Councils and demonstrable benefits for ratepayers.</td>
<td>2020/21: A regional service delivery framework is adopted and enacted.</td>
</tr>
</tbody>
</table>
The Strategy

4. Engagement

*Elected Members, Council Staff and our communities will recognise ERA for the quality and cost-effectiveness of shared services for Local Government in this region.*

<table>
<thead>
<tr>
<th>Action</th>
<th>Outcome</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. ERA Councils include regional implications as a standing item on all Council reports.</td>
<td>Staff and Elected Members are required to think regionally.</td>
<td>2019/20: All Council reports include discussion of regional implications.</td>
</tr>
<tr>
<td>2. ERA Councils will provide transparency and promote regional benefits to communities and stakeholders.</td>
<td>Constituent communities and stakeholders understand the value of regional initiatives and encourage Councils to progress this approach.</td>
<td>• ERA’s branding is used to promote regional projects. • That each ERA Council’s annual report will include a section on ERA.</td>
</tr>
<tr>
<td>3. Council staff are engaged with ERA’s projects and portfolio areas. Mayors and CEOs actively participate in ERA.</td>
<td>ERA’s projects provide professional development, succession and leadership opportunities, and staff think regionally in designing and delivering Council services.</td>
<td>• Council staff are aware of ERA and how their specific roles are influenced by regional initiatives. • Council staff are provided with opportunities to participate in ERA projects.</td>
</tr>
<tr>
<td>4. Implement shared services initiatives to achieve cost efficiencies and increased service levels for ERA Councils.</td>
<td>ERA Councils pursue operational efficiencies and projects leading to reductions in red tape and providing a direct benefit to our communities.</td>
<td>ERA Councils demonstrate leadership in shared services outcomes as opportunities arise.</td>
</tr>
</tbody>
</table>
KPI Summary

Ongoing / Annual

<table>
<thead>
<tr>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3  A workshop between the ERA Mayors and CEOs will address the question &quot;is this the best way of working?&quot; within 12 months after the conclusion of a periodic election and implement changes if required.</td>
</tr>
<tr>
<td>2.1 Opportunities for presentations to individual Councils are extended to ERA Councils</td>
</tr>
<tr>
<td>2.2 A mechanism is in place to provide timely information about policy and initiatives, and facilitate a regional response where this provides benefit to ERA Councils</td>
</tr>
<tr>
<td>2.3 ERA Councils influence the design and implementation of State Government agendas to ensure the best outcome for Eastern Adelaide communities</td>
</tr>
<tr>
<td>2.6 Biannual report is presented after Mayors and CEOs meetings</td>
</tr>
<tr>
<td>3.1 Successful implementation of the Daily Moves Program and the Housing Adaptability Program (active ageing).</td>
</tr>
<tr>
<td>3.1 Successful implementation of ERA Water.</td>
</tr>
<tr>
<td>3.1 Successful implementation of Connected Cities.</td>
</tr>
<tr>
<td>3.1 Develop an action plan to minimise waste to landfill for each Council and educate the community.</td>
</tr>
<tr>
<td>3.2 A review of regional contracts determines timelines for key decisions about the use of the ERA Council subsidiaries for regional services</td>
</tr>
<tr>
<td>3.2 Successful implementation of a joint street sweeping contract between Campbelltown City Council and Town of Walkerville.</td>
</tr>
<tr>
<td>3.3 At least one regional program has been developed and is operating, with monitoring and review processes in place. Investigate other potential programs for example Urban Forest.</td>
</tr>
<tr>
<td>3.3 Resilient East and Economic Development programs successfully implemented</td>
</tr>
<tr>
<td>4.3 ERA’s branding is used to promote regional projects</td>
</tr>
<tr>
<td>4.3 That each ERA Council’s annual report will include a section on ERA.</td>
</tr>
<tr>
<td>4.4 Council staff are aware of the work of ERA and how their specific roles are influenced by regional initiatives</td>
</tr>
<tr>
<td>4.4 Council staff are provided with opportunities to participate in ERA projects</td>
</tr>
<tr>
<td>4.5 ERA Councils demonstrate leadership in shared services outcomes as opportunities arise</td>
</tr>
</tbody>
</table>
# KPI Summary

## 2019/20

<table>
<thead>
<tr>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2 A review of achievements, new influences, and new opportunities has been conducted, and the Strategic Plan extended.</td>
</tr>
<tr>
<td>3.1 Successful implementation of year 3 of the Resilient East Program.</td>
</tr>
<tr>
<td>3.2 City of Unley to investigate becoming a member of East Waste.</td>
</tr>
<tr>
<td>3.2 City of Unley to investigate feasibility of becoming a member of EHA.</td>
</tr>
<tr>
<td>4.1 All ERA Council reports include discussion of regional implications.</td>
</tr>
</tbody>
</table>

## 2020/21

<table>
<thead>
<tr>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.4 ERA provides the opportunity for local knowledge, funded service delivery, and intergovernmental collaboration.</td>
</tr>
<tr>
<td>2.5 At least one presentation per annum on the ERA initiatives is given at both state and national level.</td>
</tr>
<tr>
<td>2.5 The ERA Councils are represented on Local Government boards.</td>
</tr>
<tr>
<td>3.4 A regional service delivery framework is adopted and enacted.</td>
</tr>
</tbody>
</table>

## 2023/24

<table>
<thead>
<tr>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>A review of achievements, new influences, and new opportunities has been conducted, and the Strategic Plan extended for the forthcoming decade.</td>
</tr>
</tbody>
</table>
Recommendation

That Council receives and notes the SA Productivity Commission inquiry into Local Government costs and efficiency final report, appearing at Attachment A.

Summary

The SA Productivity Commission (SAPC) was tasked to consider and report on a number of matters regarding costs and efficiency of local government and to make recommendations to the South Australian Government and provide advice to Councils.

In doing its task, the Commission took into consideration recent reforms in SA and other jurisdictions to policy, governance and management practices in the local government sector and their potential to afford cost savings and improve Council efficiency.

The Commission has completed its task and the final report was provided to the Premier on Friday 22 November 2019. The report was subsequently published on the Commission’s website on Wednesday 5 February 2020.

Background

Council has previously considered the SAPC Methodology Paper and provided the Commission with its submission. The Mayor, CEO and members of senior staff attended various consultation sessions organised by the LGA and Office of Local Government (OLG).

The Draft Report was released on 30 August 2019 and the Commission sought further submissions to its Draft Report. Council did not provide a formal submission, however the Mayor, CEO and senior staff attended a number of consultation sessions organised by SAPC and the OLG as part of the follow up consultation process.

The Commission was established to assist the government to:
improve the rate of economic growth and the productivity of the South Australian economy in order to achieve higher living standards for South Australians;
improve the accessibility, efficiency and quality of services delivered or funded by government;
improve South Australia’s competitiveness for private sector investment;
reduce the cost of regulation;
facilitate structural economic changes while minimising the social and economic hardship that may result from those changes;
take into account the interests of industries, employees, consumers and the community;
increase employment;
promote regional development; and
develop South Australia in a way that is ecologically sustainable.

Nine (9) recommendations have been identified falling under the following headings:

Recommendation 1 – 4 - Information for improved decision making

These recommendations focus on Council efficiency improvements, financial accountability and engagement with communities and State Government. The gist of these recommendations is that the State Government establish a broad information framework, with a range of indicators published online, to enable high level comparisons of Councils. It is further recommended that the framework be codesigned with the LGASA for endorsement by the Minister.

Further, and to ensure ongoing quality, integrity and management of the information framework, the Commission recommends that the State Government locates the ongoing management of the information framework and website to an independent body.

Recommendation 5 - Managing cost pressures

Recommendation 5 focuses on the State Government clarifying and improving aspects of the relationship between the State Government and the local government in order to enhance lower local government costs and improve local government financial accountability. It suggests that this occurs by:

- identifying and addressing inefficiency and red tape from the State Government mandated services on Councils;
- adopting a strong review process, which provides an assessment of the impacts on local government to inform state government decisions that could have an adverse effect on local government;
- clarifying relevant aspects of sections 6, 7 and 8 of the Local Government Act 1999, to make clearer the range of options available to Councils in the performance of legislated functions;
- clarifying local government responsibilities, including establishing measurable minimum service standards for mandated services provided by Councils;
- clarifying the respective responsibilities of SA and local governments to remove unnecessary overlaps or duplication and reduce uncertainty between governments.

Recommendation 6 - Employee costs

In order to reduce transaction costs to local government, the Commission has recommended that the State Government facilitate more flexible and efficient enterprise bargaining arrangement by making appropriate legislative amendments to allow a group or association of Councils to negotiate enterprise bargaining agreements under the Fair Work Act 1994.

Recommendation 7 – Procurement

To assist in improving the value to Councils from procurement through lower costs, higher capability and efficient procurement process, the Commission recommends the State Government make provision, in implementing its response to the Commission’s Government Procurement Inquiry Stage 1, for Councils to access:
• state government training opportunities for procurement; and
• state government contracts and pricing.

Further, the Commission recommends that the LGASA promote the adoption of contemporary procurement policies and practices by developing a model procurement policy as well as capitalising on the potential from the use of resource sharing to deliver efficiency gains.

Recommendation 8 – Efficiency and continuous improvement

To foster an environment of continuous improvement in Councils, the Commission recommends that the State Government establishes a ‘Premier’s Award’ for excellence in continuous improvement and innovation in Council administration.

Recommendation 9 – Governance, accountability and transparency

In order to improve the capacity of local government to lower costs and increase financial accountability, the Commission recommends that the State Government increase the quality and transparency of Council planning and reporting. It proposes this can be done via:

• amending the Local Government Act 1999 to provide that Councils’ annual reports include the results of performance comparisons and reporting against service standards; and
• varying the applicable regulations in the Local Government (Financial Management) Regulations 2011 to specify a standardised set of model long-term financial plans and infrastructure and asset management plans and Council annual reports to support Councils to fulfil their statutory reporting obligations under Chapter 8 of the Local Government Act 1999.

The Commission also sets out a series of ‘Advice to Councils’ in relation to improving local governments’ capacity to lower costs and improve financial accountability. This ‘advice’ centres on the LGA developing model document templates for all mandated reporting along with Councils incorporating service standards in their decision making and performance comparisons.

The Commission also proposes that Councils expand the functions of Audit Committees to include an examination of the process to provide for data integrity and the method of application of service reviews and analysis.

Attachment

<table>
<thead>
<tr>
<th>Attachment A</th>
<th>SA Productivity Commission – Inquiry into Local Government costs &amp; efficiency final report</th>
</tr>
</thead>
</table>
Final Report

Inquiry into Local Government Costs and Efficiency

22 November 2019
About the South Australian Productivity Commission

The Commission provides the South Australian Government with independent advice on facilitating productivity growth, unlocking new economic opportunities, supporting job creation and removing existing regulatory barriers.

The Premier and Cabinet Circular PC046 sets out the objectives and functions of the Commission; how inquiries are referred to the Commission, undertaken and reported on; and how the Commission and public sector agencies work together.

The Commission was established to assist the government to:

i. improve the rate of economic growth and the productivity of the South Australian economy in order to achieve higher living standards for South Australians;
ii. improve the accessibility, efficiency and quality of services delivered or funded by government;
iii. improve South Australia’s competitiveness for private sector investment;
iv. reduce the cost of regulation;
v. facilitate structural economic changes while minimising the social and economic hardship that may result from those changes;
vi. take into account the interests of industries, employees, consumers and the community;
vii. increase employment;
viii. promote regional development; and
ix. develop South Australia in a way that is ecologically sustainable.

The Commission is supported by the Office of the South Australian Productivity Commission (OSAPC). The Chair of the Commission also serves as the Chief Executive of the OSAPC.

For more information on the Commission, including Premier and Cabinet Circular PC046, visit the website at www.sapc.sa.gov.au.

Disclosure

The Commissioners have declared to the South Australian Government all personal interests that could have a bearing on current and future work. The Commissioners confirm their belief that they have no personal conflicts in regard to this inquiry.
Terms of Reference

SOUTH AUSTRALIAN PRODUCTIVITY COMMISSION INQUIRY INTO LOCAL GOVERNMENT COSTS AND EFFICIENCY

I, Steven Marshall, Premier, hereby request that the South Australian Productivity Commission (the Commission) undertake an inquiry into local government costs and efficiency.

Background

The South Australian Government is concerned that the rising cost of living has put undue pressure on South Australian households and businesses. Every level of government has a duty to ensure service delivery is as efficient and effective as possible to contain costs to taxpayers and ratepayers and ease cost of living pressures.

South Australian councils collectively manage a budget of $2 billion and maintain infrastructure and other physical assets worth almost $23 billion. Effective local government can be the mainstay of a strong community. It is responsible for aspects of everyday life from roads and infrastructure, to well-maintained libraries and community services.

Consequently, sustaining good financial and performance management practices and seeking to continually enhance productivity and efficiency are critical factors for councils as they aim to continue to improve the services they provide to their local community.

Improved performance monitoring by councils, combined with meaningful data analysis and reporting, will improve public accountability as well as provide evidence and opportunities for councils and the South Australian Government to drive and support continuous improvement. Further, effective performance reporting by councils is essential for ensuring accountability to residents and ratepayers as to how public money is being spent and the quality of services delivered.

An SAPC public inquiry process would enable full engagement with local councils and other stakeholders, as well as providing to both local and state governments some independent and objective analysis and advice on the issue of local government costs.

Terms of Reference

The Minister for Local Government has developed a 12-month plan for local government reform to improve council efficiency and effectiveness and restore confidence in council decision making. The reform elements address:

- Stronger council member capacity and better conduct
- Efficient and transparent local government representation
- Lowering costs and enhanced financial accountability in the local government sector
- Simpler regulation.
The South Australian Government is seeking independent advice on the third element regarding cost and financial accountability. This requires consideration of the key determinants of costs, or "cost drivers" of local council budgets; options to lower council costs; and how to ensure lower costs flow through to ratepayers.

Any interpretation of changes in local government costs, or comparisons between councils, would need to be able to take account of the impacts of factors likely to affect costs such as council size/scale, quality standard and mix of services provided, size of population and geographical area served and urban versus outer metro versus rural and remote locations.

Scope

The Commission is asked to consider and report on the following matters regarding local government costs and efficiency:

1. Analysis of the information on local government costs and the key drivers of costs including:
   - Identify trends in local government activities and costs of local government operations
   - Identify the drivers of local government costs and assess their impacts.
2. Develop and analyse measures of local government efficiency and productivity.
3. Identify mechanisms and indicators that could be used by the local government sector to measure and improve performance over time.
4. Consider recent reforms in South Australia and other jurisdictions to policy, governance and management practices in the local government sector and their potential to improve council performance.
5. Provide advice on possible options to guide and assist councils to improve efficiency and create capacity to pass on cost reductions to ratepayers.
6. Provide recommendations on actions the South Australian Government could take to lower local government costs and enhance local government financial accountability.

In its consideration of the above matters, the Commission is expected to have regard to the changing service expectations of communities and the long term financial sustainability of councils.

Inquiry Process

The Commission will consult local government and other key stakeholders on the methodology to be used for its analysis.

The Commission is to publish a draft report and seek submissions before presenting a final report to the Government.

The Commission will second and/or engage staff with required analytical expertise and knowledge of the local government sector for the period of the inquiry.
The inquiry will involve state-wide consultation with Councils, community groups and relevant professionals in the public, private and professional bodies as part of the public engagement process.

**Key dates:**

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Draft report</td>
<td>August 2019</td>
</tr>
<tr>
<td>Submissions on draft report</td>
<td>September 2019</td>
</tr>
<tr>
<td>Final report</td>
<td>22 November 2019</td>
</tr>
</tbody>
</table>

Hon Steven Marshall MP

**PREMIER OF SOUTH AUSTRALIA**

13/5/2019
Transmittal Letter

SAPC19D00069

The Hon Steven Marshall MP
Premier of South Australia
Level 15 State Administration Centre
200 Victoria Square
ADELAIDE SA 5001

Dear Premier

**SAPC Inquiry into Local Government costs and efficiency**

In accordance with the terms of reference received by the Commission on Monday, 13 May 2019 we are pleased to submit the South Australian Productivity Commission’s Final Report on the Inquiry into Local Government Costs and Efficiency.

This final report has been prepared after consultation with councils, the Local Government Association, government agencies and other stakeholders as well as careful deliberation of the submissions they made.

We acknowledge and thank them for their support, together with the Office of the South Australian Productivity Commission staff for their contributions in preparing this Final Report.

We respectfully note that in accordance with the *Premier and Cabinet Circular PC046 “The Commission must ensure that the report is available on its website within ninety days of delivering the report...”*, unless you specify a shorter period.

Yours sincerely

[Signatures]

Dr Matthew Butlin
CHAIR

Mr Jeff Tate
COMMISSIONER

Professor Christopher Findlay
COMMISSIONER

23/11/2019
3.2 Data sources and council groupings ................................................................. 56
3.3 Analysis of operating expenditure by resource type ........................................... 58
3.4 Analysis of costs by service ................................................................................. 74
3.5 Other cost drivers ............................................................................................... 81
3.6 Conclusions ......................................................................................................... 90
4. Local government efficiency and productivity ....................................................... 93
   4.1 Introduction ....................................................................................................... 93
   4.2 Experience of local government performance monitoring ............................... 94
   4.3 Partial productivity measures .......................................................................... 111
   4.4 Global efficiency measures .............................................................................. 119
       4.4.5 Understanding factors that influence efficiency of councils .................. 126
   4.5 Conclusions ..................................................................................................... 129
5. Cost and efficiency improvements ........................................................................... 131
   5.1 Introduction .................................................................................................... 131
   5.2 Cost drivers and improved decision making ..................................................... 132
   5.3 Efficiency and continuous improvement .......................................................... 142
   5.4 Governance, accountability and transparency .................................................. 148
Recommendations to the South Australian Government and advice to Councils ............... 155
   Information for improved decision making .......................................................... 155
   Managing cost pressures ...................................................................................... 156
   Resource sharing .................................................................................................. 158
   Efficiency and continuous improvement ............................................................... 158
   Governance, accountability and transparency ....................................................... 159
Appendices ............................................................................................................... 161
   Appendix 1 a. Submissions to the final inquiry report .......................................... 161
   Appendix 1 b. Submissions to the inquiry draft report .......................................... 162
   Appendix 2: Local Government Reference Group Terms of Reference ................. 163
   Appendix 3: Map of councils and SA Government regions .................................... 164
   Appendix 4: List of mandatory and non-mandatory activities ............................... 165
   Appendix 5: Summary of SALGGC data sets used .............................................. 166
   Appendix 6: Local government groupings ............................................................. 169
   Appendix 7: Estimation of global efficiency measures .......................................... 174
   Appendix 8: Performance improvement .................................................................. 178
Key Messages

The Commission was tasked to provide advice to councils on improving efficiency and creating capacity to pass on cost reductions to rate payers and to make recommendations to the state government on actions to cut local government costs and enhance financial accountability.

Total operating expenditure for the local government sector grew faster than inflation over the decade to 2017-18 with the fastest growth recorded for employee costs and materials, contracts and other costs. Wages and a changing skill mix appear to have been a significant cost driver.

Key drivers of council expenditure growth have been growth in the volume, scope and quality of both mandated (or legislated) and non-mandated services, explained, in part by population growth. Other cost drivers of less significance include compliance costs and cost shifting by other levels of government.

Analysis of council efficiency, while constrained by data limitations, indicated that compared with each other, most councils achieved high levels of relative efficiency and that further significant improvements were possible.

Enhancing the capacity of councils for sound decision making is key to containing cost growth and increasing efficiency. This includes decisions on what services to deliver, how to deliver them and how to manage cost pressures and allocate efficiency dividends between more and better services or rate reductions.

Proposed reforms require complementary action by the South Australian Government and local government sector.

To support improved council decision making, efficiency and engagement with the community, the Commission recommends the state government establish an information framework to be codesigned with councils and that would also underpin a proposed annual “State of the Sector” report by the Local Government Association of South Australia (LGASA).

Use of the framework for performance comparisons by councils to guide continuous improvement will be strengthened through documentation of service standards and scheduled programs of service reviews. Councils will require new skills, analytical tools and a culture that supports innovation.

Legislative change to develop model templates for council annual reports, long term financial and asset management plans is aimed at enhancing financial accountability and improving decisions.

Management of employee costs will be assisted by legislative reform to enable groups of councils to negotiate enterprise bargaining agreements, coupled with increased council industrial relations capabilities.

Improved council procurement policies and practices, supported by access to state government contracts and procurement training, and greater use of council resource sharing arrangements will offer further cost savings and efficiency gains.

There are three key pillars which, if adopted by councils, will create a lean system that restrains costs and promotes efficiency and effectiveness: financial accountability, engaged rate payers and informed councils.
Executive Summary

1. The task

The Commission’s task was to:

- understand the cost base and cost drivers of councils in South Australia;
- develop and analyse measures of local government efficiency;
- identify mechanisms and indicators for use by local government to improve efficiency over time;
- provide advice on possible options to guide and assist councils to improve efficiency and create capacity to pass on cost reductions to rate payers; and
- provide recommendations to the South Australian Government on actions to lower local government costs and enhance local government financial accountability.

In doing this task, the Commission was to have regard to the changing service expectations of communities and the long-term financial sustainability of councils.

The Commission’s advice will contribute to the development of a broader plan by the South Australian Government for reforming local government in South Australia, comprising:

- stronger council member capacity and better conduct;
- efficient and transparent local government representation;
- lowering costs and enhanced financial accountability in local government (to which this inquiry is contributing independent advice regarding determinants of costs, options to lower council costs and how to ensure lower costs flow through to ratepayers); and
- simpler regulation.

The drivers of revenue, including the setting of rates, are outside the Commission’s terms of reference, except to the extent that revenue sources are tied, that is, when they carry an obligation to be spent on specific programs, services or assets.

2. The Commission’s approach

The Commission analysed trends in council costs, the drivers of those costs and efficiency in the local government sector over the period 2008-09 to 2017-18. This work was complemented by wide consultation with councils and other key stakeholders, including receipt of written submissions. These consultations, and an examination of recent reforms in South Australia and other jurisdictions, helped to inform the Commission’s recommendations to the South Australian Government and complementary advice to councils.

In developing recommendations and advice, the Commission was guided by legislative arrangements governing the operation of councils, reflecting the principle that South Australian councils are primarily accountable to their communities in carrying out their roles and functions. The Commission has also considered the very important role of councils in creating the environments in which ratepayers live and work and their proximity to the community.

3. Costs: trends and drivers

Analysis of data provided to the Commission found that council operating expenditure has grown at a faster rate than indicators of changes in prices. Total operating expenses by all councils rose, on average, by 4.2 per cent per annum between 2008-09 and 2017-18.
In comparison, the consumer price index (CPI) rose by 2.1 per cent and the local government price index (LGPI) by 2.6 per cent per annum.

The Commission analysed councils’ operating expenditure from two perspectives: the expenditure by service area categories such as waste and transport; and the key aggregate cost components of: employee costs; materials, contracts and other costs; and depreciation which respectively accounted for 35 per cent, 41 per cent and 23 per cent of total sector operating expenditure in 2017-18.

These proportions of spending by expenditure category and by cost components have not changed materially since 2008-09.

**Major cost components**

Total sector growth in materials, contracts and other expenditure, averaging 4.0 per cent per annum over the decade to 2017-18, reflects growth in the volume, scope and quality of services provided by councils. Growth in population and property numbers, while low, is likely to have caused some of this growth.

Total sector expenditure on employee costs increased slightly faster at 4.5 per cent per annum and reflects relatively high growth in SA local government sector average weekly earnings of 4.5 per cent per annum compared to 3.0 per cent for the state as whole (as estimated by the Australian Bureau of Statistics).

The rise in depreciation costs, which averaged 4.5 per cent per annum, has largely been driven by growth in the stock of council assets.

Finance costs have been negligible and falling over the decade as councils have tended to finance their operations using internal funds, or equity, rather than debt.

**Service expenditure categories**

More than half of councils’ operating expenditure is devoted to transport, recreation, other environment and waste management. Analysis of operating expenditure by fourteen service categories indicates that the mix of services delivered has not changed significantly over the last seven years.

Feedback from councils drew out an important distinction between what the Commission has termed mandated functions, where the state or other government requires local government to provide that function by statute, and non-mandated functions where ultimately local government decides whether or not to provide the functions.

The Commission heard that expenditure growth was influenced by a number of factors not fully within council control: mandated requirements by the state and Australian governments (both unfunded and partially funded); population growth and density; and size and location of councils.

While services mandated by the state government are relatively small in number, they accounted for 46 per cent of sector operating expenditure in 2017-18. Mandated services consistently accounted for a higher proportion of operating expenditure for rural councils, at close to 60 per cent, compared to 40 per cent for urban councils, reflecting the relative importance of the transport function, mainly roads.
**Major cost drivers**

Councils have varying degrees of control over factors which influence their cost. Some are externally determined, including, for example, the broader regulatory environment or population growth, which drives up demand for services. Other factors, such as the prices councils pay for labour and other inputs, are influenced by council’s industrial relations arrangements and procurement practices.

Cost-shifting, regulatory compliance costs and the expansion of mandated responsibilities under state legislation were identified by councils as cost drivers over which they have limited control. On the basis of available evidence, the Commission finds these factors have contributed to council cost pressures. While the Commission was unable to quantify the impact on council costs it considers that, based on available evidence, their impact has been relatively small in recent years during the period examined.

The Commission notes that while councils frequently pointed to cost-shifting as a factor, that is, a requirement to deliver a function without sufficient resources being provided to do so, it is important to distinguish it from cost sharing where local government has the option to accept tied funding with ongoing commitments. In such circumstances, councils may decide to bring forward future planned expenditure to exploit funding opportunities: this is clearly not, in the Commission’s view, cost shifting.

Cost drivers that are more strongly controlled by councils include decisions on which non-mandated services to deliver and how to deliver them. Council decisions on scale, scope and quality standards, for both mandated and non-mandated services and choice of technologies and business processes which affect costs and efficiency. A number of councils submitted that wider scope and higher quality of services, in response to community demand, have been significant contributors to growth in expenditure.

Councils have a significant influence over their employee cost expenditure through decisions on staffing, and related decisions on in-house delivery of services versus outsourcing, and their negotiation of enterprise bargaining agreements (EBAs). Similarly, councils directly influence their materials, contracts and other costs through their decisions on procurement policies and practices. Industrial relations and procurement practices have been identified by the Commission as important areas of reform to help contain cost growth for these two major categories of council expenditure.

The majority of councils linked growth in employee cost expenditure to the current industrial relations arrangements. Many councils, particularly in rural areas, also cited difficulties in attracting and retaining skilled staff as contributing to labour cost pressures.

A number of factors were identified by councils as likely to put upward pressure on procurement costs: lack of ability to attract and retain qualified or experienced procurement staff, especially the case in rural councils, a lack of training opportunities for procurement staff, and processes that place excessive red-tape requirements on contractors and suppliers.

Complicated tender documents were also seen as increasing the costs of procurement and over-prescription of outcomes in tendering reducing the potential for innovation from tenderers.

Opportunities to aggregate procurement among councils were viewed as an effective method of lowering costs to councils. However aggregated procurement was not seen as always appropriate by councils where they have different requirements as well as a desire to support local businesses.
In addition to the benefits of aggregated procurement among councils, many councils suggested opportunities to obtain greater bargaining power and economies of scale through access to state government contracts and pricing.

Many councils include a ‘buy local’ provision in their procurement policy to give weighting to local businesses when tendering for goods and services. This requirement means the pricing is likely to be less cost effective and this cost burden is borne by local communities.

**Action to restrain costs**

The Commission’s analysis of cost drivers has been constrained by a lack of data, particularly with respect to outputs and service standards. On the evidence available, including consultation with councils, the Commission concluded that increases in the volume, scope and quality of services have been significant drivers of the sector’s expenditure over the last decade. This is true of both mandated (or legislated) and non-mandated services and is likely to be strongly influenced by decision making at the local level.

This includes decisions about what services to provide and how to provide them. It also includes decisions on how to improve performance over time, contain expenditure growth and use efficiency dividends to lower rates or provide more and/or better services.

The Commission considers that enhancing councils’ capacity for sound, well-informed decision making will improve their performance over time, lift efficiency and financial sustainability and create capacity to pass on the benefits of cost reductions to ratepayers.

The Commission notes that, as a rule, better information on council inputs and outputs and analytical tools will deepen understanding of cost drivers and the capacity to manage their impacts. This will help to clarify, for councils and their ratepayers, the trade-offs between more or better services and higher expenditures, as well as improving transparency and accountability. In short, this contributes to better decision making. The Commission observed many councils are making efforts to improve their understanding of their costs and cost drivers.

**Clarify the service mandate**

In the case of services mandated by legislation, the Commission accepts that councils have no control over what services are required. That said, they retain a considerable degree of local autonomy over how they deliver such mandated services and the choice of service standards.

Mandated services are comparatively small in number but accounted for 46 per cent of the sector’s operating expenditure in 2017-18, and a larger proportion for rural and remote councils. Councils’ decision making on the scope, volume and quality of the services – both mandated and non-mandated – that they provide in their communities could benefit from additional guidance in the Local Government Act. The Commission has formed the view that limited and targeted amendments to sections 6, 7 and 8 of the LG Act – which outline councils’ principal roles, functions and the principles that should inform their decision making – could usefully make explicit that there are different ways that councils can undertake functions in the LG Act, without being necessarily directly involved in service delivery.

Alternatives to direct service provision that councils could consider include roles such as, advocate, facilitator or part-funder. Section 7, in particular, would benefit from greater clarity in relation to the different ways in which a council can develop and implement the functions contemplated in the LG Act.
Workforce

The Commission considers that difficulties in recruiting and retaining skilled labour and deficiencies in education and training systems have exacerbated labour cost pressures, particularly in rural areas. These issues are not just a problem in local government but also impact other sectors, particularly in rural areas.

There are opportunities for councils to engage with training organisations and state and Australian governments to improve the training and skills of council staff. There are further opportunities for groups of councils to share skilled labour, especially in rural areas.

A sector-wide approach to workforce development which complements and utilises South Australian and Australian Government initiatives is likely to be more effective than separate competing individual council efforts to address skill gaps.

Industrial relations

Notwithstanding the diversity of views in the sector, the current industrial relations environment has also been highlighted by councils as an obstacle to achieving greater efficiencies and containing growth in employee costs in the sector.

It is characterised by high transactions costs and, for a significant proportion of councils, and an imbalance in the negotiating power and requisite skills between councils and unions, especially for some smaller councils. The resulting differences between councils in EBA outcomes have the potential to limit councils’ capacity to undertake resource sharing and joint ventures by creating differences in salaries and conditions. This point appears to relate to differences in pay levels, rather than the rates of increases in pay.

Given the significant contribution made by employee costs to councils’ total operating expenditure, the Commission sees merit in limited reform of the industrial relations environment to provide for councils to group together to bargain more effectively and lower transaction costs. This could be achieved by enabling groups of councils to negotiate EBAs, thereby facilitating outcomes that more appropriately reflect local circumstances.

The establishment of a ‘community of practice’ whereby councils can share information about effective tools, methods and approaches to enterprise bargaining would further assist in managing employee costs in the sector.

The Commission notes that both the Australian Workers’ Union (AWU) and the Australian Services Union (ASU), which together represent a significant proportion of the local government workforce, have expressed qualified support for limited industrial relations reform, including the formation of groups of councils for the purpose of enterprise bargaining.

The Commission notes that this reform will require amendments to the applicable legislation, potentially including both the Fair Work Act 1994 and the Local Government Act.

Procurement

There are varying degrees of sophistication in procurement among councils in South Australia which may have implications for efficiency. Many of the issues experienced by councils were also observed by the Commission, during its separate inquiry into state government procurement, to be shared by state agencies including limited expertise and training, red tape costs, risk aversion, barriers to innovation and poor contract management.
There are opportunities to achieve savings through aggregated procurement among councils, especially with a regional focus, or for sharing procurement expertise across a number of councils.

Many councils procure in thin markets, where there is a limited number of suppliers. Collaborative procurement activities by councils can relieve pressure on costs. The Commission notes that meeting local preferences is important to many councils, and as a result aggregated procurement and cross council contracts are not always appropriate. The Commission considers the increased costs of procurement, and the burden on the rest of the community, should be assessed and made transparent in the application of this policy.

The use of model documents offers cost savings to councils through streamlined processes and assisting non-specialist procurement staff. Standardised templates for procurement documents across councils also reduce costs for suppliers, particularly where suppliers are seeking contracts across multiple councils.

Smaller councils often do not have dedicated procurement teams to develop, improve and update policies, procedures and templates. There is merit in the sector, through the Local Government Association of South Australia (LGASA) developing a model procurement policy and regularly reviewing both the model policy and associated guidelines and templates to assist councils to maintain up-to-date, best practice procurement policies and practices.

**Resource sharing**

The Commission was informed of a variety of resource sharing arrangements in which many councils are engaged, ranging from informal sharing of staff and equipment, to the establishment of subsidiaries to deliver services. Resource sharing activities, in some circumstances, have been demonstrated by councils to be an effective mechanism for cost savings and/or service improvements.

Many councils said that resource sharing by councils can deliver efficiency gains and there were further opportunities for cost saving through resource sharing. Some councils identified potential barriers, including differing priorities, differences in IT systems and HR policies, geographical distances and additional overhead costs.

To capitalise on the potential for resource sharing to deliver cost savings the Commission proposes that the local government sector, through the LGASA, develop and provide advice on options for resource sharing and develop skills and systems to enable joint arrangements.

**4. Efficiency and continuous improvement**

An analysis of efficiency and productivity in the local government sector was undertaken using data over the period 2008-09 to 2017-18. It showed that most SA councils achieved a high level of relative efficiency when compared to all SA councils; technical efficiency remained relatively constant; and measured total factor productivity fell by an average of 0.8 per cent a year. Based on consultations and considering the technical limitations of the methodology (Data Envelopment Analysis (DEA)), the Commission concludes that the declining trend in measured productivity is most likely to be largely attributable to the unmeasured changes in scope, quality and volume of council services provided.

The findings of the efficiency analysis highlight the importance of concerted and consistent sector-wide efforts to measure efficiency and related aspects of performance. Analysis of council efficiency and productivity is an important starting point in improving business processes and
management decisions aimed at lifting efficiency across the local government sector. These improvements will create the capacity to pass on the benefits of cost reductions to ratepayers.

The Commission notes that recent reforms in the local government sector have focussed on shaping the relationship between state and local government and lifting the financial sustainability of the sector.

**Performance comparisons**

In its consideration of mechanisms which the sector could use to improve performance over time, the Commission makes an important distinction between performance comparisons between councils relevant to informing communities and triggering further investigation, and benchmarking relevant to management, for which detailed and specific information is required.

Most councils engage in some form of performance monitoring, and many are engaged in collaborative benchmarking projects with other councils, some of which demonstrated the potential to yield high returns to participating councils in terms of cost savings or capacity improvements. The Commission found the specific example of the project between the City of Charles Sturt, City of Marion and the City of Port Adelaide Enfield very informative.

Such benchmarking places substantial demands on councils’ resources, including existing databases, reporting systems and workforce skill sets and needs to be justified by an expectation of significant improvements in efficiency and savings that repay the effort. An expansion of benchmarking between groups of councils will require: councils to develop their workforces to manage data collection and analysis; and a matching upgrade of information systems.

All councils can benefit from access to a shared data set, collected in a consistent fashion and designed in a way which is relevant to their decision making. None of them has the incentive to manage the design and operations of the whole project. There is a case then for the group as a whole to collaborate to do so in cooperation and with leadership from the state government. The results of the efficiency analysis also highlight the value of collaborative efforts to identify continuous improvement opportunities, as well as the importance of council input into the design of a suitable framework and choice of indicators.

The Commission considers a sector-wide performance comparison framework would be an important tool to inform the South Australian community about the performance of its councils and to inform councils about their relative performance. Reliable, comparable information is a foundation of evidence-based decision making. Access to online comparative information on all councils will improve transparency and accountability.

The Commission sees particular value in comparative performance information that better informs council choices on what services to provide and how to provide them. The purpose of this comparative information is to highlight performance gaps among councils. This information will also assist councils in identifying peers with which to conduct detailed benchmarking to drive continuous performance.

There are significant potential benefits to the state government, including increased transparency and accountability of local government, access to more timely information on council performance and developments, and enhanced evidence-based engagement with the local government sector. It will also be an important tool to inform the South Australian community about the performance of its councils.
The Commission therefore proposes that a sector-wide comparative information framework be established, and that reference be made to the framework and its purpose in legislation.

**Setting performance comparisons in a wider context**

The Commission notes that performance comparisons are set in a broader historical context of the reforms to the local government sector, including financial sustainability, asset management and business planning. There are several indicators of council performance, especially in the area of financial sustainability. Councils are required to report some of these indicators in their annual reports, business plans, budgets, long term financial plans and infrastructure and asset management plans as part of their legislated planning and reporting requirements. A sensible approach would integrate these indicators with the infrastructure of comparative performance measures to provide a complete set of measures for councils and their communities.

While a common data set would be developed, there are different audiences for the use of the data. Some users are managers of councils, who might use the data to interrogate their operations and identify opportunities for improvement. These efforts could involve various forms of benchmarking. Also important is messaging to communities, to give them a sense of the trade-offs involved in decision making about services provisions.

**Participation by councils**

As noted, councils can benefit from participating in a sector-wide comparative performance framework. The participation of all councils is important to its success. Benefits to councils include access to better quality data to inform decision making and guide continuous improvement, as well as to inform communications with rate payers and the state government.

In terms of implementing a sector-wide performance reporting framework, the Commission concluded there is broad, but not unanimous, support for an approach which allows for design and testing of the framework and sufficient time for councils to build analytical capacity and capability and minimise additional administrative costs. That said, there were differences in view about what should be included and concerns about how such a task might be approached.

The LGASA is the obvious body to lead the work on behalf of the local government sector to establish a broad information framework to enable high level comparisons of performance. An economy of design will be important in reducing the cost and reporting burden on councils.

**Data integrity to underpin comparisons**

To promote confidence in the framework, state and local governments will need to consider data integrity measures to ensure data are of an appropriate quality.

The Commission concludes that the South Australian Government has an important leadership role in enabling the comparative framework and ensuring the integrity of the data. In the approach proposed by the Commission, the Minister for Local Government would endorse the framework developed jointly by his department and the LGASA. As part of ongoing data integrity measures, the role of council audit committees could be expanded to include an assessment of the data quality.

While the data from the South Australian Local Government Grants Commission (SALGGC) is a starting point, additional information as well as further guidelines and training relating to the treatment of expenditure are required. That will help improve data integrity. An ability to disaggregate the materials, contract and other expenditure category given its significance and
incorporate additional workforce data will be important. Additional controls and processes will contribute to accuracy, comparability, consistency and timeliness of data.

**Reporting**

With respect to reporting on the framework, the Commission proposes that the LGASA produce an annual “State of the Sector” report for the Minister that, among other things, would capture sector-wide performance. In addition, the Commission proposes that council annual reporting include performance reporting.

Performance reporting complements the information provided in other areas by councils and adds to an understanding of that information. The Commission is therefore proposing that performance data reporting be integrated with other material.

Good quality long term financial and infrastructure and asset management plans play an important role in improving not only efficiency but also accountability and transparency of council activities. The Commission has observed that the quality of these plans across the sector is variable and that in some cases, up to date plans are not available on council websites. The Commission is of the view that current regulations do not provide sufficient guidance to councils on preparing good quality plans, and that there is value in establishing minimum standards embodied in templates to guide preparation of these plans, similar to those for council financial statements. This would support informed decision making as well as providing consistent data for the sector wide information infrastructure.

The Commission also recognises the importance of minimising increases in costs to councils associated with any increase in reporting requirements.

**5. Governance, accountability and transparency**

The Commission, as part of its terms of reference, was required to consider recommendations on actions the South Australian government could take to enhance local government financial accountability.

**Scope and clarity of local government role**

South Australia’s legislative framework recognises local government as a separate and legitimate sphere of government and also provides councils with a high degree of autonomy to act as decision makers in their communities. While this is especially important in relation to non-mandated services, where councils’ discretionary authority is greatest, it is also important when councils consider the scope and quality of service provision for mandatory services.

The Commission notes that the very general nature in which councils’ functions as defined in the LG Act has helped to enable an expansion in the non-mandatory services provided by councils, thereby having a significant effect on costs and efficiency in the sector.

Several councils emphasised that the state’s legislative and governance environment, while granting local government considerable autonomy, has also facilitated a generally unfunded transfer of regulatory and service responsibilities by the state government.

Some councils have argued that costs and responsibilities have increased substantially as a direct result of legislation assigning responsibilities to the sector, along with statutory fees and charges that are set by the state government, but which do not always cover councils’ costs. Councils have consistently argued that many of the responsibilities transferred or assigned under legislation involve a form of cost shifting.
The Commission accepts that ‘cost shifting’ accurately describes situations where the higher level of government removes or reduces a previously agreed cost sharing arrangement. This can leave councils with service delivery or regulatory responsibilities without sufficient funding to cover the ongoing costs of delivering the function. In such situations, it would be appropriate for the state government, as the higher level of government mandating the provision of a service by councils, to review its legislated fees and charges on a regular and formal basis. That said, the Commission takes the view that the term ‘cost sharing’, not cost shifting, is a more accurate description of the division of delivery and funding responsibilities where local government has chosen to accept tied and time-limited funding.

Several councils consider that the LG Act, particularly the principles in section 8, place an obligation on councils to be responsive to community preferences and expectations beyond considerations of efficiency and subsidiarity.

The current legislative framework does not always provide clear or sufficient guidance on the respective responsibilities of the two spheres of government, especially where functions or responsibilities might overlap. A clear and consistent division of responsibilities between state and local governments underpins an efficient allocation of resources between them. This, and legislative clarity regarding mandatory service provision by councils, would assist councils’ understanding of the boundaries around their autonomy and would provide a stronger foundation for council decision making and resource management.

This also provides a means for resolving debates about cost-shifting and gives councils a consistent basis on which to engage more effectively with their communities regarding their plans and performance with respect to the scope and quality of facilities and services. That also includes the use of any dividends from efficiency improvements.

**Service standards**

Documented service standards are an accountability measure and provide information to communities on what they can expect from their council.

Adopting documented service standards will not in itself reduce costs to councils, however it can provide opportunities for improved governance and decision making. By better understanding the impact on costs of council’s decisions on service standards, a council can better align service provision to community expectations and outcomes.

Definition and measurement of service standards will enable councils to make informed decisions regarding expenditure and to understand and communicate to ratepayers choices and trade-offs between quality or level of service and costs. Higher spending councils will be in a better position to explain to ratepayers and the South Australian Government where this is a result of community demands for higher service standards, for instance.

The Commission notes that while some councils have not adopted formal service standards, others have well documented and defined service standards and formal reporting against them. The Commission heard that most councils conduct regular service reviews.

While many councils supported the idea of benchmarking themselves against documented service levels as a way of improving efficiency, some smaller councils were concerned about additional administrative and financial burdens that requirements for increased service reviews or documentation of service standards would place on them.
There is value in the sector developing a ‘model service standards’ template to increase comparability of service standards across councils, as well as to reduce the costs to councils of developing their own. Importantly, the introduction of documented model service standards will help to enable performance comparisons between councils on service delivery. This will also aid in developing the ability of ratepayers and elected members to develop ‘rules of thumb’ about the relationships between service quality and costs of provision.

While the development of required long term financial plans and infrastructure and asset management plans involves decisions on the level of services, these are not generally explicitly documented. A small number of councils document service standards and report against them. Such information is highly relevant to the design of the suite of comparative performance measures discussed in the preceding section.

The Commission acknowledges that achieving direct comparability across the sector will be challenging, given differences in definitions of services and their scope, but there is value in having documented service standards irrespective of their ease of comparability. The Commission’s preferred approach is to encourage councils to adopt documented service standards, rather than to prescribe any particular form of service standards.

Given that around half of council expenditure is on services mandated by the state, but with discretion over how these services are provided and to what standard, there is value in additional guidance from the South Australian Government about minimum expected service standards for mandatory services. Determining a minimum service standard in consultation with the local government sector, would assist councils in service planning delivery, communicating with ratepayers and possibly improve the relationship between councils and the South Australian Government.

Data integrity, performance and financial accountability

In relation to councils’ compliance with their statutory reporting and accountability obligations, the Commission notes councils’ consistently expressed views that no independent body, including the Auditor-General, has found evidence that the sector’s compliance standards fail to meet the legislated requirements.

The Commission accepts that councils’ accountability to their communities could also be usefully enhanced by seeking ways to improve the public consultation processes that are currently required under section 50 of the LG Act. Enhanced public consultation could be utilised to facilitate deeper engagement with ratepayers and increase communities’ ability to become more ‘demanding’ customers of local government. The Commission expects that the indicator framework that it has proposed will assist in achieving this outcome.

The Commission considers that any expansion of the current external auditing requirements would focus, as a first priority, on certifying the integrity of the data that will form the performance comparison framework. This is because the overall quality of councils’ data will affect both the quality of council decision making and the usefulness of the proposed sector wide comparison framework. There is a balance to be reached between appropriate oversight and the costs of compliance, The Commission considers that an appropriate first step to ensure ongoing data integrity is through an expansion of the functions of councils’ audit committees.

Incorporating information already gathered by councils as part of their administrative and financial planning and reporting obligations will strengthen the value of the broad performance information framework to be developed with only minimal increases in councils’ reporting burden.
and compliance costs. Adapting and expanding existing audit mechanisms will also contribute to increasing the efficiency, at minimal additional cost, of implementing the framework.

**Framework for council decision making**

The thrust of the South Australian approach to the role of councils is to treat them as accountable to their own communities. The framework that the Commission seeks to develop is expected to contribute to that goal. In addition, councils as a group attract regular attention from the media and other interests in the community. The information framework recommended here will assist councils to tell their story to their ratepayers and the wider community.

Consideration of the cost drivers and the institutional framework for council decision making has led the Commission to the view that there are three key pillars which, if adopted by councils, will create a lean system that contains costs and promotes efficiency and effectiveness:

- financial accountability - including a demonstrated commitment to financial sustainability;
- engaged rate payers – informed by documented service standards and comparison across councils about the trade-offs between more/better services and lower rates; and
- informed councils – able to access a system for comparisons of performance across councils and over time.
Recommendations to the South Australian Government and advice to Councils

The Commission has been asked to provide advice on possible options to guide and assist councils to improve efficiency and create capacity to pass on cost reductions to ratepayers, and to provide recommendations on actions by the South Australian Government to lower local government costs and enhance local government financial accountability. There is significant complementarity between the Commission’s recommendations to the South Australian Government and its advice to councils. In this section the Commission presents both recommendations and advice, grouped under the four themes of: information for improved decision making; managing cost pressures; efficiency and continuous improvement; and governance, accountability and transparency. Some recommendations and advice relate to more than one theme but have been placed where they are most relevant.

Information for improved decision making

Recommendations to the South Australian Government

Recommendation 1

To support council efficiency improvement, financial accountability and engagement with communities and the state government, the Commission recommends that the South Australian Government establish a broad information framework, with a range of indicators published online, to enable high level comparisons of councils, including with themselves over time, for the purposes of providing:

a) councils with information to support decision making and continuous improvement;

b) communities and ratepayers with consistent information about their council performance and productivity, including comparisons with appropriate councils; and

c) state and Australian governments with information to allow better informed engagement with local government and decisions which affect local government.

Recommendation 2

To optimise the value to councils, ratepayers and the government of the information framework, the Commission recommends that the South Australian Government codesign the framework with the Local Government Association of South Australia (LGASA) for endorsement by the Minister for Local Government, taking account of the principles of:

a) drawing from existing datasets and reports in the first instance;

b) minimising additional reporting burden on councils and possibly replacing some existing reporting requirements;

c) achieving high data integrity through common definitions and concepts; and

d) enabling comparisons across councils.

Recommendation 3

To optimise the value of the framework to councils, ratepayers and government, the Commission recommends the South Australian Government codesign with the LGASA a suite of indicators for all councils that provides comparative information on costs, output levels for key services and
measures of efficiency, effectiveness and financial performance as well as characteristics of councils which affect and explain council differences on these measures.

**Recommendation 4**

To optimise confidence in the ongoing quality, integrity and management of the information framework the Commission recommends that the South Australian Government locates the ongoing management of the information framework and website in an appropriately independent body.

**Advice to councils**

**Advice 1**

To guide and assist improvements in efficiency and create capacity to pass on cost reductions to rate payers, the Commission proposes that the LGASA, on behalf of and in conjunction with the local government sector,

- a) work with the South Australian Government to establish a sector wide comparative performance indicator framework that enables comparisons between councils and over time to assist decision making by council leaders and to inform communities; and
- b) compile and provide to the Minister for Local Government an annual ‘State of the Sector’ report on sector-wide performance.

**Managing cost pressures**

**Mandatory Services**

**Recommendations to the South Australian Government**

**Recommendation 5**

To lower local government costs and enhance local government financial accountability, the Commission recommends that the South Australian Government clarify and improve aspects of the relationship between the South Australian Government and local government by:

**In the short term**

- a) identifying and addressing inefficiency and red tape from the South Australian Government mandated services on councils;
- b) adopting a strong review process which provides an assessment of the impacts on local government to inform state government decisions that could have an adverse effect on local government;
- c) clarifying relevant aspects of s6, s7 and s8 of the *Local Government Act 1999* to make clearer the range of options available to councils in the performance of legislated functions.

**In the medium term**

- d) clarifying local government responsibilities, including establishing measurable minimum service standards, for mandated services provided by councils;

**In the long term**

- e) clarifying the respective responsibilities of the South Australian and local governments to remove unnecessary overlaps or duplication and reduce uncertainty between governments.
Employee costs

Recommendations to the South Australian Government

Recommendation 6

To reduce transactions costs to local government, the Commission recommends that the South Australian Government facilitate more flexible and efficient enterprise bargaining arrangements by making appropriate legislative amendments to allow a group or association of councils to negotiate enterprise bargaining agreements under the *Fair Work Act 1994*.

Advice to councils

Advice 2

To help contain local government costs the Commission proposes that councils lift industrial relations management capacity by:

a) advising government of their willingness to make use of the recommended legislative changes to enable councils to form groups, for the purposes of enterprise bargaining arrangements and other industrial relations matters; and

b) as a sector, through the LGASA, establishing a community of practice to share methods, tools and approaches to enhance councils’ capacity to engage in enterprise bargaining more effectively.

Procurement

Recommendations to the South Australian Government

Recommendation 7

To assist in improving the value to councils from procurement through lower costs, higher capability and efficient procurement process, the Commission recommends the South Australian Government make provision, in implementing its response to the Commission’s Government Procurement Inquiry Stage 1, for councils to access:

a) state government training opportunities for procurement; and

b) state government contracts and pricing.

Advice to councils

Advice 3

To further lower council costs through improved procurement policies, practices and capabilities the Commission proposes that the LGASA promote the adoption of contemporary procurement policies and practices by developing a model procurement policy, while continuing to update procurement document templates and guidance as well as facilitate additional training opportunities.
Advice 4

To help reduce the costs of materials the Commission proposes that councils place a greater focus on collaboration in procurement, including through:

a) aggregated procurement through the LGASA, regional groupings, bilateral agreements or other appropriate vehicles;

b) greater use of pre-qualification processes, including council acceptance of pre-qualifications of other councils; and

c) greater shared use by councils of panel contracts.

Resource sharing

Advice to councils

Advice 5

To capitalise on the potential from the use of resource sharing to deliver efficiency gains the Commission proposes that councils:

a) seek advice from the LGASA on the range of options for resource sharing (e.g. sharing of service specifications, joint tendering, shared plant, shared staff) and the most appropriate governance arrangements for them (e.g. informal agreements, written agreements or contracts, memoranda of understanding, regional subsidiary under section 43 of the Local Government Act 1999 or a Joint Planning Board under section 35 of the Planning, Development and Infrastructure Act 2016);

b) develop skills in specific systems that support and facilitate resource sharing (including IT, costing, reporting and problem solving); and

c) explore opportunities for further resource sharing including a hub and spoke model on a regional basis.

Efficiency and continuous improvement

Recommendations to the South Australian Government

Recommendation 8

To foster an environment of continuous improvement in councils, the Commission recommends the South Australian Government establishes a ‘Premier’s Award’ for excellence in continuous improvement and innovation in council administration.

Advice to councils

Advice 6

To lift the capacity of councils to identify and address opportunities to reduce their costs and improve their operations, the Commission proposes that the LGASA facilitate in depth benchmarking between councils through:

a) establishing a community of practice to share among other elements:

i. methods, tools and approaches;

ii. a panel of competent providers; and

iii. lessons learned and examples of success.
b) assisting in “matchmaking” South Australian councils that seek deeper benchmarking opportunities with other councils, including interstate comparisons;

c) collectively with councils, undertaking a regular sector-wide analysis of efficiency indicators;

d) encouraging, in any systems upgrades, a focus on improving collection and retrieval of information for planning, monitoring and managing performance.

**Governance, accountability and transparency**

**Recommendations to the South Australian Government**

**Recommendation 9**

To improve the capacity of local government to lower costs and increase financial accountability, the Commission recommends that the South Australian Government increase the quality and transparency of council planning and reporting by:

a) amending the *Local Government Act 1999* to provide that councils’ annual reports include the results of performance comparisons and reporting against service standards;

b) varying the applicable regulations in the *Local Government (Financial Management) Regulations 2011* to specify a standardised set of model long-term financial plans and infrastructure and asset management plans and council annual reports to support councils to fulfil their statutory reporting obligations under Chapter 8 of the *Local Government Act 1999*.

**Advice to councils**

**Advice 7**

To support the application of the recommended sector wide information infrastructure, in decision making by councils the LGASA develop ‘model’ document templates for annual reports, long-term financial plans and infrastructure and asset management plans to guide councils that incorporates the new indicators.

**Advice 8**

To enhance the transparency and accountability of their operations the Commission proposes that councils incorporate service standards in decision making and performance comparisons by:

a) developing, documenting and reporting publicly against service standards for all services they provide;

b) incorporating in their published long-term asset and financial plans and draft annual budgets whether changes to the scope or level of services are planned and their implications for council expenditure;

c) the LGASA supporting council documentation of service standards by:
   i. developing a model service standard template, incorporating elements of best-practice, to assist councils with documenting service standards; and
   ii. establishing a library of council service standards and community of practice.

**Advice 9**
To improve decision making the Commission proposes that councils develop and implement a scheduled program of reviews of existing services and undertake a service analysis when considering new, or material changes to, council services. Both service reviews and service analyses would include consideration of:

a) whether the same or a similar service is provided by other bodies, including business;
b) whether the council should be the service provider or facilitate the provision of the service by another body;
c) evidence of the demand for the service and means of reducing that demand; and
d) whether the service should be provided in-house, by partnering with another body, or be outsourced.

Advice 10

To support the development of high quality data and sound decision making, the Commission proposes that councils expand the functions of council audit committees to include an examination of:

a) the processes to provide for data integrity; and
b) the method of application of service reviews and analysis.
Acronyms

ABS  Australian Bureau of Statistics
ATSI  Aboriginal and Torres Strait Islander
ACLG  Australian Classification of Local Governments
ALGA  Australian Local Government Association
CEO  Chief Executive Officer
CNP  Competitive Neutrality Policy
CPA  Competition Principles Agreement
CPI  Consumer Price Index
CRS  Constant Returns to Scale
CWMS  Community wastewater management services
DEA  Data Envelopment Analysis
DRS  Decreasing Returns to Scale
EBA  Enterprise Bargaining Agreement
EHA  Eastern Health Authority
ESC  Essential Services Commission
FAGs  Financial Assistance Grants
FRSB  Financial Review Sustainability Board
FSP  Financial Sustainability Program
FTE  Full-time equivalent
GAROC  Greater Adelaide Regional Organisation of Councils
IRS  Increasing Returns to Scale
LG Act  Local Government Act
LGAP  Local Government Association Procurement
LGAMLS  Local Government Association Mutual Liability Scheme
LGASA  Local Government Association of South Australia
LGAQ  Local Government Association Queensland
LGAWCS  Local Government Workers Compensation Scheme
LGFA  Local Government Finance Authority
LGPI  Local Government Price Index
LGPRF  Local Government Performance Reporting Framework
LGRF  Local Government Reference Group
LGWDG  Local Government Workforce Development Group
MFP  Multi-factor Productivity
NESB  Non-English-Speaking Background
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCA</td>
<td>Outback Communities Authority</td>
</tr>
<tr>
<td>RYTP</td>
<td>Regional Youth Traineeship Program</td>
</tr>
<tr>
<td>RLGA</td>
<td>Regional Local Government Association</td>
</tr>
<tr>
<td>RoGS</td>
<td>Report on Government Services</td>
</tr>
<tr>
<td>SALGGC</td>
<td>South Australian Local Government Grants Commission</td>
</tr>
<tr>
<td>SALGFMG</td>
<td>South Australian Local Government Finance Managers Group</td>
</tr>
<tr>
<td>SAROC</td>
<td>South Australian Regional Organisation of Councils</td>
</tr>
<tr>
<td>SE</td>
<td>Scale Efficiency</td>
</tr>
<tr>
<td>SFA</td>
<td>Stochastic Frontier Analysis</td>
</tr>
<tr>
<td>TASC</td>
<td>Training and Skills Commission</td>
</tr>
<tr>
<td>TE</td>
<td>Technical Efficiency</td>
</tr>
<tr>
<td>TFP</td>
<td>Total Factor Productivity</td>
</tr>
<tr>
<td>VRS</td>
<td>Variable Returns to Scale</td>
</tr>
<tr>
<td>WPI</td>
<td>Wage Price Index</td>
</tr>
</tbody>
</table>
1. Introduction

1.1 Context

The South Australian Government has directed the South Australian Productivity Commission (Commission) to consider and report on a number of matters regarding the costs and efficiency of local government services.

Local government is the level of government closest to individual communities. Local government’s performance is important in terms of the human and economic services it provides to meet those individual communities’ needs.

South Australia’s 68 councils collectively manage an annual operating budget of $2 billion and maintain infrastructure and other physical assets worth almost $24 billion. Effective local government can be the mainstay of a strong community. Councils provide a range of services from roads and infrastructure, to well-maintained libraries and community services. Councils are not only direct providers of services but also act as advocates, planners, coordinators, facilitators and regulators. Councils perform specific functions mandated by the South Australian Government and deliver a range of non-mandatory services.

There are long standing, common challenges that councils across Australia have been reviewing and debating for many years1, several of which focus on the intersection of service expansion and long-term financial sustainability, including:

- the expansion in the scope, quantity and quality of services provided by councils in response to changing expectations of ratepayers and/or mandated requirements from the State government;
- insufficient expenditure on infrastructure maintenance and renewal;
- capacity for effective asset and financial management arrangements; and
- the ability to achieve economies of scale for smaller councils, particularly in regional or remote areas.

Councils vary in geographical size and topography; population numbers and density; socio-economic characteristics of their residents; and the range of services provided to residents and businesses. The Commission’s task included identifying the systemic cost issues and understanding the unique features of councils and their rate payers, which affect their cost and efficiency levels.

The inquiry has examined trends in local government costs and the drivers of these costs as well as developing and analysing measures of efficiency. It has identified mechanisms and indicators that might be used by councils to measure, analyse and improve their performance.

The Commission has taken into consideration recent reforms in South Australia and other jurisdictions to policy, governance and management practices in the local government sector and their potential to afford cost savings and improve council efficiency.

1.2 Terms of reference

The Minister for Local Government is developing a plan for local government reform to improve council efficiency and effectiveness and restore confidence in council decision making. The reform elements address:

- stronger council member capacity and better conduct;
- lower costs and enhanced financial accountability;
- efficient and transparent local government representation; and
- simpler regulation.

The minister released the Reforming Local Government in South Australia discussion paper on Monday, 5 August 2019, proposing options that aim to achieve these key reform elements and give each community certainty that their council is operating efficiently and sustainably.

The South Australian Government sought independent advice on the second element regarding cost and financial accountability from the Commission. This required consideration of the key determinants of costs, or "cost drivers" of local council budgets; options to lower council costs; and how to ensure lower costs flow through to ratepayers. Any interpretation of changes in local government costs, or comparisons between councils, was to take account of the impacts of factors likely to affect costs such as council size/scale, quality standard and mix of services provided, population size and density and geographical area served and whether it is urban, semi-urban, rural or remote.

The terms of reference for the inquiry required the Commission to consult local government and other key stakeholders on the methodology to be used for its analysis and consult state-wide with councils, community groups and relevant professional bodies.

The full terms of reference are contained in this report.

1.3 The Commission’s approach

The Commission is required to take a broad perspective in developing advice for the South Australian Government. It must consider the broad interests of industry, business, consumers and the community, regional South Australia, social-economic implications and ecological sustainability.

The Commission published a methodology paper on Friday, 31 May 2019 after consultation with councils, the Local Government Association of South Australia (LGASA), the Office of Local Government, the South Australian Local Government Grants Commission (SALGCC) and other stakeholders. The draft report was published on Tuesday, 30 August 2019 and sought information on a range of issues, as well as feedback on draft recommendations to the state government and draft advice to councils.

Submissions were invited from stakeholders that addressed any of the issues covered in the draft report and any other matters relevant to the terms of reference where the Commission’s understanding was imperfect. Twenty-nine submissions were received in response to the draft report. This input from stakeholders assisted the Commission to develop robust, evidenced based


conclusions, recommendations and advice in the final report. The full list of submissions is in Appendix 1.

In addition, the Commission undertook wide consultation holding 64 meetings with councils, the LGASA, Greater Adelaide Regional Organisation of Councils (GAROC), South Australian Regional Organisation of Councils (SAROC) and various stakeholders throughout the state, including four roundtables with councils’ representatives.

Economic Insights Pty Ltd was engaged to calculate some estimates of relative efficiency and explore potential determinants of efficiency. The Commission also conducted its own analysis, as part of a robust methodology, to strengthen its evidence.

As part of the inquiry and systematic approach to engagement, the Commission established a Local Government Reference Group (LGRG) of key stakeholders who provided expert advice, insights and understanding about the factors that are driving the productivity and efficiency trends across the South Australian local government sector. The LGRG met on five occasions and provided valuable feedback on the Commission’s analysis and reform directions. The LGRG assisted the development of thinking reflected in the Commission’s final report. The terms of reference and members of the reference group are included in Appendix 2.

The Commission thanks the LGASA, the Office of Local Government, SALGGC, councils, the LGRG, business associations and the public for their assistance.

1.4 Stakeholder feedback
A wide range of available evidence regarding issues that could impact on local government costs and efficiency was considered. The key topics raised by stakeholders fall into the following areas:

- sound decision making;
- legislative requirements;
- workforce capability and capacity;
- availability of reliable data;
- performance benchmarking;
- procurement; and
- council size and location.

1.5 Report structure
The report is structured as follows:

- Chapter 2 presents historical information on the development of the local government sector in South Australia. It provides context to understand the local government functions mandated by the South Australian Government. It also examines key reforms to the local government sector in South Australia and other jurisdictions, and their implications for costs and efficiency;

- Chapter 3 considers recent trends in local government costs and identifies some of the key drivers of costs;

- Chapter 4 presents partial and global measures of local government efficiency in South Australia and a discussion of possible determinants. It also discusses mechanisms and indicators that could be used to measure and improve local government performance over time; and
• Chapter 5 synthesises the evidence and conclusions leading to recommendations to the South Australian Government and advice to councils.
2. Structure, development and reform

2.1 Introduction

The inquiry’s terms of reference require the Commission to address the following matter regarding local government costs and efficiency:

- Consider recent reforms in South Australia and other jurisdictions to policy, governance and management practices in the local government sector and their potential to improve council performance.

This chapter examines the history, structure and evolution of the local government sector, particularly the legislative and governance environments which affect councils’ decisions on the services delivered to their communities. It also considers the influence of the Australian Government on the capacity of councils to deliver services.

Finally, the chapter briefly examines some key local government reforms aimed at either efficiency improvement or cost reduction in other jurisdictions.

2.2 Structure of local government

2.2.1 Legislative framework in South Australia

In South Australia, councils operate within a legislative environment established by the state Parliament. A core principle of this environment is that councils provide services for, and are held accountable to, their local communities. Three Acts provide this framework: the Local Government Act 1999 (LG Act); the Local Government (Elections) Act 1999; and the Constitution Act 1934. There are other pieces of legislation, at both the state and national levels, that influence local government, but these three Acts together create the basic framework for council operations.

South Australia’s legislation defines the purpose of local government. According to section 6 of the LG Act, a council is established to act in the interests of its community, as well as to represent its interests. Councils provide services but they are also expected to promote initiatives within the community that improve quality of life.

The LG Act also provides the authority for councils to perform a range of functions. These are predominantly set out section 7, which defines the set of functions in broad terms. It says that the functions of a council include to:

- plan at the local and regional level for the development and future requirements of its area;
- provide services and facilities that benefit its area, its ratepayers and residents, and visitors to its area (including general public services or facilities (including electricity, gas and water services, and waste collection, control or disposal services or facilities), health, welfare or community services or facilities, and cultural or recreational services or facilities);
- provide for the welfare, well-being and interests of individuals and groups within its community;
- take measures to protect its area from natural and other hazards and to mitigate the effects of such hazards;
• manage, develop, protect, restore, enhance and conserve the environment in an ecologically sustainable manner, and improve amenity;
• provide infrastructure for its community and for development within its area (including infrastructure that helps to protect any part of the local or broader community from any hazard or other event, or that assists in the management of any area);
• promote its area and provide an attractive climate and locations for the development of business, commerce, industry and tourism;
• establish or support organisations or programs that benefit people in its area or local government generally;
• manage and, if appropriate, develop, public areas vested in, or occupied by, the council;
• manage, improve and develop resources available to the council; and
• undertake other functions and activities conferred by or under an Act.¹

Section 8 enumerates the principles that councils must uphold in carrying out these functions. As the City of Salisbury observes in its submission, section 8 requires councils to observe a total of 12 principles in their decision making, including, for instance, ensuring that “council resources are used fairly, effectively and efficiently” and ensuring “the sustainability of the council’s long-term financial performance and position”.

This legislative approach, in which councils’ functions are broadly defined, is consistent with reforms in other jurisdictions throughout the 1990s.² These coalesced around a broadly similar approach to statutory frameworks that gave councils a range of ‘general competence powers’.³ As Wensing observes:

> In most cases the states have granted councils more autonomy and responsibility for planning and managing their local areas...In most states the changes to Local Government Acts have given councils general competence powers that enable them to do what is necessary to better meet local community needs and aspirations.⁴

In contrast to a statutory framework that limits councils to undertaking activities expressly included in legislation, general competence powers provide councils with the authority to carry out those activities necessary to fulfil the functions assigned to them.⁵ These functions, in turn, are defined in general terms in contemporary local government legislation, including in South Australia.⁶

The legislative environment in which councils operates is marked by the absence of a strictly prescriptive approach to defining councils’ functions.

¹ For the full list of councils’ functions under section 7 of the LG Act, as well as its relationship with sections 6 and 8, see <https://www.legislation.sa.gov.au/LZ/C/A/Local%20Government%20Act%201999.aspx>.
³ Aulich, ‘From Convergence to Divergence’, p.15.
⁵ Aulich, ‘From Convergence to Divergence’, 14.
Queensland’s local government legislation exemplifies the current approach to defining councils’ sphere of legitimate activity:

A local government has the power to do anything that is necessary or convenient for the good rule and local government of its local government area.\(^7\)

The Commission found it useful to distinguish between mandatory and non-mandatory functions. Given the broad definition of councils’ functions outlined in South Australia’s LG Act, the total number of mandatory services and functions is comparatively low.\(^8\) The majority do not arise from the LG Act itself, but flow from other state legislation. Some of the most significant Acts include, but are not limited to, the *Dog and Cat Management Act 1995*, the *Public Health Act 2011*, the *Planning, Development and Infrastructure Act 2016*, the *Disability Inclusion Act 2018*, the *Emergency Management Act 2004* and the *Local Nuisance and Litter Control Act 2016*.\(^9\) Mandatory functions include responsibilities:

- in relation to the state’s planning system;
- for some road construction and maintenance;
- for some environmental health services, including the monitoring of cooling towers for potential outbreaks of Legionnaire’s disease;
- for fire prevention, both in relation to building inspections and some bushfire prevention; and
- for dog and cat management.

Non-mandatory functions are those adopted, consistent with the role of a council in the LG Act, at their own discretion. Based on advice from LGASA, Appendix 4 includes a full list of council activities, showing the division of mandatory and non-mandatory functions.’

The 1960s, in particular, witnessed a significant expansion of functions undertaken by the local government sector.\(^10\) The Commission notes that the shift away from a focus on ‘roads, rates and rubbish’ and towards a broader range of services has a long history in South Australia, and predates the legislative reforms of the 1990s. In effect, therefore, the LG Act codified, but did not cause, the enlarged service mix that councils provide within their communities. The LG Act only enables, but does not require, councils to expand the number, scope and quality of services that they provide for their communities.

For the purpose of the report, the Commission found it useful, where possible, to define and distinguish between the terms functions, services and activities. Functions describe the broad areas where councils have delegated authority (under the LG Act and other legislation) to make decisions and take actions in the best interests of their communities (both in relation to mandatory and non-mandatory functions). Services are councils’ outputs that deliver mandatory and non-mandatory functions. Activities describe the actions taken by councils to deliver services, including regulatory services.


\(^8\) For the purposes of this report, the Commission defines mandatory services as services or activities that are specifically required by statute, and those that are at the full discretion of councils as non-mandatory.

\(^9\) The Commission has not been able to determine the total number of Acts that impose some responsibilities on local government, but the South Australian Local Government Association has estimated the total to be approximately 200. However, not all of these Acts are likely to be equally decisive for all councils.

Where councils perform functions and services mandated by legislation, these functions and services are ‘regulated’ by the state government. Several mandatory reporting and compliance obligations apply specifically to the local government sector. These are contained principally in the *Local Government Act 1999* (LG Act), which prescribes, under chapter 8, a range of administrative and financial accountability measures with which councils must comply, including the need to produce strategic management plans and the requirement to create and maintain audit committees.

Councils are also required to comply with regulations that are directly connected to their activities, including community service delivery. These compliance and reporting obligations are not specific to councils but are statutory requirements with which private sector service providers, along with other public sector entities, are also required to comply such as workplace health and safety legislation.

### 2.2.2 State and local government relations

In South Australia, local government has had a greater degree of autonomy from state government than in other jurisdictions, with the relationship described as a partnership model, rather than a ‘top-down’ and prescriptive relationship.\(^{11}\) The influence of the ‘partnership model’ in South Australia, especially the greater emphasis on councils’ autonomy and accountability to their communities, is also reflected in the LG Act.\(^{12}\)

This broadly cooperative model of state and local government interaction is underpinned by a 1990 memorandum of understanding between the two levels of government. As Aulich et al observes:

> The early 1990s saw the introduction of two key changes that continue to influence local government in South Australia; the adoption of a partnership model to guide state-local government relations and the implementation of a voluntary approach to council amalgamations.\(^{13}\)

This does not imply that the relationship between state and local government has been free from policy disagreement. Tensions over policy direction have arisen over time in response to a variety of issues, particularly the demarcation between the respective responsibilities of the two levels of government. Nonetheless, as Procter observes, South Australia has differed from other jurisdictions by giving greater expression to the principle that local government is a separate sphere in its own right.\(^{14}\)

This broad understanding was reaffirmed in 2015 when the two levels of government signed the State-Local Government Relations Agreement. The agreement explicitly recognised that each level of government has its own separate mandate, and that closer strategic alignment is necessary to achieve positive public policy outcomes.\(^{15}\)

---

The partnership approach has influenced the state government’s oversight role in relation to councils’ functions. This is reflected in the relevant legislation which is discussed in the previous section.

The general commitment to greater council autonomy influenced major sector-wide reforms, including the last round of council amalgamations, between 1997 and 1998. Rather than a policy of forced amalgamations, which had been adopted in 1994 by the Victorian Government, the South Australian Government appointed a Local Boundary Reform Board in 1995, which was tasked with managing a strategy of encouraging voluntary amalgamations.

Councils and their communities had the final say over whether amalgamations would proceed. The process, while not devoid of tensions, eventually led to the number of councils being reduced from 118 to 68. Amalgamations were seen at the time as a mechanism to reduce costs. In practice, the savings achieved appear to have been mostly directed towards equalising service standards within the merged councils. The Commission notes that only limited evidence is available with which to quantify the impact of amalgamations on councils’ costs and efficiency.

The Local Government (Boundary Adjustment) Amendment Act 2017 commenced on 1 January 2019, and significantly reformed the processes within the LG Act that govern changes to council boundaries.

Although councils are granted a high degree of autonomy by the state’s legislative framework – with local government forming, in effect, close to a separate sphere of government – the LG Act nonetheless imposes a range of compliance and reporting obligations on the sector. This compliance framework is developed in chapter 8 of the LG Act and is supplemented by the Local Government (Financial Management) Regulations 2011.

As opposed to some other jurisdictions, notably NSW, the comprehensive nature of the state’s compliance framework is not matched by an equally developed oversight mechanism. This is broadly in keeping with the autonomy granted to local government as an independent sphere of government in its own right and has the effect of creating a ‘self-assessment’ framework based on the principle that councils are primarily accountable to their communities. Councils are therefore responsible, with only relatively limited external oversight by the state government, for ensuring that the compliance measures required by statute are fully implemented.

Councils exercise their ‘self-assessment’ responsibilities primarily on the basis of internal audit committees, whose composition and role are stipulated by statute, and a variety of reporting of obligations, such as annual reports and quarterly budget reviews. The requirements pertaining to both are outlined in the LG Act and the financial management regulations.

In the event that an external audit reveals significant irregularities, the LG Act imposes a duty on the external auditor to prepare a report to the Minister. Section 6(a-h) of the legislation outlines a range of breaches and irregularities, including evidence of serious financial

19 Tilley and Dollery, p. 30.
20 For further details see <https://www.dpti.sa.gov.au/local_govt>.
21 The relatively high degree of autonomy granted under legislation to councils in South Australia contrasts with other jurisdictions, particularly NSW, where the state government has the authority to enforce the compliance regime through investigations and ministerial orders.
impropriety, that impose a legal responsibility on the auditor to inform the Minister. This responsibility extends to irregularities that were previously brought to a council’s attention, but not appropriately rectified within a reasonable timeframe (in the auditor’s judgement). The Commission understands this is a relatively infrequent event.

A number of statutory officers and state bodies also exercise some degree of investigatory and oversight authority in relation to the local government sector. These powers are exercised by different statutory officers and bodies, including the Auditor-General and the Ombudsman. The Commission notes that the Auditor-General, pursuant to section 32 of the Public Finance and Audit Act 1987, has the authority to launch wide-ranging audits of councils, including performance audits.

The Local Government Act includes provisions that provide the Minister for Local Government with the authority to directly review a council’s activities, and also grants the Minister the authority to “take steps to ensure reasonable standards are observed”.22 This review mechanism is buttressed by the Minister’s authority to refer a council to the Ombudsman for investigation.23

The local government legislative framework, including the Local Government (Financial Management) Regulations 2011, also mandates a range of financial compliance and reporting obligations, all of which are designed to enhance councils’ transparency and financial accountability.

The legislative framework, both the LG Act and the regulations, requires councils to prepare and adopt the following documents:

- strategic management plans which must include:
  - a long-term financial plan; and
  - an infrastructure and asset management plan;
- an annual business plan;
- an annual budget;
- an annual report; and
- audited financial statements.

The Local Government Association of South Australia (LGASA), provides a suite of model statements, pro forma, guidelines and other templates to assist councils to meet their statutory reporting obligations. Councils generally develop and prepare their plans and documents by using these templates, which provides a degree of consistency in the way in which information is presented. The Commission notes that the ‘Model Financial Statements’ and the ‘Better Practice Model—Internal Financial Controls’ have been adopted as mandatory in the Local Government (Financial Management) Regulations 2011.

2.3 Features of local government

There are 68 councils in South Australia, 21 councils that cover the metropolitan area, with a further 47 in regional areas (for a map of council areas, see Appendix 3). Five Aboriginal communities are also recognised as local government authorities. The Outback Communities Authority (OCA) was established on a statutory basis in 2009 to provide a range of services to

22 Local Government Act 1999, s 271B.
outback communities not incorporated into councils. The OCA functions, in effect, as a hybrid between a traditional council and a self-managed community.24

The state’s 68 councils encompass more than 880,000 rateable properties and are responsible for a total road network of approximately 74,000 kilometres. Councils are responsible for a comparatively small proportion of government revenue raising and expenditure. The sector manages approximately $24 billion in community infrastructure and other assets, with operating expenditure across the sector amounting to around $2.2 billion per annum.

Between 2008-09 and 2017-18 the total number of employees in the state’s 68 councils, has increased by 7.4 per cent which represents an annual growth rate of 0.8 per cent, identical to the state-wide employment increase over the same period. As at 30th June 2018, the total number of FTE positions in the sector was 8,867.

South Australia’s councils vary in geography, population size and demographic composition, ranging from larger metropolitan councils like Onkaparinga, with a resident population of around 171,000, to Orroroo Carrieton, with only around 850 residents. Regardless of their size or location, all councils have the same powers and statutory functions. In South Australia, as in other jurisdictions, councils have progressively taken a more active role in various areas of public policy, including economic development initiatives and the provision of some social services (such as aged care services).25

The LGASA which is constituted as a public authority under the LG Act with the specific purpose of promoting the interests of the sector, provides support, leadership and a range of services to the state’s councils. In its legislated capacity as a peak body, the LGASA undertakes activities that range from policy formulation, including advice on councils’ statutory responsibilities, to taking a leading role in the development and implementation of sector-wide initiatives.

Non-metropolitan councils have also formed regional local government associations (RLGAs). These predominantly seek better outcomes for their respective communities through collaboration. RLGAs are established with Ministerial approval, as regional subsidiaries of their member councils, under section 43 of the Local Government Act 1999. As a result, they may take on a greater role in promoting or managing regional collaboration or resource sharing arrangements on behalf of member councils. This may require an amendment to their charters, which would require agreement from all member councils. There appears to be no other legal impediment. The six RLGAs collectively form the South Australian Regional Organisation of Councils (SAROC). SAROC’s Board comprises two members elected from each of the member RLGAs.26 SAROC is mirrored on a metropolitan level by the Greater Adelaide Region Organisation of Councils (GAROC), which is made up of eight elected members from councils in the metropolitan region.27

Consistent with the principle that councils are primarily accountable to their communities (rather than the state government) the South Australian Government’s local government office is one of the smallest in Australia by level of resourcing. Other state governments have a stronger oversight of councils, especially in NSW where the relationship between state and local

24 For further information on the structure of, and services provided by, the Outback Communities Authority, see <https://www.oca.sa.gov.au/home>.
26 The Commission notes that both SAROC and GAROC were established on the basis of clause 19 of the LGASA’s constitution.
27 Additional information on a variety of local government networks, including SAROC and GAROC, is provided on the LGASA website – <https://www.lga.sa.gov.au/page.aspx?u=6871#e9691>.
government is structurally different. Other states often also administer grant funding programs, typically either for infrastructure or community programs.

2.4 Role of the Australian Government

Councils’ functions and decision making processes are also influenced by funding and policy decisions taken by the Australian Government (often as a result of agreements with the states and territories). Importantly, the drive for some key local government reforms has been national. This is particularly marked in the areas of financial assistance provided by the Australian Government and national competition policy.

2.4.1 Funding

In the mid-1970s, partially as a response to the expansion of local government functions throughout the preceding decade, the Australian Government began to provide direct untied funding to the local government sector. The current Financial Assistance Grants (FAGs) program is provided on the basis of grants to the states and territories, which then distribute the funds to councils.

FAGs are distributed to councils within each state to support an average level of service, irrespective of their location. The South Australian Local Government Grants Commission (SALGGC) assesses councils’ share of funding on the basis of the difference in the costs associated with providing services and councils’ revenue-raising capacity (compared to the average in South Australia).\(^{28}\) Grants are only provided to councils that have been established under the LG Act or are defined as prescribed bodies for the purposes of the South Australian Local Government Grants Commission Act 1992. FAGs funding is untied once distributed to the local government sector.

Between 2008-09 and 2017-18 the average annual growth rate of FAG funding to councils was 2.2 per cent. Financial assistance grants declined as a proportion of the sector’s overall operating expenditure from 8.5 per cent to 7.7 per cent during this period.

From time to time the Australian Government also provides specific purpose grants to councils of either a capital (e.g. GFC school grants scheme) or operating nature (e.g. Adelaide Hills Council case study, Chapter 3) to achieve its particular policy objectives. Councils are generally expected to contribute funds to these programs. Council participation in these programs has impacts on their operating expenditure.\(^{29}\)

Evidence from submissions, including those from the LGASA and the Barossa Council indicates that grant funding can result in additional and ongoing council operating expenditure. Councils referred to the examples of the Fund My Neighbourhood Program (SA Government) and the Building Better Regions Fund (Australian Government). However, as discussed in Chapter 3 in regard to cost shifting, councils do have control over decisions to accept such funding, which may have long term effects on operating expenditure. Cost sharing is a more accurate description of this circumstance.

\(^{28}\) For additional information on the principles and methodology that guide the distribution of FAGs funding in South Australia, see <https://www.dpti.sa.gov.au/local_govt/LGGC>.

\(^{29}\) For additional information on infrastructure funding programs see <https://investment.infrastructure.gov.au>. 

428
2.4.2 Competitive neutrality

Competitive neutrality policy (CNP) is based on the principle that significant government business activities should not enjoy, as a result of their public sector ownership, any net competitive advantages over private businesses operating in the same market. It was part of a wider reform process that resulted in the introduction of the Competition Principles Agreement (CPA). The principles of competitive neutrality apply to local government.30

The Premier is responsible for overseeing competitive neutrality policy, pursuant to the Government Business Enterprises (Competition) Act 1996 (GBE Act). Complaints are initially assessed by the Department of the Premier and Cabinet, which advises the Premier on whether an investigation is required under the GBE Act. The Premier then determines whether to commence an investigation. The Competition Commissioner is responsible for conducting these investigations under the GBE Act.

Industry groups have stressed in consultations the importance of competitive neutrality policy in councils performing tasks that could be performed by private contractors.

If councils seek to secure in-house supply of services, when such services are also offered by private civil contractors operating in a competitive market, a revised, updated and robust competitive neutrality policy ought to be applied. (Civil Contractors Federation, FR29, p.4)

The Commission notes that a council decision to provide a service in-house, rather than engage a private sector contractor, does not contravene competitive neutrality principles. Such decisions would ideally be informed by a service review which considers the costs and benefits of alternative service delivery options.

Council submissions suggest there is a reasonable degree of awareness about competitive neutrality and the importance of considering the policy in deciding on methods of service provision. A business that competes, or seeks to compete, in a particular market may make a complaint alleging infringement of the principles of competitive neutrality. While there have less than ten competitive neutrality complaints lodged against councils in the last 20 years, this on its own, is not necessarily evidence of a high level of council compliance with the policy.

2.5 Local government-initiated reforms

The Commission has reviewed key past and current efficiency and cost related reforms initiated by local government in South Australia. The Commission’s literature review and consultation process revealed a diverse range of reviews, evidence and reform projects that have been undertaken by councils in the last 20 years.

Local government sector reforms which aim to deliver efficiency gains and reduce costs have included changes to:

- financial circumstances, including changes to revenue and financial management practices;
- workplace and management processes; and

---

30 Government of South Australia, A Guide to the Implementation of Competitive Neutrality Policy, (2010), p. 1. The principle of competitive neutrality is given legislative expression in South Australia through the Government Business Enterprises (Competition) Act 1996 and applies to the significant business activities of publicly-owned entities whose activities include “producing goods and/or services for sale in the market place with the intention of making a profit and providing financial returns to their owners”.

---
number or types of functions or services performed, including collaboration between councils to support service delivery.\textsuperscript{31} The following section addresses these initiatives in more detail.

2.5.1 Financial management

As previously discussed, the local government reform process of the 1990s consisted of legislative changes and other structural reforms. Subsequently there was a new focus on financial management reforms.

In 2005 the LGASA established an independent Financial Review Sustainability Board (FRSB) to assess the financial capacity and sustainability of councils throughout the state. Many of the measures developed or adopted by the LGASA – and subsequently supported legislatively by the state government – flowed from the findings and recommendations of the board. The FSRB noted that at the time the balance sheets of councils appeared strong because of their low levels of debt, but the problem was the predominant pattern of deficits, and the likelihood that they would increase, as well as ‘substantial infrastructure renewal/replacement backlogs’.\textsuperscript{32}

The FSRB put forward 62 recommendations, a substantial number of which have since been implemented through cooperation between the LGASA and the state government.\textsuperscript{33}

The LGASA’s Financial Sustainability Program (FSP) produced resources to assist councils to achieve and maintain financial sustainability. This includes a discussion and then definition of the meaning of financial sustainability, based on the argument of the FRSB report.\textsuperscript{34} The LGASA discussion of the concept refers to the importance of a council managing its finances in order to meet both current and future commitments. It proposes the following definition of financial sustainability:

\begin{displayquote}
A Council’s long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services\textsuperscript{35}
\end{displayquote}

It also specifies a number of indicators of financial sustainability.\textsuperscript{36}

Under the FSP, the LGASA and councils:

- prepared and updated a series of information papers;
- implemented projects to assist councils with financial and asset management reforms;
- undertook training and briefing programs to further assist councils;
- received Australian Government funding to further the financial sustainability reforms that were undertaken by South Australian councils; and
- worked with other governments on intergovernmental issues.\textsuperscript{37}


\textsuperscript{34} LGASA, \textit{Financial Sustainability Information Paper No 1: Financial Sustainability}, (2015)

\textsuperscript{35} Ibid p.3.


\textsuperscript{37} For additional information on the FSP, see LGASA website.
In submissions to the Commission’s methodology paper, several councils identified the FSP as an example of an efficiency monitoring program that resulted in improved financial performance. As noted by the Town of Gawler in its submission:

> With myriad financial accountability measures already in place, Local Government is the most financially accountable tier of Government. Examples of financial accountability measures include the establishment of Audit Committees, legislative financial reporting requirements, consultations on draft Budget / Business Plans, Budget / Business Plan summary provided with annual Rate notices in July, financial performance indicators (and associated performance targets) (Town of Gawler, DR21, p.13)

While the FSRB’s recommendations were largely aimed at the local government sector, the state government, working with the LGASA, introduced amendments to the LG Act to give legislative expression to some of the FSRB’s recommendations. Amendments to the LG Act, which commenced in 2007, sought to enhance the accountability of councils and strengthen their financial governance, asset management, auditing arrangements and rate setting methodologies.

These improvements included requirements for councils to:

- establish audit committees;
- prepare and adopt infrastructure and asset management plans;
- prepare and adopt a long-term financial plan;
- adopt several measures to strengthen the independence of external auditors; and
- adopt a consistent and improved reporting format for annual financial statements.

In addition, further legislative amendments, principally in the form of the Local Government (Accountability Framework) Amendment Act 2009, were introduced to strengthen the legislative framework for the internal and external review of councils’ administration and financial management.

Since 2007 South Australia’s councils must develop and adopt long-term financial and asset management plans, each covering a period of at least 10 years. The approach adopted in South Australia became a model for similar reforms in several other states.

The LGASA submission reports the improvement in the financial performance of councils:

> The aggregate level of local government’s annual operating deficit reduced steadily from 2000-01 (when expenses exceeded income by $75 million) until 2007-08 (when the operating deficit was eliminated). Subsequently, an approximate ‘break-even’ operating result was recorded for five years up until 2012-13. Since then, there has been a significant improvement in the financial performance of councils, culminating in an operating surplus of $98 million in 2017-18. A total of 56 councils recorded an operating surplus in 2017-18 compared with only 16 councils in 2000-01. (LGASA, DR15, p. 5)

The Commission notes that while some councils are recording deficits, the sector as a whole has moved from deficit to surplus. This has been achieved through increases in revenue rather than reductions in expenditure.

---

38 See LGASA, Playford Council and City of Charles Sturt submissions.
The Commission heard that the legislative reforms aimed at increasing financial performance are regarded by councils as having had a positive impact on the sector.

*The 2005 inquiry was the genesis of a series of financial information papers and policy templates prepared by the LGA to facilitate improved financial management practices across the local government sector. Continuation of reforms further to the 2005 inquiry are welcomed to the extent that local decision making by locally elected representation continues to be able to make tangible contributions in this critical area of local government governance.* (Town of Gawler, FR27, p. 6)

There was a consensus from councils that further improvements to the quality of financial reporting would be useful. Councils including Port Adelaide Enfield, Barossa and Marion suggested various ways for councils to do so using existing information, rather than increasing the external auditing requirements.

The LGASA proposed a local government-led local efficiency program, which would:

*capture and report on local government performance measurement data in a consistent way, enhance integration of Asset Management Plans, Long Term Financial Plans and Strategic Management Plans, be based on a maturity model - that helps councils assess their current effectiveness and identifies the capabilities that are needed in order to improve their performance. Delivery of this program will include comprehensive engagement with councils about the type of data that should be consistently reported on to be useful to informed decision making (LGASA, FR19, p. 50)*

The Commission also heard concerns from some councils about the potential administrative burden of any changes.

### 2.5.2 Resource sharing

Within the local government sector, resource sharing currently occurs in a variety of forms and at different levels of legal and administrative formality, ranging from the highly informal, such as information sharing arrangements between councils, to formal legal structures, including subsidiaries established under section 43 of the LG Act.

The Independent Inquiry into the Financial Sustainability of Local Government in NSW in 2005 recommended “that in canvassing alternative methods of delivery, councils consider further resource-sharing initiatives, especially involving the smaller councils, ranging from working together more effectively to more formalised regional groups, area integration and whole-of-sector initiatives”.

Various forms of collaboration, which broadly fit under the definition of resource sharing, have been identified as an important example of local government-initiated reform aimed at reducing service cost and improving efficiency.

The LGASA has established several entities and activities to provide services to member councils across South Australia. Examples of sector wide services that the LGASA advised have led to significant cost savings include:

- LGA Mutual Liability Scheme (LGAMLS): the LGAMLS delivered $4.05 million in bonuses back to the sector in 2018-19, with a contribution rate lower than 10 years ago (LGASA, DR16, pg.40).

---

• LGA Workers Compensation Scheme (LGAWCS): the LGAWCS delivered $11.8 million in performance rebates back to the sector in 2018-19. Self-insurance has delivered over $250 million in savings to the sector since 1986. The number of new LGAWCS claims received in 2018-19 (509), was 3.4 per cent lower than in the previous financial year (LGASA, DR16, pg.40).

• LGA Procurement (LGAP), a company wholly-owned by the LGASA, undertakes procurement for member councils. This has enabled electricity cost savings via LGA’s ability to aggregate the load profile and approach the market. Savings have been realised by participating councils of over $8.2 million over three years (LGASA, DR16, p.38).

Councils also may, pursuant to section 43 of the LG Act, establish a variety of regional subsidiaries to enable more effective service delivery. This has been used to establish two different types of bodies – RLGAs that have a combined advocacy/representative focus (as well as potentially some service delivery); and bodies that focus on service delivery. The Eastern Health Authority (EHA), jointly established by five eastern and north-eastern metropolitan councils, is generally seen as a significant example of service delivery through a regional subsidiary. EHA provides a range of health services to the community, by means of a shared services model in which one entity provides services on behalf of the constituent councils. While subsidiaries have been established for various purposes, the Commission understands waste management remains a common area in which councils have used such arrangements.

The Commission’s Local Government Reference Group noted that there has been an increase in the use of resource sharing. It also noted, that there is comparatively little data on resource sharing initiatives, making it difficult to assess their impact on council performance. In addition, resource sharing schemes, such as shared services arrangements, can be complicated to arrange and manage effectively, cost savings are not always realised and the resulting services can become more expensive.42

Despite these qualifications, the Commission has also received information on resource sharing initiatives that have produced savings:

City of Salisbury is a major constituent council of the Northern Adelaide Waste Management Authority who are widely recognised for the great work they do in managing waste and reducing costs for the member councils. (City of Salisbury, DR6, p.2)

Town of Gawler has had arrangements with neighbouring councils to share a range of services and provide assistance. Such arrangements drives efficiencies for the Councils involved. Such areas of service provision include IT and HR resources, Library Services, Health, Animal Management etc., which has provided greater capacity, efficiencies and provided professional development for staff. (Town of Gawler, FR2, p.8)

Many councils also participate in other localised arrangements based on a common interest such as:

• sharing information about activities or services between councils;
• common specifications used by multiple councils for procurement of a service; and
• sharing of resources such as specialist staff and equipment.

A number of councils including Alexandrina, District Council of Streaky Bay and the Town of Gawler put the view that resource sharing drives efficiencies and should be pursued. The City of Playford suggested that there are potential opportunities for resource sharing in legal

42 Minutes of Local Government Reference Group, 31 July 2019.
services, industrial relations and taxation advisory services, recruitment service provision and pooled bulk purchasing.

The common drivers for considering collaboration between councils identified by the Commission can be summarised as:

- cost savings, efficiencies in service delivery, affordability, economies of scale, helping to improve financial sustainability and reduced duplication of effort and resources;
- increased capacity and value for money, capacity to provide additional services, and capacity to address gaps not otherwise provided for by the market; and
- better risk management due to sharing of risks and improved ability to comply with legislation due to increased capacity and resources.

The Commission’s literature review also identified common difficulties and challenges faced by councils in instigating and undertaking resource sharing arrangements.

For example, in its 2017–18 performance audit of shared services, the Audit Office of NSW found that most NSW councils surveyed were not efficiently and effectively sharing services:

>councils don’t always assess current service performance before deciding on the best delivery model and build a business case to outline the costs, benefits and risks of a proposed shared service arrangement before entering it.43

The LGASA considered case studies of local government shared services in South Australia:

>one of the key lessons from its analysis is that quantifying the cost efficiencies and the measurement of outcomes provided by certain shared services remains a challenging task.44

The Commission’s literature review also identified issues of commitment, lack of equity across councils, low quality of business cases and aspects of governance models among the challenges to collaboration that councils face.

During consultations, the Commission heard that the key impediments to resource sharing/collaborative arrangements include differences in priorities, IT systems, HR policies, work practices, enterprise bargaining arrangements, geographical distance, the additional administrative overhead, the risk of not being able to maintain the levels of service and investment required, size of councils and mutual benefit or return on investment between participating councils.

>in smaller councils’ resource sharing doesn’t work particularly well with plant and/or equipment due to less equipment available, training in the use of the equipment and inconvenience due to larger road networks. (Regional Council of Goyder, FR21, p.5)

Several councils have established subsidiaries under section 42 (which provides for a single council subsidiary) and 43 of the LG Act. Councils had varying views on the effectiveness of this provision in the Act. A number of councils including City of Holdfast Bay and City of Playford put the view that the approach is effective and can create greater service outcomes and cost efficiencies.

Playford is one of the constituent councils in Northern Adelaide Waste Management Authority (NAWMA). This proves the concept that a section 42 [sic] based entity can create greater service outcomes and efficiencies. (City of Playford, FR7, p.5)

On the other hand, the Barossa Council stated that the provision does not assist with efficiencies and, results in duplication of systems, especially s42 committees:

The provisions do not assist with efficiencies and in reality result in duplication of systems especially S42 committees who have to replicate or seek support from the parent entity for everything from financial, risk, works, procurement and other day to day activities. Regionally there is also a diminishing interest in membership of Boards which are established as voluntary, due to the legislative burden, ultimately diminishing the pool of required skills to manage matters entrusted to formal S42 and 43 committees. (The Barossa Council, FR25 p.10)

The City of Marion stated:

To date we have established a number of collaborative services across councils without establishing a Subsidiary. The Materials Recovery Facility projects will require establishment of Regional Subsidiaries and in time a Regional Subsidiary may be a more pragmatic and sensible approach to facilitation of services across multiple councils.

To this end, simplification in the process to establish a subsidiary including removing the need for ministerial approval and the ability of the subsidiary to be able to support more than one mandatory or regulated service would improve the ability for councils to more effectively use Regional Subsidiaries. (City of Marion, FR5 p. 18)

The Commission notes that there is a range of alternative contractual arrangements which councils can employ to underpin resource sharing, ranging from an exchange of letters between CEOs to a section 43 subsidiary, and observes that it is up to councils to choose an approach that is fit for purpose.

2.5.3 Workplace and management initiatives

Access to skilled labour

Training and upskilling can lift labour productivity and the efficiency of local councils. The literature suggests there is considerable variation in the workforce capabilities of councils.  

A number of councils advised in their submissions that they face workforce challenges such as:

- not enough apprentices to meet future needs;
- skills shortages in key professional and technical occupations;
- ability to meet new and emerging skills; and
- an ageing workforce.

A 2018 national review, commissioned by the Local Government Workforce Development Group (LGWDG) for the Australian Local Government Association (ALGA), based on ABS data and a skills shortage survey completed by councils, identified that:

46 Local Government, An Ageing Workforce. *Are We prepared?* Emerging Leaders Program Project, South Australia, p.2
Local government professionals across Australia are facing a major skills shortage across key occupations and are not well positioned in new and emerging skills.47

Staff training was found to be lacking, with almost one third of councils reporting having unmet training needs as a result of the high cost and lack of availability of training.48 Councils that participated in the survey identified a lack of qualified individuals locally, remoteness of some councils, inability of councils to compete with the private sector, and lack of opportunity for career progression as among the forces driving the skills shortage.49

The LGASA identified in its submission that 45 per cent of councils have identified some skill gaps, 29 per cent of councils have unmet training needs and 53 per cent of council employees are aged over 45 years compared to 44 per cent for all South Australian industry (57 per cent of the council outdoor workforce is aged over 45 years).

The Commission heard from several councils of difficulties in recruitment and retention of skilled labour and perceived deficiencies in education and training systems which may have exacerbated council labour cost pressures. Staff recruitment and retention was identified as an important issue by rural councils.

Councls have problems in attracting and retaining employees with the following specific skills: Planning, Building and Civil Engineers, Accountants, HSW and HR professionals (to develop systems rather than process), Works Technical Staff, Environmental Health (currently contracted to the same person across some Councils while others run a shared services model) Community Development and Tourism and Events. (District Council of Robe, FR14, p.4)

Some, where possible, have responded by sharing professional and technical staff between councils, providing a means for attracting locally based resources in rural areas.

The Commission notes that some specific skill shortage areas, such as surveyors, planners and business analysts are also experienced by other employers. Competition from the private sector also affects local government’s ability to recruit. These issues are not specific to local government.

Employers, including those in local government, often express concern about skill shortages. The LGASA offers specific training programs to local government sector employees in South Australia.50 The LGASA provides a limited range of support services to their members through “LGA Education and Training” and has produced the South Australian local government workforce manual (as part of the LGA’s Workforce Planning Project, 2012). The South Australian Government has delivered initiatives aimed at upskilling the workforce, including the Regional Youth Traineeship Program (RYTP) and the Training and Skills Commission (TASC) Skills for Future Jobs 2020 initiative (2017). Australian Government initiatives include training scholarships for vocational education in regional areas experiencing high youth unemployment.

Labour market analysis is carried out by a number of state and national bodies and used to inform policy and decisions by education and training providers. The TASC’s independent modelling is informed by Industry Skills Councils (which includes local government

48 Ibid.
49 For further details, see Australian Local Government Association, Local Government Workforce and Future Skills Report Australia, (2018) p. 72
50 For more details, see <http://training.lga.sa.gov.au/>.
representation) to strengthen industry’s voice in skills and workforce development, and to ensure that funding for skills and training is directly aligned to industry priorities.\(^{51}\)

A significant number of council submissions indicated support for cooperative approaches by councils to address skills issues:

> The ability to grow and develop skill sets in house is invaluable and the only way small and rural councils will be able to achieve this in practicality is in partnership with others in their region and with their larger brothers and sisters in urban and peri-urban areas. This may be an area of opportunity for the LGA to explore as they move toward workforce assistance programs with Councils. (District Council of Streaky Bay, FR15, p.4)

Submissions also indicated significant interest in a sector wide approach to workforce planning and development:

> councils will predominately look to upskill employees to address emerging skills gaps and the greatest barrier to this is the availability of training. This supports the suggestion that there is value in a sector-wide or region-wide approach particularly around the development of specific skills to support councils (LGASA, FR19, p.57)

> There is value in a sector-wide or region-wide approach to workforce planning to identify current and emerging gaps. For example: considerable progress has been made on joint planning initiatives, forming strategic partnerships with UniSA and other training providers, and in sharing resources across multiple Councils. (District Council of Robe, FR14, p.4)

The lack of regular collection of workforce data on a sectoral basis constrains workforce planning and the monitoring of progress in implementing such plans. The Commission observes that there may be value in councils working with the SALGGC to establish a consolidated local government information base on the current sector workforce and emerging skill requirements to inform such planning. The Commission notes that the labour market issues are generally more acute in rural areas, and also in some skills sets, adding to the value of planning.

**Industrial relations**

A number of councils have suggested that the current industrial relations environment in which local government operates, with every council negotiating separate enterprise bargaining agreements (EBAs), is an area of the sector’s operations that is in need of reform. The Commission notes that no significant reforms to the industrial relations framework have been undertaken over the last decade, but submissions to the draft report suggest that the aspects of the framework, particularly in relation to EBAs, would benefit from limited reform.

The City of Marion, for instance, has suggested that a shift to sector-wide bargaining would introduce a number of interrelated benefits into the system, including reducing transaction costs; reducing the pressure on councils to match the salaries paid by the highest paying councils; enhancing mobility in the sector; and providing greater opportunities to align workforce and organisational objectives.

The LGASA has also observed that there are potential benefits to reforming the current industrial relations arrangements, arguing that its own research strongly suggests that an industry-wide framework has the potential to enable a “culture of meaningful, open and respectful engagement between employees, management and unions” (LGASA, FR19, p.85).

The Commission notes the local government’s industrial relations framework is wholly structured by state legislation. In South Australia, the national industrial relations system only

applies to employment in the private sector (including universities and NGOs), pursuant to the *Fair Work Act 2009* (Cth). The South Australian public sector, which includes local government, operates under the *Fair Work Act 1994* (SA).

All public sector enterprise bargaining agreements are lodged with the South Australian Employment Tribunal, which exercises jurisdiction over a range of employment matters relating to the state public sector, including local government, pursuant to its own enabling legislation, the *South Australian Employment Tribunal Act 2014* (SA).

At present, while the local government sector falls under the state’s industrial relations legislation, every council’s chief executive officer is responsible for “appointing, managing, suspending and dismissing the other employees of the council”, pursuant to section 103 of the LG Act.\(^{52}\) Chief Executives are also responsible for ensuring that all employment decisions are consistent with the strategic policies and budgets approved by the council, while also being accountable for complying fully with the requirements of any industry award, enterprise bargaining agreement (EBA) or other relevant Act.

**Procurement**

In 2012 the LGASA undertook a series of reforms in the area of procurement, as part of the *Year of Procurement* (Network of Procurement Professionals, FR20, pg.1). The *Year of Procurement* acknowledged the importance of procurement to council operations and the importance of a sector wide approach to improving procurement practices. As part of this the LGASA established LGA Procurement (LGAP) as a separate business to assist councils improve their procurement practices. LGAP, as part of this role, helps councils by undertaking tenders on behalf of councils, providing a procurement handbook and suite of template documents for councils to use and providing a range of procurement support services to councils including training, consultancy services and facilitating exchange of knowledge (LGAP, FR17, pg.4).

**Other management issues**

With respect to management matters more generally, the LGASA released a discussion paper, ‘Sensible Change’, in 2017 on further reform ideas and options. As noted in its submission to the methodology paper, the LGASA’s proposed reforms concentrate on several areas of local government operations that can be strengthened without the need for legislative intervention. Reforms listed in the LGASA paper that offer potential for efficiency improvement or potential cost savings include:

- an industry-wide industrial relations framework
- a sector wide benchmarking program;
- best practice audit committees;
- standardising external audits; and
- best practice service reviews.

The South Australian local government sector’s ongoing interest in continuous improvement is demonstrated by the number of formal and informal network groups operating across councils in South Australia for council staff to share knowledge, lessons learned and best practice. Many of these groups are supported by either the LGASA or Local Government Professionals Australia SA. Currently, network groups are operating in the areas of finance, rates, volunteer management, continuous improvement, communications and marketing, risk, authorised persons/officers, public and environmental health, human resources, grant management,

\(^{52}\) *Local Government Act 1999*, s 103(1).
community management, governance, workplace health and safety, emergency management and procurement.

2.6 Reforms in other jurisdictions

The Commission’s review of the reforms in other jurisdictions suggests that comprehensive evaluations of initiatives aimed at enhancing council efficiency and lowering costs have been limited. This makes it difficult to judge the overall effectiveness of different jurisdictions’ responses to significant issues in the sector on an interjurisdictional level.

It is also a notable feature of recent local government reforms that, with the exception of South Australia, the majority of initiatives have originated with state governments, not as result of collective action from within the local government sector itself.53

Reforms aimed at improving councils’ capacity for long-term strategic planning, particularly in relation to financial and asset management plans, have become a predominant focus of reform efforts in most jurisdictions. In NSW, all councils are now required to use an integrated planning and reporting framework that is designed to improve councils’ capacity for strategic community planning, especially for financial and asset management planning.54

The Commission also notes that, as part of a wider strategy to improve councils’ capacity to monitor and enhance their own performance, the NSW Office of Local Government is developing a Performance Management Framework to provide councils and the community with a consistent set of performance indicators, including those relating to costs and asset management.

In Victoria, the need to build councils’ capacity for long term planning was recently addressed through the Local Government (Planning and Reporting) Regulations 2014. These reforms aimed to standardise the way councils report on their long term financial and asset management plans, with a range of documents, including statutory financial statements, now required to conform to the Local Government Model Financial Report.55 In support of this regulatory requirement, Local Government Victoria issued its revised Best practice guidance in asset management guidelines in 2015.

In addition to reforms to the way in which councils undertake strategic planning, the Victorian Local Government Reporting Framework, introduced by the Victorian Government as a mandatory performance reporting system, is designed to address the need for a consistent framework for performance management and reporting. The resultant performance data is presented to the community through the ‘Know Your Council’ website and represents one of the most developed sector-wide approaches to efficiency comparison.56

The Tasmanian government mandated similar strategic planning requirements in 2013. The Commission notes that the Tasmanian legislation assigns responsibility for monitoring compliance to the Auditor-General. Recent audits of compliance with the new reporting regime

53 Australian Centre of Excellence in Local Government ‘Unfinished Business?’, p. 5.
55 Ibid, p. 35.
56 For the 2018 review of the effectiveness and efficiency with which Victorian councils deliver services to their communities, conducted by the Victorian Auditor-General, see <https://www.audit.vic.gov.au/report/delivering-local-government-services?section=>. The Commission is also aware of the work being undertaken by the Queensland Auditor-General’s Department in relation to efficiency in the local government sector. See <https://www.qao.qld.gov.au/audit-program>.
suggest that councils’ financial and asset management performance has undergone a noticeable improvement.\textsuperscript{57}

The Commission notes that the Tasmanian Government, is also currently developing the Local Government Data, Analysis, Transparency, Accountability (LG DATA) project. The initiative aims to enhance transparency in the way that local government performance is reported and provide councils with a tool to identify opportunities for performance enhancement.\textsuperscript{58}

2.7 Conclusion

The Commission has been asked to consider recent reforms in South Australia and other jurisdictions to policy and management practices in the local government sector and their potential to improve council performance.

The move away from prescribing specific functions to broadening the discretionary power of councils to perform a range of functions in SA has been mirrored in other jurisdictions. The LG Act, in common with local government legislation in other jurisdictions, defines councils’ functions and powers broadly, which has enabled councils to undertake a significant number of non-mandatory functions. However, the South Australian local government sector has arguably a greater level of autonomy than other jurisdictions, with the South Australian Government taking a less prescriptive approach.

Additional research and consultation with councils and other stakeholders has revealed a diverse range of reviews and reform projects that have been undertaken by councils. The Commission has noted some evidence linking these changes or reforms to improvements in council performance.

The literature suggests that sector-wide improvement or reform is more likely to be fully implemented if it is mandated by state governments.\textsuperscript{59} For example, financial management reforms while initiated by the local government sector, were subsequently incorporated into the LG Act, have strengthened the sector’s financial performance.

The Commission’s assessment of the evidence suggests that few significant management or work practice reforms have been undertaken in recent years by the sector.

The Commission’s assessment of the industrial relations environment in which councils operate, along with councils’ submissions to the draft report, suggests that the current framework, which is wholly structured by state legislation, is also an area that would benefit from reform to enable enterprise bargaining agreements between clusters of councils and their employees.

Councils also participate in a large number of collaborative resource sharing arrangements, ranging from relatively informal arrangements to formal legal structures, with varying degrees of success. Again, while councils have argued that such collaborations yield efficiencies and other benefits, it is difficult to quantify the cost or efficiency impacts of these initiatives.


\textsuperscript{58} For additional information, see Tasmanian Local Government Division, Department of the Premier and Cabinet: Measuring Tasmanian Local Government Performance <http://www.dpac.tas.gov.au/divisions/local_government/measuring_tasmanian_local_government_performance>.

\textsuperscript{59} Australian Centre of Excellence for Local Government, ‘Unfinished Business?’ p.39.
3. Local government costs

3.1 Introduction

The inquiry’s terms of reference require the Commission to address the following matters regarding local government costs and efficiency.

Analysis of the information on local government costs and the key drivers of costs including:
• identify trends in local government activities and costs of local government operations; and
• identify the drivers of local government costs and assess their impacts.¹

Between 2008-09 and 2017-18, total operating expenditure of all South Australian councils increased from $1.6 billion to $2.2 billion at an average annual rate of 4.2 per cent. Adjusting for the change in the number of properties over time, the average annual increase in operating expenditure was 3.3 per cent per annum per property.

In comparison, the two measures of price inflation used by councils — movements in the consumer price index (CPI) and the local government price index (LGPI) — increased by an annual average of 2.1 per cent and 2.6 per cent, respectively over the same time period (refer to Figure 3.1).²

The average annual growth of expenditure per property in real terms was therefore in the range of 0.7-1.2 per cent, or an accumulated increase of 6.5-11 per cent from 2008-09 to 2017-18.

This chapter examines trends and changes in council operating expenditure and explanations for these changes. To understand the cost drivers, the Commission examined councils’ costs for the period from 2008-09 to 2017-18 on both a resource (or input) basis and a function or service (output) basis.

Figure 3.1: Index of the change in operating expenditure per property across all councils and price indices


¹ For the complete Terms of Reference see pp.4-6.
3.2 Data sources and council groupings

3.2.1 Data sources

The Commission has drawn upon a range of data sources. It thanks the South Australian Local Government Grants Commission (SALGGC) for providing information from councils’ annual returns, supplementary surveys and general information returns.\(^3\) The Local Government Association of South Australia (LGASA) provided information and data collated from its member councils. Several councils provided additional information in the two rounds of submissions that has assisted in understanding underlying trends.

The SALGGC provided a database of information and cost data covering the 10-year period from 2008-09 to 2017-18 for all 68 councils. This database included the following indicators:

- general and statistical information;
- operating income;
- operating expenditure;
- physical asset and associated capital expenditure;
- statutory accounting statement of financial position and net financial liabilities; and
- financial ratios.

All councils in South Australia must prepare annual financial statements in accordance with the “Model Financial Statements” as published by the LGA.\(^4\) These statements include guidance on the allocation of costs to activities.

The financial information submitted by councils and collected by the SALGGC is based on these model financial statements. The SALGGC reports the consolidated information collected from councils on their website.\(^5\) The SALGGC notes:

...these reports may include differences from council financial statements and amounts shown in supplementary returns as to enhance data consistency and comparability.\(^6\)

The inquiry has relied on the information contained in these database reports.

3.2.2 Council groupings

The Commission used the Australian Classification of Local Governments (ACLG) scheme as detailed in Appendix 6, to group councils to enable meaningful comparisons and conclusions to be drawn.\(^7\)

The Commission used this scheme to assign each council into one of four groups depending on location and population, broadly as follows:

- **Urban:**
  - Urban – metropolitan and fringe — which includes the capital city, developed (suburban) and fringe (suburban) metropolitan councils; and

\(^3\) Refer to Appendix 5 for an outline of the extent of the information provided by SALGGC.
\(^4\) Refer to the Local Government Act 1999 (s. 127) and Local Government (Financial Management) Regulations 2011, reg 4(3), 13.
\(^7\) As outlined in Appendix 6, the ACLG scheme is based on a three-step hierarchy. Each step allocates a prefix made up of three letters to produce a unique identifier for each type of local government area. The system’s full classification structure contains 22 separate categories. By way of example, a medium-sized (populated) council in a rural agricultural area would be classified as RAM – Rural, Agricultural, Medium.
- Urban – regional — non-metropolitan councils with urban centres in regional areas.
- Rural:
  - Rural agricultural – large and very large populated councils in rural or agricultural areas; and

Rural agricultural – small and medium populated councils. Table 3.1 shows the differences between the four council groupings.

**Table 3.1: Selected statistics by urban and rural type 2017-18**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Council group</th>
<th>All urban councils</th>
<th>All rural councils</th>
<th>State-wide total</th>
<th>Urban-metro &amp; fringe</th>
<th>Urban-regional</th>
<th>Rural-small and medium</th>
<th>Rural-large and very large</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of councils</td>
<td></td>
<td>30</td>
<td>38</td>
<td>68</td>
<td>21</td>
<td>9</td>
<td>20</td>
<td>18</td>
</tr>
<tr>
<td>Area</td>
<td>Total (square kilometres)</td>
<td>10,600</td>
<td>146,230</td>
<td>156,830</td>
<td>5,139</td>
<td>5,461</td>
<td>82,780</td>
<td>63,450</td>
</tr>
<tr>
<td></td>
<td>Average per council</td>
<td>353</td>
<td>3,848</td>
<td>2,306</td>
<td>245</td>
<td>607</td>
<td>4,139</td>
<td>3,525</td>
</tr>
<tr>
<td>Population</td>
<td>Total</td>
<td>1,506,515</td>
<td>223,765</td>
<td>1,730,280</td>
<td>1,350,028</td>
<td>156,487</td>
<td>45,342</td>
<td>178,423</td>
</tr>
<tr>
<td></td>
<td>Average per council</td>
<td>50,217</td>
<td>5,889</td>
<td>25,445</td>
<td>64,287</td>
<td>17,387</td>
<td>2,267</td>
<td>9,912</td>
</tr>
<tr>
<td>Employees</td>
<td>Total (FTE)</td>
<td>7,029</td>
<td>1,838</td>
<td>8,867</td>
<td>6,036</td>
<td>993</td>
<td>546</td>
<td>1,292</td>
</tr>
<tr>
<td></td>
<td>Average per council</td>
<td>234</td>
<td>48</td>
<td>130</td>
<td>287</td>
<td>110</td>
<td>27</td>
<td>72</td>
</tr>
<tr>
<td>Sealed roads</td>
<td>Total (km)</td>
<td>10,768</td>
<td>8,031</td>
<td>18,799</td>
<td>8,813</td>
<td>1,955</td>
<td>2,030</td>
<td>6,001</td>
</tr>
<tr>
<td></td>
<td>Average per council</td>
<td>359</td>
<td>211</td>
<td>276</td>
<td>420</td>
<td>217</td>
<td>101</td>
<td>333</td>
</tr>
<tr>
<td>Unsealed roads</td>
<td>Total (km)</td>
<td>3,945</td>
<td>52,249</td>
<td>56,194</td>
<td>2,192</td>
<td>1,753</td>
<td>27,152</td>
<td>25,097</td>
</tr>
<tr>
<td></td>
<td>Average per council</td>
<td>132</td>
<td>1,375</td>
<td>826</td>
<td>104</td>
<td>195</td>
<td>1,358</td>
<td>1,394</td>
</tr>
<tr>
<td>Roads (including laneways)</td>
<td>Total (km)</td>
<td>14,873</td>
<td>60,307</td>
<td>75,180</td>
<td>11,091</td>
<td>3,782</td>
<td>29,184</td>
<td>31,123</td>
</tr>
<tr>
<td></td>
<td>Average per council</td>
<td>496</td>
<td>1,587</td>
<td>1,106</td>
<td>528</td>
<td>420</td>
<td>1,459</td>
<td>1,729</td>
</tr>
<tr>
<td>Number of properties</td>
<td>Total</td>
<td>716,175</td>
<td>190,258</td>
<td>906,433</td>
<td>630,838</td>
<td>85,337</td>
<td>51,744</td>
<td>138,514</td>
</tr>
<tr>
<td></td>
<td>Average per council</td>
<td>23,873</td>
<td>5,007</td>
<td>13,330</td>
<td>30,040</td>
<td>9,482</td>
<td>2,587</td>
<td>7,695</td>
</tr>
<tr>
<td>Capital value of properties</td>
<td>Total ($billion at 1 Jan-19)</td>
<td>$337.9</td>
<td>$58.6</td>
<td>$396.5</td>
<td>$313.3</td>
<td>$24.5</td>
<td>$14.5</td>
<td>$44.1</td>
</tr>
<tr>
<td></td>
<td>Average per property ($000)</td>
<td>$471.8</td>
<td>$308.0</td>
<td>$437.4</td>
<td>$496.7</td>
<td>$287.5</td>
<td>$280.0</td>
<td>$318.5</td>
</tr>
</tbody>
</table>

Expenditure by council varies according to a range of factors including population, area, properties and road length. Accordingly, where appropriate, the Commission has also undertaken analyses using the following classifications:

- urban metropolitan and fringe councils were classified to reflect their level of development — suburban (otherwise referred to as developed) or fringe (or developing), and
- rural councils were classified to reflect similar regional areas or geographies, such as:
  - Eyre Peninsula;
  - Legatus Group of councils (includes various Yorke Peninsula, mid-north and other similar regional councils);
  - Limestone Coast;
  - Murraylands and Riverlands; and
  - Southern and Hills.

Submissions provided broad support for the use of the ACLG scheme; for example, the Town of Gawler:

As acknowledged in the Paper, it is inherently difficult to compare Councils, given each Council has distinct and diverse characteristics. Utilisation of the ACLG is deemed appropriate. (Town of Gawler, DR21, p.1)

In contrast, the City of Playford’s submission raised the following concern:

The issue with the ACLG grouping is some Councils can be considered in multiple groupings given their diversity. Therefore, groupings are not relevant for all services. (City of Playford, DR18, p.1)

The Commission notes these concerns. Its analysis focused on the underlying drivers of costs and not on making comparisons between individual councils.

3.3 Analysis of operating expenditure by resource type

This section discusses the issues that the Commission and various submissions have put forward as drivers of council costs. It examines expenditure by the type of resources, or inputs, employed — these comprise employee costs, materials and contracts costs, depreciation charges and finance costs.

3.3.1 Total operating expenditure

As noted, total operating expenditure by councils has grown more rapidly than inflation between 2008-09 and 2017-18.
Figure 3.2 illustrates the level of cost components of total operating expenditure and the rate of change in total annual costs from the previous year.

Figure 3.2: Total operating expenditure by input ($billion) and total annual change (per cent)

Source: SALGGC (2019)

Figure 3.2 shows that the annual growth in operating costs between 2008-09 and 2012-13 ranged between 4.9 per cent and 6.1 per cent, falling to 2.4 per cent in 2014-15. The rate of change was 3 per cent in 2017-18.

Table 3.2 compares the average annual increases in total operating expenditure for all council groups over three different time periods. It shows that growth in operating costs for the urban metropolitan and fringe group of councils was highest over the decade to 2017-18, and remains high, whereas for the urban regional group expenditure slowed (and fell in 2017-18). In addition, the rate of growth in operating expenditure of the rural small and medium group was the smallest among the council groups over the decade and the past seven years.

Table 3.2: Average annual increase in total operating expenditure by council group (per cent)

<table>
<thead>
<tr>
<th>Council Group</th>
<th>2008-09 to 2017-18</th>
<th>2011-12 to 2017-18</th>
<th>2016-17 to 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban - metro &amp; fringe</td>
<td>4.3</td>
<td>3.7</td>
<td>4.0</td>
</tr>
<tr>
<td>Urban - regional</td>
<td>4.0</td>
<td>3.0</td>
<td>-0.1</td>
</tr>
<tr>
<td>Rural - small &amp; medium</td>
<td>3.3</td>
<td>2.2</td>
<td>0.5</td>
</tr>
<tr>
<td>Rural - large &amp; very large</td>
<td>4.3</td>
<td>3.3</td>
<td>2.0</td>
</tr>
<tr>
<td>All groups</td>
<td>4.2</td>
<td>3.5</td>
<td>3.0</td>
</tr>
</tbody>
</table>

Source: SALGGC (2019)
The two urban and rural council groups experienced similar annual average increases over the 10 years (4.2 per cent and 4.0 per cent per annum, respectively).\textsuperscript{11} The capital city and urban fringe councils experienced average annual growth increases of 5.8 per cent and 5.1 per cent, respectively.

The greatest average annual growth in total operating expenditure among the rural councils was experienced by the rural councils of the Murraylands and Riverlands (4.9 per cent).

Figure 3 shows that overall spending in nominal terms increased by approximately 45 per cent (or $693 million) over the ten years to 2017-18 and that the relative proportions of the individual components have changed little in that time. In 2017-18, the major components of councils’ expenditure were:

- materials, contracts and other costs ($912 million or 41 per cent of total operating expenditure);
- employee costs ($789 million or 35 per cent); and
- depreciation charges ($511 million or 23 per cent).

Finance costs represented only 1.4 per cent (or $31 million) of total operating expenditure in 2017-18. The only other operating charge reported by councils is the loss incurred on their ownership in joint ventures and other businesses.\textsuperscript{12}

Each of these cost components is discussed in the following sections.

### 3.3.2 Materials, contracts and other costs

Materials, contracts and other costs is the most substantial category of expenditure for councils, making up approximately 41 per cent of total operating expenditure and, in 2017-18, expenditure in this area reached $912 million.\textsuperscript{13} The average rate of increase for materials and contract expenditure, over the last 10 years, was 4.0 per cent annually and this was similar across both urban and rural councils. The LGPI increased by an average of 2.6 per cent annually and, assuming this represents the changes in materials prices, the real increase or the volume growth of materials (and other costs) spending is approximately 1.4 per cent annually.

Figure 3.3 shows the total operating expenditure by group as well as the annual rate of change in the overall materials and contracts cost.

Urban metropolitan and fringe councils represent 67 per cent of materials and contract costs in 2017-18 and, in comparison:

- large and very large rural councils represent 13 per cent;
- small and medium rural councils represent 12 per cent; and
- urban regional councils represent less than 6 per cent.

These relative proportions have changed negligibly over time as shown in Figure 3.3.

\textsuperscript{11} Similarly, over the last seven years since 2011-12, the average annual rate of increase in total costs has been higher for urban councils, at 3.6 per cent, compared to 3.0 per cent for rural councils.

\textsuperscript{12} In 2017-18, this item represented approximately 0.1 per cent of total operating expenditure (or less than $1.5 million) and is not separately examined. The corresponding profit on these ventures is reported as income in the revenue section of the income statement.

\textsuperscript{13} The materials, contracts and other category includes expenditure on a range of items including consultants, contractors, energy, water, waste services, maintenance, legal, levies to state government, advertising, catering, cleaning, communications, entertainment, various project related costs, sponsorships, subscriptions, insurance, security, information technology and other items.
Despite the similar increase in expenditure across both urban and rural councils over the last 10 years, Table 3.3 shows that there are significant differences in the rate of increase in materials costs across the various council groupings:

- the urban metropolitan and fringe council group costs increased by 4.2 per cent per annum on average over the past 10 years. There has been a slight downward trend in the rate of increase (3.9 per cent) over the last seven years but 2017-18 recorded an increase of 5.1 per cent.
- the urban regional group costs increased by 3.0 per cent per annum on average over the 10 years and are moderating — in 2017-18 the increase was 1.8 per cent;
- rural small and medium council group costs increased by 3.1 per cent per annum on average and in 2017-18 costs fell by 1.2 per cent (it is noted that in 2016-17 there was an increase in costs of 7.8 per cent); and
- rural large and very large group costs grew by 4.4 per cent per annum and appear to be falling below the long-term average. In 2016-17, there was an increase of over 13 per cent.

Table 3.3: Average annual increase in materials, contracts and other costs by council group (per cent)

<table>
<thead>
<tr>
<th>Council Group</th>
<th>2008-09 to 2017-18</th>
<th>2011-12 to 2017-18</th>
<th>2016-17 to 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban - metro &amp; fringe</td>
<td>4.2</td>
<td>3.9</td>
<td>5.1</td>
</tr>
<tr>
<td>Urban - regional</td>
<td>3.0</td>
<td>2.2</td>
<td>1.8</td>
</tr>
<tr>
<td>Rural - small &amp; medium</td>
<td>3.1</td>
<td>1.5</td>
<td>-1.2</td>
</tr>
<tr>
<td>Rural - large &amp; very large</td>
<td>4.4</td>
<td>3.7</td>
<td>0.8</td>
</tr>
<tr>
<td>All groups</td>
<td>4.0</td>
<td>3.5</td>
<td>3.7</td>
</tr>
</tbody>
</table>

Source: SALGGC (2019)
The City of Adelaide experienced a 6.4 per cent average annual increase over the 10-year period. In contrast, the metropolitan and fringe councils, experienced average increases of 3.5 per cent and 4.5 per cent per annum, respectively.

In the other regions, the largest average annual increases over the 10 years to 2017-18 related to:

- the rural councils of the Murraylands and Riverlands regions which experienced an average increase of 6.7 per cent;
- the rural councils of the Southern and Hills regions: 5.4 per cent; and
- the metropolitan fringe councils: 4.5 per cent.

The increases in the metropolitan fringe and southern and hills councils may be in part due to the growth in population and the demand for greater services in these areas. In contrast, the rural councils of the Murraylands and Riverlands experienced an overall decline in numbers over the last 10 years — although there has been an increase in population in the last two years.

A significant proportion of materials, contracts and other expenditure is likely to have been subject to a procurement process. Data limitations prevent the Commission from estimating the size of that share.

Councils are required under part four of the Local Government Act 1999 to develop and maintain procurement policies, practices and procedures directed towards:

- obtaining value in the expenditure of public money;
- providing for ethical and fair treatment of participants; and
- ensuring probity, accountability and transparency in procurement operations.

A council is able to set its own policy, and to amend it at any time (but not so as to affect any process that has already commenced).

Many councils also incorporate a ‘buy local’ provision into their procurement policy, which gives a weighting to local companies in tendering. This is likely to increase the direct cost of procurement. Councils stated that there are benefits to the local community from these policies, but it is not clear to what extent they outweigh the increased costs of procurement.

Alexandrina Council’s procurement policy has in recent years allowed for a 15% price weighting for local suppliers. While this is sustainable on smaller value contracts, for larger value contracts this can come at considerable additional cost to Council. (Alexandrina Council, FR2, p.5)

The Commission considers the increased costs of procurement, and the burden on the rest of the community, should be assessed and made transparent in the application of this policy.

The LGASA has established a subsidiary called LGA Procurement (LGAP) to provide procurement services. This includes advice on the management of procurement. As part of the Year of Procurement in 2012, LGAP published a suite of model documents, covering contracts and policies and a related procurement handbook to assist councils in improving their procurement processes. Many, but not all, councils use these model documents as the basis for their procurement.

Councils can also outsource their procurement processes to LGAP while paying a commission for the service. LGAP estimates $10m in savings to councils in 2018-19, through negotiated pricing and red tape reduction (LGAP, FR17, pg5). The Commission identified several other examples of councils collaborating to obtain greater value through procurement, such as the Barossa Regional Procurement Group.
During consultation, the Commission heard that the capacities and skills in conducting procurement vary among (and within) councils. Councils suggested that common challenges not in their control with respect to procurement across the sector include:

- attracting and retaining qualified or experienced procurement and contract management staff; and
- thin markets in which to find suppliers.

Other issues within their control include:

- excessive red-tape requirements on contractors and suppliers;
- complicated tender documents; and
- poor contract management.

Council procurement processes are conducted in a commercial environment that can expose councils to high levels of risk. These risks include not achieving the best possible outcomes in terms of price, issues with the nature of the goods purchased (e.g. not fit for purpose), the failure to achieve appropriate service levels or not achieving procurement outcomes which are accountable and transparent. A high degree of risk aversion, or lesser capacity to manage these risks, can lead to high levels of red tape and other issues just noted, as well as over-specification of outputs of the process and lack of innovation.

These issues are likely to be relevant sector-wide but exacerbated in rural areas where attracting staff and thin markets are particularly problematic. Higher transportation costs and a desire to support local suppliers, even if cheaper alternatives are available, add further to procurement costs in rural areas.

### 3.3.3 Employee costs

Employee costs is the next most substantial expenditure for councils representing approximately 35 per cent (or $789 million) of total operating expenditure in 2017-18. Employee costs incorporate:

- total number of employees; and
- costs per employee, including wages, salaries and supplements.

The average annual increase in total employee costs across the local government sector was 4.5 per cent over the last 10 years, with no major difference between urban and rural councils.

Total employee costs across the four council groups since 2008-09 are shown in Figure 3.4. There may be some variation in employee costs from year to year due to the apportionment of some labour costs to capital projects — the Commission does not have access to this information.

Urban metropolitan and fringe councils represent 71 per cent of total employee costs in 2017-18 and, in comparison:

- large and very large rural councils represent 13 per cent;
- small and medium rural councils represent 11 per cent; and
- urban regional councils represent 5 per cent.

These relative proportions have changed negligibly over time as may be shown from Figure 3.4.
Table 3.4 shows that the slowing growth in total employee costs over the last 10 years was experienced across both urban and rural councils. The table also shows that the changes in employee costs tended to diverge more between the various council groupings over time:

- urban metropolitan and fringe councils’ employee costs grew by 4.4 per cent per annum on average over the past 10 years, although there has been a downward trend in the rate of increase (to 3.7 per cent) over the last seven years and the rate of increase slowed to 2.8 per cent during 2017-18;
- urban regional councils’ employee costs grew by 5.1 per cent per annum over the past 10 years and 4.6 per cent over the last seven years. However, in 2017-18 the employee costs of these councils fell by 1.5 per cent;
- rural - small and medium councils’ costs grew by 4.4 per cent per annum over the 10 years and appear to be slowing, experiencing a 1.2 per cent increase during 2017-18; and
- rural - large and very large councils’ costs grew by 4.6 per cent per annum over the 10 years but over the past seven years experienced the smallest rise of all groups (3.5 per cent) and in 2017-18 the rise was 2.6 per cent.

Overall annual growth in employee costs for the entire sector (across all groups) has declined to 2.2 per cent in 2017-18 as shown in Table 3.4.

Table 3.4: Average annual increase in employee costs by council group (per cent)

<table>
<thead>
<tr>
<th>Council Group</th>
<th>2008-09 to 2017-18</th>
<th>2011-12 to 2017-18</th>
<th>2016-17 to 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban - metro &amp; fringe</td>
<td>4.4</td>
<td>3.7</td>
<td>2.8</td>
</tr>
<tr>
<td>Urban - regional</td>
<td>5.1</td>
<td>4.6</td>
<td>-1.5</td>
</tr>
<tr>
<td>Rural - small &amp; medium</td>
<td>4.4</td>
<td>3.8</td>
<td>1.2</td>
</tr>
<tr>
<td>Rural - large &amp; very large</td>
<td>4.6</td>
<td>3.5</td>
<td>2.6</td>
</tr>
<tr>
<td>All Groups</td>
<td><strong>4.5</strong></td>
<td><strong>3.8</strong></td>
<td><strong>2.2</strong></td>
</tr>
</tbody>
</table>

Source: SALGGC (2019)
As shown in Table 3.5, the urban fringe councils (of all the groups) experienced the greatest increase in employee costs at 5.8 per cent per annum over 10 years and 5.4 per cent per annum over the last seven years. Growth during 2017-18 also remained high at 4.6 per cent.

Similarly, the rural regional groups of Eyre Peninsula and the Legatus Group, and the urban regional council group all experienced increases of 5.1 per cent per annum over the 10 years and increases of between 4.1 per cent and 4.6 per cent per annum over the last seven years.

In contrast, the total employee cost increases of the group of rural councils of the Murraylands and Riverlands averaged approximately 3.5 per cent per annum over the 10 years and 2.3 per cent over the last seven years. In 2017-18, these councils’ employee costs grew by 1.0 per cent and the southern and hills councils experienced a growth of 0.7 per cent.

<table>
<thead>
<tr>
<th>Council type and region</th>
<th>2008-09 to 2017-18</th>
<th>2011-12 to 2017-18</th>
<th>2016-17 to 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban capital city</td>
<td>3.9</td>
<td>4.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Urban metropolitan</td>
<td>4.0</td>
<td>2.9</td>
<td>2.1</td>
</tr>
<tr>
<td>Urban fringe</td>
<td>5.8</td>
<td>5.4</td>
<td>4.6</td>
</tr>
<tr>
<td>Urban regional</td>
<td>5.1</td>
<td>4.6</td>
<td>-1.5</td>
</tr>
<tr>
<td>Rural Eyre Peninsula</td>
<td>5.1</td>
<td>4.1</td>
<td>1.8</td>
</tr>
<tr>
<td>Rural Legatus Group</td>
<td>5.1</td>
<td>4.1</td>
<td>3.4</td>
</tr>
<tr>
<td>Rural Limestone Coast</td>
<td>4.3</td>
<td>3.2</td>
<td>1.7</td>
</tr>
<tr>
<td>Rural Murraylands &amp; Riverlands</td>
<td>3.5</td>
<td>2.3</td>
<td>1.0</td>
</tr>
<tr>
<td>Rural Southern &amp; Hills</td>
<td>4.4</td>
<td>4.7</td>
<td>0.7</td>
</tr>
</tbody>
</table>

Source: SALGGC (2019)

The Commission notes that the average annual growth in the number of council employees (on an FTE basis) has followed the general annual growth rate of the population at around 0.8 per cent. On that basis, the Commission estimates that employee cost per full time employee equivalent for the local government sector grew from $64,100 in 2008-09 to $88,900 in 2017-18 — an average annual increase of 3.7 per cent over the decade.14

Higher than average wages growth in local government is confirmed by ABS statistics on average weekly earnings. Average weekly earnings for all full-time adult employees in South Australia increased by an average of 3.0 per cent per annum between 2009 and 2018. By contrast the ABS estimates that average weekly earnings for South Australian local government employees grew at an average 4.5 per cent per annum over this same period.

The increase in total employee cost expenditure has been driven by higher salary and wages rather than by the increase in employee numbers.

---

14 It is noted that the FTE employee numbers provided by the SALGGC represent the total workforce and, as such, no adjustment is made for the capitalisation rate associated with the split between operating and capital costs.
The increase in salaries and wages may also be due to changes in labour composition to a more skilled workforce, which may explain the reduction measured for the urban regional group of councils.

Unit employee costs have increased at a faster rate for the rural council group compared with the urban council group as shown in Table 3.6. The table also shows the average annual change in unit employee cost by the four major council groups and regional area.

**Table 3.6: Average annual change in unit employee cost (per cent)**

<table>
<thead>
<tr>
<th>Council Group</th>
<th>2008-09 to 2017-18</th>
<th>2011-12 to 2017-18</th>
<th>2016-17 to 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban</td>
<td>3.6</td>
<td>3.3</td>
<td>2.7</td>
</tr>
<tr>
<td>Rural</td>
<td>4.0</td>
<td>3.4</td>
<td>2.1</td>
</tr>
<tr>
<td>Urban - metro &amp; fringe</td>
<td>3.5</td>
<td>3.2</td>
<td>2.4</td>
</tr>
<tr>
<td>Urban - regional</td>
<td>4.4</td>
<td>3.9</td>
<td>4.5</td>
</tr>
<tr>
<td>Rural - small &amp; medium</td>
<td>4.4</td>
<td>4.3</td>
<td>-0.8</td>
</tr>
<tr>
<td>Rural - large &amp; very large</td>
<td>3.8</td>
<td>3.0</td>
<td>3.3</td>
</tr>
<tr>
<td>Urban capital city</td>
<td>3.1</td>
<td>2.9</td>
<td>3.2</td>
</tr>
<tr>
<td>Urban metropolitan</td>
<td>3.4</td>
<td>3.0</td>
<td>1.8</td>
</tr>
<tr>
<td>Urban fringe</td>
<td>4.0</td>
<td>3.6</td>
<td>3.5</td>
</tr>
<tr>
<td>Rural Eyre Peninsula</td>
<td>4.7</td>
<td>4.3</td>
<td>-1.3</td>
</tr>
<tr>
<td>Rural Legatus Group</td>
<td>4.3</td>
<td>3.4</td>
<td>3.8</td>
</tr>
<tr>
<td>Rural Limestone Coast</td>
<td>3.7</td>
<td>3.6</td>
<td>0.5</td>
</tr>
<tr>
<td>Rural Murraylands &amp; Riverlands</td>
<td>3.4</td>
<td>3.1</td>
<td>3.1</td>
</tr>
<tr>
<td>Rural Southern &amp; Hills</td>
<td>3.5</td>
<td>2.7</td>
<td>-0.6</td>
</tr>
<tr>
<td>All groups</td>
<td><strong>3.7</strong></td>
<td><strong>3.3</strong></td>
<td><strong>2.6</strong></td>
</tr>
<tr>
<td>Average weekly earnings - state(^{15})</td>
<td>3.0</td>
<td>2.8</td>
<td>0.6</td>
</tr>
<tr>
<td>Average weekly earnings – local government</td>
<td>4.5</td>
<td>3.6</td>
<td>0.6</td>
</tr>
</tbody>
</table>

Source: SALGGC (2019), ABS 6302.0 (2019)

The average cost per FTE employee is generally higher among urban councils compared to rural councils. In particular, the average unit employee cost in 2017-18 for each council group was:

- urban metropolitan and fringe group: $92,300;
- urban regional group: $90,500;
- rural small and medium group: $72,500; and
- rural large and very large group: $78,800.

\(^{15}\) ABS, Average Weekly Earnings, Australia (2019) cat.no 63020.
Some stakeholders raised the issue of employee costs and the central role that enterprise agreements play in the wage setting process. In its submission, the City of Charles Sturt stated that:

*Employee expenses comprise approximately 35% of operating costs and governed by Enterprise Bargaining Agreements. In 2008/09 the EBA wages increase at Charles Sturt was 5.5%. It then decreased to 4% until 2013/14 where it was 3% until 2017/18. (City of Charles Sturt, DR3, p.6)*

In addition, the South Australian Finance Management Group (SALGFMG) noted that:

*From 2008/09 many Councils had wages increase in the order of 4% to 6%, falling to around 3% in 2014/15 and more recently in the order of 2%, and more reflective of wages growth in the broader economy. (SALGFMG, DR19, p.10)*

The SALGFMG submission noted that enterprise agreements may have an indirect role by making costs fixed rather than variable:

*Employee costs represent 35% of councils total operating cost .... This cost is driven by Enterprise Bargaining Agreements and often include no forced redundancy clauses resulting in labour being largely a fixed cost. (SALGFMG, DR19, p.10)*

Several submissions, including from the City of Charles Sturt, identified employee costs as a driver of increases in operating costs. In particular, the industrial relations framework within which councils operate has been identified by some stakeholders, including the SALGFMG, as a significant driver of operating costs. The Commission understands that, at present, councils negotiate Enterprise Bargaining Agreements (EBAs) individually, with different conditions in place for staff classified as either ‘indoor’ or ‘outdoor’ employees.

There was also broad agreement among both councils and unions that there are significant transaction costs in this current system and that there is scope to reduce these costs:

*Advantages of streamlined industrial relations arrangements would be: The negotiation process is extremely resource intensive. We see potential in gaining efficiencies and reducing duplication across the sector through consolidating enterprise bargaining. This may be alternatively achieved through a sector based EB negotiation team who support the transition (City of Port Adelaide Enfield, FR8, p.33)*

### 3.3.4 Finance costs

Councils raise funds to finance their operations from a range of sources including:

- grants from governments and gifts in cash or kind from the private sector;
- borrowings from lenders or lending institutions such as banks or non-bank institutions;
- excess funds resulting from operating efficiencies or the deferral (or cancellation) of projects or other programs;
- proceeds from asset sales; and
- funds raised from ratepayers.

In general, the cost of finance is small across councils — making up less than 1.4 per cent (or $31 million) of total operating expenditure in 2017-18. Councils generally have very low debt levels.

Over the last 10 years, total finance costs have fallen by an average of less than 0.2 per cent per annum but since 2011-12, finance costs have fallen by 3.0 per cent per annum on average. This reflects falling long term borrowing interest rates — as represented by the 10-year Commonwealth bond yields in Figure 3.5 and the subsequent decrease in deposit rates.
Similarly, Figure 3.6 shows the general decline in actual real interest rates that councils were able to access since 2008 from the Local Government Finance Authority (LGFA).\textsuperscript{16}

These declines in interest rates (as well as declining levels of net debt) are reflected in the total finance costs incurred by councils as shown in Figure 3.7.

Figure 3.7: Total finance costs by council group ($million)

As noted, although there was a slight fall of 0.2 per cent per annum in total finance costs across all councils in the past 10 years, the decline in interest rates has resulted in a decline in finance costs averaging 3 per cent per annum over the last seven years.

Rural councils, as a group, experienced an increase in finance costs of almost 2 per cent per annum over the last 10 years compared with urban councils which experienced a fall of almost 1 per cent. Over the last seven years, rural councils’ finance costs fell by 1.8 per cent per annum while urban councils experienced a fall of 4.6 per cent per annum over the same period.

\textsuperscript{16} The Local Government Finance Authority of South Australia is a body corporate, which provides financial services exclusively to South Australian councils and local government bodies. It was established in January 1984 by the \textit{Local Government Finance Authority Act, 1983.}
Table 3.7 shows these differences and also shows that the large rural councils faced an increase in finance costs of 2.7 per cent per annum since 2011-12, while other council groups experienced a fall.

**Table 3.7: Average annual changes in finance costs by council group (per cent)**

<table>
<thead>
<tr>
<th>Council Group</th>
<th>2008-09 to 2017-18</th>
<th>2011-12 to 2017-18</th>
<th>2016-17 to 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban - metro &amp; fringe</td>
<td>-0.92</td>
<td>-4.6</td>
<td>-0.01</td>
</tr>
<tr>
<td>Urban - regional</td>
<td>-0.98</td>
<td>-3.9</td>
<td>-19.4</td>
</tr>
<tr>
<td>Rural - small &amp; medium</td>
<td>2.6</td>
<td>-0.55</td>
<td>9.3</td>
</tr>
<tr>
<td>Rural - large &amp; very large</td>
<td>1.7</td>
<td>2.7</td>
<td>-3.9</td>
</tr>
<tr>
<td>All groups</td>
<td>-0.2</td>
<td>-3.0</td>
<td>-2.4</td>
</tr>
</tbody>
</table>

*Source: SALGGC (2019)*

Of the increases in total finance costs in the rural council groups, the largest increase was experienced by the Eyre Peninsula rural councils, which saw an increase of an average of 6.7 per cent per annum over 10 years and 5.5 per cent over the last seven years.

The biggest decline was by the City of Adelaide which saw its total finance costs fall by an average of over 24 per cent per annum over the last 10 years from $2.4 million down to $0.2 million; however, in 2017-18, its finance costs increased by over 500 per cent from $0.03 million to $0.2 million.

In terms of borrowings, the local government sector held $668 million at 30 June 2018. This level of borrowings represents approximately 2.7 per cent of the total value of fixed assets.

Councils also incur costs from their use of capital which is funded from channels other than debt. It has the cost of another opportunity for which it might have been used. This opportunity cost is taken into account in project selection and in asset management. The cost of capital for example is reflected in the rate of discount used in cost benefit analysis with respect to the flow of benefits from capital projects. However, these opportunity costs are not generally reported, and their calculation is beyond the scope of this enquiry, which focuses on costs related to expenditures reported in financial statements. However, there is further reference to the matter of the opportunity cost of capital in later sections concerned with the ways in which councils make choices about undertaking projects in-house or contracting them out.

### 3.3.5 Depreciation, amortisation and impairment of assets

Of all the major resource expenditure categories, depreciation is not an actual cash expense but, in simple terms, an accounting charge that attempts to reflect the loss in the value of an asset as it is consumed over each year of its life.

Although a non-cash item, depreciation is substantial representing approximately 23 per cent (or $511 million) of total operating expenditure in 2017-18 and reflects the level of the fixed asset base (excluding land).

Figure 3.8 shows that depreciation has increased over the last 10 years by 48.1 per cent from approximately $345 million in 2008-09 to $511 million in 2017-18.
Figure 3.8: Depreciation, amortisation and impairment charges ($million)

Source: SALGGC (2019)

Table 3.8: Average annual changes in depreciation, amortisation and impairment charges by council group (per cent)

<table>
<thead>
<tr>
<th>Council Group</th>
<th>2008-09 to 2017-18</th>
<th>2011-12 to 2017-18</th>
<th>2016-17 to 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban - metro &amp; fringe</td>
<td>4.8</td>
<td>4.1</td>
<td>4.0</td>
</tr>
<tr>
<td>Urban - regional</td>
<td>5.0</td>
<td>2.3</td>
<td>0.2</td>
</tr>
<tr>
<td>Rural - small &amp; medium</td>
<td>2.9</td>
<td>2.0</td>
<td>1.7</td>
</tr>
<tr>
<td>Rural - large &amp; very large</td>
<td>4.0</td>
<td>2.6</td>
<td>3.5</td>
</tr>
<tr>
<td>All groups</td>
<td>4.1</td>
<td>3.4</td>
<td>3.3</td>
</tr>
</tbody>
</table>

Source: SALGGC (2019)

Table 3.8 shows that average annual growth in depreciation charges has been slowing over the decade and is variable across council groups.

Figure 3.9 shows the current value of depreciating assets is approximately $16.8 billion of the $23.7 billion of total fixed assets held by the local government sector at 30 June 2018. Over the 10 years since 2008-09, total assets have increased by $8.2 billion of which the value of net depreciable assets has increased by $6.1 billion — from a combination of revaluations, write-downs, asset disposals and new additions which is reflected by the levels of capital expenditure.¹⁷

As a consequence of the levels of capital expenditure in recent years, a total of $6.3 billion of new and upgraded capital works will have been added to councils’ asset bases over the course of the past 10 years.

¹⁷ New capital works additions include assets gifted to councils by developers and governments.
Depreciation is affected by the level of capital expenditure over time as new assets are commissioned and added to the asset base.

Capital expenditure peaked in 2017-18 at $825 million compared to $542 million in 2008-09 as shown in Figure 10 - an increase of over 52 per cent or an annual average increase of 4.8%.

The increase in capital expenditure fluctuates from year to year, as shown in Figure 3.9. The increase from 2016-17 to 2017-18 was approximately 20 per cent or over $135 million as follows:

- the urban metropolitan and fringe council group’s capital expenditure increased by $99 million (an increase of approximately 23 per cent) — of which $58 million was incurred by the City of Adelaide;
- the urban regional group decreased capital expenditure by $700,000 (a decrease of approximately one per cent);
- the rural small and medium council group increased capital expenditure by $22 million (an increase of approximately 34 per cent); and
- the rural large and very large council group increased capital expenditure by $15 million (an increase of approximately 12 per cent).

The increase in 2017-18 compares with the 10 year and seven year average annual increases in capital expenditure of 4.8 per cent and 5.5 per cent, respectively — and reflects the increasing level of capital projects being undertaken in recent years.
Figure 3.10: Total capital expenditure by project type across all councils ($million)

Figure 3.11: Total capital expenditure by council group ($million)

Source: SALGGC (2019)

Figure 3.11 shows capital expenditure for each of the four council groups.

This figure and Table 3.9 show that other than for the urban regional group, capital expenditure increased across all groups in 2017-18.

Source: SALGGC (2019)
Table 3.9: Average annual change in capital expenditure by council group ($million) (per cent)

<table>
<thead>
<tr>
<th>Council Group</th>
<th>2008-09 to 2017-18</th>
<th>2011-12 to 2017-18</th>
<th>2016-17 to 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban - metro &amp; fringe</td>
<td>5.5</td>
<td>6.2</td>
<td>22.8</td>
</tr>
<tr>
<td>Urban - regional</td>
<td>-0.8</td>
<td>1.0</td>
<td>-1.1</td>
</tr>
<tr>
<td>Rural - small &amp; medium</td>
<td>6.3</td>
<td>7.5</td>
<td>33.9</td>
</tr>
<tr>
<td>Rural - large &amp; very large</td>
<td>4.5</td>
<td>4.6</td>
<td>12.1</td>
</tr>
<tr>
<td>All groups</td>
<td>4.8</td>
<td>5.5</td>
<td>19.6</td>
</tr>
</tbody>
</table>

Source: SALGGC (2019)

Depreciation expenses were approximately 23 per cent of total operating expenditure in 2017-18 and this share has not changed significantly since 2008-09. It increased by 48 per cent for the period (an annual average of 4.5 per cent), while the value of depreciable assets increased by 57 per cent. Increased capital expenditure by councils, revaluations of assets and the ‘gifting’ of new infrastructure from land developments will impact on future changes in depreciation expenses.

3.3.6 Summary

Councils’ operating costs mostly comprised labour (35 per cent), materials (including other costs, 41 per cent) and depreciation (23 per cent), with these proportions not changing significantly over the past decade.

Councils’ overall operating expenditure has risen at an average annual rate of 4.2 per cent over the last decade and this has been well above the rate of inflation. There have been minor differences between each of the council groupings but, on an overall basis, average annual increases were well in excess of inflation — ranging from 3.3 per cent (for the small rural group) up to 4.3 per cent (for the urban and the large rural groups).

In particular, materials, contracts and other costs have increased at an annual average rate of 4 per cent over the last 10 years, driven by urban metropolitan and fringe councils and the rural councils of the Murraylands and Riverlands region.

Growth in this expenditure category has resulted more from volume growth than increases in prices paid for materials, contracts and other costs. This is consistent with the view that both the volume and scope of council services has grown.

Average weekly earnings in the state’s local government sector has increased at an annual average of 4.5 per cent over the last 10 years, above the state-wide average weekly earnings growth of 3.0 per cent. These increases are the average outcomes of enterprise bargaining arrangements and contrast sharply with the relatively low average annual growth in employee numbers of 0.8 per cent in the local government sector. Earnings growth has slowed progressively over the decade for both the local government sector and the state as a whole.

Depreciation (and related) charges have increased by over 48 per cent, or $166 million, from $345 million in 2008-09 to $511 million in 2017-18 — equivalent to an average annual increase of 4.5 per cent.
The increase in recent years in capital expenditure can be expected to flow through to higher depreciation charges in coming years. Depreciation is a substantial figure and an important driver of financial sustainability. On the other hand, total finance costs fell from a peak of $37 million (in 2011-12) to a low of $31 million (in 2017-18).

3.4 Analysis of costs by service

This section considers how the mix of functions provided by councils has changed over time for the sector as a whole and by each of the four council groups.

3.4.1 Mandatory and non-mandatory services

The Commission noted in Chapter 2 that, under section 7 of the LG Act, there is wide scope for a council to determine the exact nature and specific level of the function or service to be delivered; that is, the number, volume, depth and quality of services to be provided to its community and the terms on which it is provided in most cases.

Several submissions to the inquiry noted that, over time, councils have grown from providers of a small number of services (such as roads, rates and rubbish) to delivering an extensive and diverse range of services and functions as noted by the following extracts from three submissions:

... the Campbelltown community have increased their expectations, in regard to the level of services provided, including the provision of new services ... (City of Campbelltown, DR1, p.2)

and

Elected Councils ... influence the range and extent of services provided by their council. Each change over time due to aspirations, demographics and interest of a community. For example, a community may place, indeed warrant, more extensive library services - providing increased geographic accessibility to a lower socio demographic community, or conversely, a higher service level consciously chosen by a higher socio demographic community. (City of Charles Sturt, DR3, p.3)

and

Changes in service provision and community expectations has increased over the period. Councils are providing additional services in Community Services, Library Services, Economic Development and Recreation and Open Space. (City of Prospect, DR5, p.2)

Appendix 4 provides a detailed list of mandatory and non-mandatory council activities, based on advice from LGASA.

The Commission notes that the delivery of mandatory services (as defined in Chapter 2) by councils to their communities’ accounts for less than half (or around 46 per cent) of annual operating expenditure. This proportion has not changed significantly since 2008-09, reflecting similar rates of growth for mandatory and non-mandatory services.

A small number of mandatory services accounts for nearly half of council expenditure. While councils have no choice but to deliver mandated services, they largely decide the service levels and how they deliver these mandated services — which affects their costs.

18 The operating costs used in arriving at this split excludes governance costs ($60m), finance charges ($31m) and the balance of amounts ($12m) not allocated to other functions or services.
Figure 3.12: Split of operating expenditure by mandatory / non-mandatory service type for all councils, 2017-18

Figure 3.13 and Table 3.10 show the differences between rural and urban council groups in the split of expenditure between mandatory and non-mandatory services.

**Source:** LGASA and SALGGC (2019)
Table 3.10: Function mix expenditure proportions for 2017-18 (per cent)

<table>
<thead>
<tr>
<th>Council group</th>
<th>Mandatory</th>
<th>Non-mandatory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban - metro &amp; fringe</td>
<td>42.7</td>
<td>57.3</td>
</tr>
<tr>
<td>Urban - regional</td>
<td>40.2</td>
<td>59.8</td>
</tr>
<tr>
<td>Rural - small &amp; medium</td>
<td>57.1</td>
<td>42.9</td>
</tr>
<tr>
<td>Rural - large &amp; very large</td>
<td>56.4</td>
<td>43.6</td>
</tr>
<tr>
<td>All Groups</td>
<td>45.2</td>
<td>54.8</td>
</tr>
</tbody>
</table>

Source: LGA and SALGGC (2019)

Figure 3.13 and Table 3.10 show that rural councils spend relatively more on mandatory services than their urban counterparts. In 2017-18, the rural council groups spent around 57 per cent compared to urban council groups, which are spending around 40 to 43 per cent on mandatory functions. This is consistent with the views of rural councils that they have less flexibility in responding to the preferences of their communities. While total expenditure has grown, these shares have remained stable over time, since the expenditure on mandatory and non-mandatory functions have grown at similar rates. The highest proportion of expenditure on non-mandatory services, about 60%, is by urban regional councils.

3.4.2 Expenditure by service

Councils are required to allocate and report their annual operating expenditure against a set of 14 service functions as follows (Appendix 4 and 5 provides more detail):

- business undertakings;
- regulatory services;
- transport;
- economic development;
- community services which includes:
  - public order and safety;
  - health services;
  - community support; and
  - community amenities.
- environment which includes:
  - agricultural services;
  - waste management; and
  - other environmental services.
- culture which includes:
  - library services; and
  - cultural services.
- recreation.

Of the total operating expenditure of $2.2 billion incurred in 2017-18, approximately $2.1 billion (or 95.4 per cent) was allocated to the above service functions. The remaining $100 million of unallocated expenditure, in the main, relates to council administration, governance and finance costs.
Figure 3.14 reveals that of the $2.1 billion in expenditure allocated to the above 14 functions (excluding unallocated expenses) in 2017-18, a total of $1.9 billion (or 89 per cent) was spent on the following eight functions:

1. transport ($453m, 20 per cent);
2. recreation ($334m, 15 per cent);
3. other environment\(^{19}\) ($269m, 12 per cent);
4. waste management ($198m, 8.8 per cent);
5. regulatory services ($174m, 7.7 per cent);
6. community support ($169m, 7.6 per cent);
7. business undertakings ($159m, 7.1 per cent); and
8. library services ($142m, 6.3 per cent).

Expenditure on the remaining six categories contributed less than 11 per cent of total services expenditure (or $243 million) with the largest of those being economic development at $86 million or 3.8 per cent of the total allocated expenditure on services.

\(^{19}\) Other environment includes expenditure on coastal protection, stormwater management, street cleaning, street lighting, street-scaping and a range of other environmental protection services.
While economic development costs represent 3.8 per cent of the overall total expenditure, the City of Adelaide disproportionately contributes almost 18 per cent to the overall cost in this category reflecting the state’s capital’s role in major events and as a key location for economic activity.

Figure 3.15: Expenditure by service 2008-09 to 2017-18 ($billion)

Source: SALG GC (2019)

Figure 3.15 shows that in the first three years 2008-2001, the level of unallocated expenditure was considerable and varied substantially from the levels in subsequent years. Accordingly, the analysis that follows focuses on the years from 2011-12 to 2017-18.

Figure 3.16 provides an overview of the relative expenditure across each of the service functions from 2011-12 to 2017-18 and provides a context for the discussion that follows.

20 The SALG GC advised that there was a change to the data collection methodology in 2011-12 to address the level of unallocated expenditure.
Table 3.11 provides a breakdown of expenditure by function mix and by council group for 2017-18.
<table>
<thead>
<tr>
<th>Service</th>
<th>Urban - metro &amp; fringe</th>
<th>Urban - regional</th>
<th>Rural - small &amp; medium</th>
<th>Rural - large &amp; very large</th>
<th>State-wide total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$millions</td>
<td>%</td>
<td>$millions</td>
<td>%</td>
<td>$millions</td>
</tr>
<tr>
<td>Agricultural services</td>
<td>3.1</td>
<td>0.2</td>
<td>1.8</td>
<td>0.7</td>
<td>0.4</td>
</tr>
<tr>
<td>Business undertakings</td>
<td>87.0</td>
<td>5.7</td>
<td>23.8</td>
<td>9.5</td>
<td>14.2</td>
</tr>
<tr>
<td>Community amenities</td>
<td>25.9</td>
<td>1.7</td>
<td>10.0</td>
<td>4.0</td>
<td>4.5</td>
</tr>
<tr>
<td>Community support</td>
<td>122.8</td>
<td>8.1</td>
<td>19.5</td>
<td>7.7</td>
<td>6.9</td>
</tr>
<tr>
<td>Cultural services</td>
<td>28.4</td>
<td>1.9</td>
<td>5.3</td>
<td>2.1</td>
<td>0.8</td>
</tr>
<tr>
<td>Economic development</td>
<td>57.1</td>
<td>3.8</td>
<td>12.9</td>
<td>5.1</td>
<td>5.1</td>
</tr>
<tr>
<td>Health services</td>
<td>31.6</td>
<td>2.1</td>
<td>13.7</td>
<td>5.4</td>
<td>1.3</td>
</tr>
<tr>
<td>Library services</td>
<td>119.0</td>
<td>7.9</td>
<td>11.1</td>
<td>4.4</td>
<td>1.3</td>
</tr>
<tr>
<td>Other environment</td>
<td>215.9</td>
<td>14.3</td>
<td>22.9</td>
<td>9.1</td>
<td>7.3</td>
</tr>
<tr>
<td>Public order and safety</td>
<td>10.0</td>
<td>0.7</td>
<td>2.2</td>
<td>0.9</td>
<td>1.0</td>
</tr>
<tr>
<td>Recreation</td>
<td>253.9</td>
<td>16.8</td>
<td>34.5</td>
<td>13.7</td>
<td>13.1</td>
</tr>
<tr>
<td>Regulatory services</td>
<td>124.5</td>
<td>8.2</td>
<td>18.2</td>
<td>7.2</td>
<td>5.8</td>
</tr>
<tr>
<td>Transport</td>
<td>244.1</td>
<td>16.1</td>
<td>43.8</td>
<td>17.4</td>
<td>51.2</td>
</tr>
<tr>
<td>Waste management</td>
<td>135.0</td>
<td>8.9</td>
<td>23.1</td>
<td>9.2</td>
<td>9.8</td>
</tr>
<tr>
<td>Unallocated charges</td>
<td>55.8</td>
<td>3.7</td>
<td>8.9</td>
<td>3.5</td>
<td>14.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,514.2</strong></td>
<td><strong>100</strong></td>
<td><strong>251.7</strong></td>
<td><strong>100</strong></td>
<td><strong>137.0</strong></td>
</tr>
</tbody>
</table>

Source: SALGGC (2019)

Between 2011-12 and 2017-18, services that recorded the largest relative increases were:

- economic development — increasing at an annual average of 11 per cent (a total increase of $40 million over the seven years, which largely reflects increased activity by the City of Adelaide);
- community amenities — increasing at an annual average of 11 per cent (a total increase of $24 million over the seven years); and
- library services — increasing at an annual average of 6 per cent (a total increase of $40 million over the seven years).
The largest increases by value were:

- recreation — increasing by a total of $88 million or an annual average 5.2 per cent;
- other environment — increasing by a total of $71 million or annual average 5.2 per cent;
- waste management — increasing by a total of $43 million or annual average 4.2 per cent; and
- regulatory services — increasing by a total of $43 million or annual average 4.8 per cent.

The services that decreased were:

- agricultural — decreasing at an annual average of 9 per cent (a total decrease of $5 million over the seven years); and
- public order and safety — decreasing at an annual average of 3 per cent (a total decrease of $3 million over the seven years).

### 3.4.3 Summary

Based on an analysis of 14 service categories, the mix of services provided by the local government sector has not changed significantly over the last decade. The split between mandatory and non-mandatory activities for the sector as a whole has also remained steady at 46 per cent and 54 per cent, respectively.

Urban councils are spending relatively more on non-mandatory activities than rural councils — in particular, rural councils spend approximately 60 per cent of expenditure on mandatory activities compared to urban councils which are spending around 40 per cent on their mandatory activities.

While there may have been some increase in the number of mandated activities, the Commission understands that councils generally make decisions regarding the extent and quality of the service levels for those activities.

Of the services provided by councils, expenditure on transport is the biggest expenditure at $453 million in 2017-18, followed by recreation, other environment and waste management. Rapidly growing areas were recreational and environmental services, as well as regulatory services. Slower growing areas of expenditure were agriculture and public safety.

The analysis suggests to the Commission that, at the sector level, there is no particular function, or change in service mix which has driven growth in council expenditure.

### 3.5 Other cost drivers

The Commission has studied the existing data and sought council views through consultation and submissions to identify and understand what councils’ cost drivers are.

In doing so, the Commission has reviewed costs, both at the input level and at the output level. Input costs have been addressed earlier in the chapter and the following section provides detail on the costs of outputs, including those related to demographic change, scope and standards of services.
3.5.1 Demographics

Funding and service delivery requirements are very different for fast-growing population councils compared to councils facing slow growth or declining growth. Fast population growth places pressure on existing infrastructure (e.g. road networks) and demands investments in new or augmented infrastructure.21

*Growth areas – may require councils to increase service levels and/or introduce additional services, may also speed up consumption of assets. (LGASA, DR15, p.8)*

The total population across all councils has increased from 1.6 million to 1.7 million over the 10 years as shown in Figure 3.17 — this reflects an average annual increase of 0.9 per cent over the period. As the Figure 3.17 shows, population growth is also slowing.

*Figure 3.17: Estimated resident population of all councils (by number) and annual change (per cent)*

Source: ABS (2019)

Over the 10 years, urban areas recorded average population growth of 0.9 per cent per annum compared with a 0.5 per cent per annum growth for rural councils — almost double the rate of growth.

The growth in population across the various council groupings is shown in Table 3.12.

---

Table 3.12: Annual increases in population by council group (per cent)

<table>
<thead>
<tr>
<th>Council Group</th>
<th>2008-09 to 2017-18</th>
<th>2011-12 to 2017-18</th>
<th>2016-17 to 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban - metro &amp; fringe</td>
<td>0.93</td>
<td>0.85</td>
<td>0.82</td>
</tr>
<tr>
<td>Urban - regional</td>
<td>0.82</td>
<td>0.70</td>
<td>0.69</td>
</tr>
<tr>
<td>Rural - small &amp; medium</td>
<td>-0.03</td>
<td>0.11</td>
<td>-0.36</td>
</tr>
<tr>
<td>Rural - large &amp; very large</td>
<td>0.60</td>
<td>0.66</td>
<td>0.32</td>
</tr>
<tr>
<td>All groups</td>
<td>0.8</td>
<td>0.8</td>
<td>0.7</td>
</tr>
</tbody>
</table>

Source: SALGGC (2019)

Table 3.12 shows a general decline in the rate of growth in population generally among all groups over the 10 years. Rural small and medium councils have experienced declines in their resident populations.

The City of Adelaide has experienced an increase in its population of approximately 2.5 per cent per annum over the 10 years compared with 1.2 per cent for the fringe councils and 0.8 per cent for all councils on average.

Urban regional councils have experienced an average increase of 0.8 per cent per annum over the 10 years (close to the state average) while rural regional councils have experienced very low population growth in the range of 0.2 per cent to 0.6 per cent per annum. The only big mover was the southern and hills regional councils which experienced an average increase of 1.7 per cent per annum largely driven by the growth of Yankalilla with 2.4 per cent per annum (off a very low base).

Demographic changes also affect the level and mix of council services demanded by ratepayers:

Aged care is not a ‘core’ service of councils however demand is growing in a context of reducing external funding and a focus of Commonwealth aged care funding reforms towards ‘functional’ improvement at the expense of ‘social connectivity’ (LGASA, DR15, p.8).

The changing demographics of the local area will also play a significant part in the demand for services, along with the efficiency relating to the introduction of new services. Campbelltown has noted that its population is aging, so demands for services for this age profile are likely to increase in future years. (City of Campbelltown, DR1, p.7).

Property numbers across all councils have increased at a rate similar to that of population — increasing from around 824,300 to 893,900 over the 10 years, as shown in Figure 3.18, at an average annual rate of increase of 0.9 per cent over the period although, as can be observed, the growth in property numbers appears to be slowing.\(^{22}\)

---

\(^{22}\) As previously discussed, the properties data used in this analysis includes both rated and unrated properties to ensure a consistent time series of data. This was necessary due to a change in data collection and classification systems implemented in 2015 that resulted in unexplained data inconsistencies.
Figure 3.18: Estimated number of properties (including annual change in number) of all councils under review

The increase in urban properties was double that of rural properties — 1.0 per cent per annum for urban areas compared to 0.5 per cent per annum for rural areas.

The growth in the number of properties across the various council groupings is shown in Table 3.13.

Table 3.13: Estimated annual growth in property numbers by council group (per cent)

<table>
<thead>
<tr>
<th>Council Group</th>
<th>2008-09 to 2017-18</th>
<th>2011-12 to 2017-18</th>
<th>2016-17 to 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban - metro &amp; fringe</td>
<td>1.01</td>
<td>0.94</td>
<td>0.95</td>
</tr>
<tr>
<td>Urban - regional</td>
<td>1.05</td>
<td>0.95</td>
<td>0.83</td>
</tr>
<tr>
<td>Rural - small &amp; medium</td>
<td>0.47</td>
<td>0.38</td>
<td>0.36</td>
</tr>
<tr>
<td>Rural - large &amp; very large</td>
<td>0.53</td>
<td>0.41</td>
<td>0.16</td>
</tr>
<tr>
<td>All groups</td>
<td><strong>0.9</strong></td>
<td><strong>0.8</strong></td>
<td><strong>0.8</strong></td>
</tr>
</tbody>
</table>

Source: SALGGC (2019)

Note the general decline in the rate of growth in properties in all council groups over the 10 years and, in particular, that rural small and medium councils are experiencing very slow growth in property numbers.

Urban regional councils have experienced an average increase of 1 per cent per annum over the 10 years, while rural regional councils have experienced very low growth in property numbers – except for Eyre Peninsula which also experienced growth of 1 per cent. In contrast to the increase in population, property numbers in the southern and hills regional councils experienced an average increase of 0.4 per cent per annum. This outcome may be explained by the take-up of the existing stock of unoccupied or vacant properties rather than the development of new properties.
Other factors also change the level of services provided over time, even for a given population. For example, development of an area is a cost driver through extending service delivery, perhaps faster than the increment in population.

Council submissions from Port Adelaide Enfield, Town of Gawler and the Barossa suggest that population growth in the urban metropolitan and fringe council group will potentially exacerbate council cost pressures:

15-20% of council costs are directly linked to resident numbers. Increasing population density does impact on some council service costs, however not all costs are variable and in proportion to population growth and many costs of council are fixed in the short term. Around 15-20% of total recurrent costs (excluding depreciation) are typically linked to properties and / or ratepayers. (Port Adelaide Enfield, FR8, p.21)

An example of increased costs that result from increased population density and urban infill impact are the increased demand for public open-space facilities as a result of diminished urban block sizes. The costs of reengineering an existing community to accommodate new and increasing population is not covered by increased rates because of new residents coming into an area. When considering whole of life infrastructure consequences the long-term financial consequences on Councils (and existing communities) is invariably negative. (Town of Gawler, FR27, p.9)

This will depend on the development. Small infill results in increasing costs without the return. Larger infill and greenfield sites, again depending on a raft of issues such as location to essential infrastructure, community, social and health services (at all levels of government), topography, soil types and the like will add cost but does have some mechanism (especially large greenfield sites) to structure financially sustainable long-term models. (The Barossa Council, FR25, p.13)

Increasing population density and infill can have an impact on council services. The increase in population density in the urban and fringe areas, in part due to development activity such as urban infill, has additional externalities that affect other residents such as infrastructure pressures, for example stormwater systems. From an operational perspective there would be an increase in council maintenance and depreciation costs.

The Commission notes that the impact of increasing population density on council services is a cost driver for some councils that is not fully within their control and as indicated by the submissions, population growth or density externalities do not affect all councils.

### 3.5.2 Service quality and standards

Changes in service quality and standards will often affect operating costs and councils largely determine the level of the service to be delivered for both mandatory and non-mandatory services.

In submissions to the Commission’s methodology paper, councils noted that changes in community demands for facilities and services have contributed to increases in councils’ operating expenditure. For example, the City of Charles Sturt observed:

*Another community may require its Council to provide higher quality of footpaths to accommodate either or both ageing residents or young families who may have children in strollers. Later that community may have a higher demand for playgrounds and later still for structured sports facilities. Over time community expectation changes for example the current unmet demand for women’s change rooms and the increase in women’s participation in field sports as they transfer from traditional court sports. (City of Charles Sturt, DR3, p.3)*

Some councils have employed or are considering employing a formal system for establishing service levels and reviewing the services they provide to their communities.
Councils are at various stages of understanding service delivery and measurement of service standards ... Some councils undertake formal service reviews and/or community surveys to ensure the services they provide are relevant to their communities and are financially sustainable in the long term. (LGASA, FR19, p.66)

The Barossa Council has undertaken service reviews of its main components of its organisation and developed community and corporate plans and where possible report quarterly on output and outcome measures. We believe this is the way of the future to truly understand the cost of service delivery being provided. The work is progressing and maturing through definition and then reporting linked back to service plans and ultimately our community plan. (Barossa Council, FR25, p.13)

While acknowledging the use of surveys by a number of councils, the Commission has not been able to obtain any standardised sector-wide quality or service standard data to analyse the effects of changes in service standards on council operating costs (for further discussion see Chapter 4).

There is a broad consensus among councils that more can be done to expand collaboration amongst councils in the planning, delivery and reviews of services. However there have been varying views on how this would be achieved:

- We agree that benchmarking of service levels is the key to improving and demonstrating the efficiency of the sector and to date have been undertaking this at a service by service level as part of our Efficiency and Effectiveness framework, seeking out the relevant benchmark data as part of each review ...We also support clear guidance from the State about its expected service levels and standards of compliance for services. (City of Mitcham, FR6, p.1)

- A sector-wide approach would need to start small and build in terms of what might be appropriate for the South Australian sector as the maturity across the sector builds ... The LGA proposes the development of a best practice guide to undertaking service reviews. Service reviews should consider service levels, unit costs, community demand, community satisfaction, alternative providers and links to financial sustainability. Standardising the approach to measuring and reporting these factors will assist councils and communities to understand the value of the financial and community value of the services delivered. (LGASA, FR19, p.67)

In contrast, the District Council of Tatiara raised the following concern:

- independent service reviews will not only add a considerable administrative burden but also a significant financial one. "Fresh eyes" may be beneficial in reviewing services that have been provided in the same way for a long period of time but so is subject matter knowledge and local experience. (Tatiara District Council, FR24, p.3)

The Commission notes that the LGASA, as part of their ‘Sensible Change’ program, has proposed establishing a consistent sector-wide service planning and service review methodology which considers service levels, unit costs, community demand, community satisfaction, alternative providers and links to financial sustainability.

### 3.5.3 Cost shifting

Evidence from councils indicates that the state government has engaged in cost shifting:

- Alexandrina Council does not support cost shifting practices that have a significant impact on regional communities. Recent examples include the Solid Waste Levy and rate rebates associated with Community Housing. These changes are required to be passed on to council ratepayers, who have limited understanding that these are costs have been imposed on council and are unable to be controlled yet are recoverable from their ratepayer dollars. (Alexandrina Council, FR2, p.6)
In the Commission’s view forms of cost shifting include:

- transferring responsibility for a function to councils without transferring an adequate funding source;
- requiring (usually by law) councils to deliver services or collect taxes for another sphere of government without being provided with enough funds to cover the costs;
- requiring councils to forego revenue by providing mandatory rebates for activities to implement a policy of the state government; and
- cost recovery – fees and charges that are fixed by state government statute leaving councils with a mandated work without being able to set fees and charges that cover costs.

Examples of cost shifting identified by councils are transferring the responsibility for managing libraries, increased planning and development assessment costs and community housing mandatory rate rebates. For example, the City of Marion noted the following changes in legislation and sector responsibilities over the last few years:

- 260% increase in the solid waste levy over 10 years which is expected to be $2.6M in 19/20. This original temporary levy is now more than 4% of the total cost base for council.
- Increased Mandatory Rebates reducing revenue as community housing transferred from councils to community housing organisations. These rebates have increased by $0.8M for Marion in the last 3 years.
- Electricity and water costs including public lighting have increased 82% over the 10-year period which is more than $0.8M. ... Implementation of DACO and the funding required to support the provision of that service ongoing (council to estimate cost) without there being opportunity to reduce costs at the councils to the same extent
- Transfer of responsibility of nuisance by-laws from the EPA to local government increasing resourcing requirements by up to 2 FTE at each of the partner councils
- Imposition of additional planning and development and safety regulations including roof truss legislation and health and safety compliance including the required regime of auditing of food businesses.
- Increased planning and development costs while Local government legislated fees did not increase for at least 10 years. A comparison of planning fees across Australia demonstrates South Australian is significantly lower with a market for certifiers emerging with commercially charged fees are significantly higher than those afforded to councils.
- Implications of Heritage Law changes resulting in additional costs of reviewing greater numbers of demolitions along with amendment of development plans
- Implementation of the e-Planning portal will result in costs to local government in addressing changes to legislation, implementing the process and change impacts of the new portal as well as providing explicit funding to support its implementation. (City of Marion, FR5, p.22)

The scale of the impacts of cost shifting are more difficult to identify. The Commission accepts that there have been instances of cost shifting which raised council costs. That said, there also appear to be a number of cases where councils have control over expenditure decisions and to which the term cost-shifting should not be applied. The general term “cost shifting” in practice is unhelpful where it includes a choice by councils to accept tied funding. In such circumstances the Commission considers that the phrase “cost sharing” rather than “cost shifting”, is a more accurate description. An example is provided in Box 3.1.

---

The Commission notes that the SALGFMG has previously advocated and supports a thorough review of fees set by State Government for the recovery of the cost of delivering mandated services.

The LGASA states:

_South Australian councils receive the lowest total revenue per capita of all mainland states, and this is in part attributed to the significant gap between the fees and charges that can be raised by interstate councils for undertaking regulatory functions such as planning and building assessments and food safety inspections._ (LGASA, FR19, p.68)

The Commission notes that there are cases where regulated user fees do not recover associated expenditure on mandatory services.

**Box. 3.1 Cost Sharing: Case study of Adelaide Hills Council continuing government digital hub program**

Cost sharing in most cases is stopping or reducing funding for a service or program when communities expect that councils will continue to provide it.

Adelaide Hills council entered into a three year agreement with the Commonwealth to provide a ‘digital hub’ to showcase the potential of the NBN and provide direct assistance to community members seeking help connecting to and using online technology.

The Commonwealth was the prominent funding partner, with the council providing in-kind contributions through the provision of space, management and employment of the hub staff, IT support, etc. The Hub was essentially a 2 FTE function.

At the end of the three year agreement, Commonwealth funding ended in accordance with the arrangement. There was a community expectation that people could still seek support from the council for connecting to and using online technology.

The council subsequently reallocated approximately 0.5 FTE from other areas to enable ongoing provision of digital literacy and support services to the community, albeit limited in comparison to the former hub. In response to continued community demand, the council allocated an additional 0.5 FTE resource in 2018-19 to expand digital literacy and support services to the community.

When the digital hub funding ended in 2015, the council experienced continued community demand for digital literacy and support. The council’s administration reprioritised resource allocation to enable continuation of some level of community support in this space. In 2018, the council adopted a budget containing additional allocation of funding for further resources to meet community demand.

The total attached cost to continue the showcase for the council is $90,000 per annum, including technology costs of nominally $8,000 per year, additional space and employment support.

*Source: Adelaide Hills Council case study*

### 3.5.4 Compliance costs

Councils incur costs of complying with state regulation. A large proportion of councils submitted that increases in the range and complexity of state government regulations applying to councils have created cost pressures.
For example, the Town of Gawler noted:

*that legislative compliance processes over the last 10 years have dramatically extended the process timelines required to develop and adopt the annual budget, such that the new budget cycle is effectively now an ongoing 12-month cycle. (Town of Gawler, FR27, p. 10).*

Complying with state government legislation has added to councils’ costs. In addition to the costs of compliance, other legislative changes and changes in the interpretation of accounting standards have added to costs. Councils indicated that when legislation does not provide clarity, councils are required to obtain external legal advice regarding compliance.

Limitations in available data and the anecdotal nature of the evidence supplied by councils make it difficult for the Commission to quantify the impacts of compliance costs on councils’ costs and efficiency. As a result, there may be benefit from reviewing the impact of state regulations applying to local government to identify actions to streamline requirements and reduce the red tape burden on councils.

### 3.5.5 Further cost pressures

A large proportion of submissions have indicated that increases in the number of council cost drivers have created significant cost pressures. 24 For example, the Town of Gawler listed the cost pressures which councils face:

- **industrial relations** – staff turnover/competition in labour market;
- **population growth** – which may trigger the need for expanded services;
- **properly accounting for and maintaining important infrastructure**;
- **ratepayer expectations**;
- **red tape**; and
- **cost shifting/sharing. (Town of Gawler, FR 27, p.12)**

Councils have varying degrees of control over factors which influence their costs. After additional evidence from submissions, the Commission confirmed the view that there have been a number of cost drivers that impact on councils cost and efficiency. These potentially include internal factors such as:

- increased depreciation and superannuation; and
- investment in technology advancement;

and external factors such as:

- rising prices for inputs (suppliers’ costs);
- climate change and the implications for flood, fire and other associated hazard management;
- increasing environmental costs including waste management and waste levies; and
- statutory fees and charges that do not fully cover costs incurred.

Limitations in available data and anecdotal evidence supplied by councils makes it difficult for the Commission to quantify the impacts of these cost drivers on councils’ costs and efficiency.

### 3.5.6 Summary

The growth in councils’ operating expenditure is explained in part by growth in the output costs such as the volume and range of services supplied, as well as increases in the quality of these services. A significant number of individual councils conduct formal service reviews to ensure the services they provide are financially sustainable in the long term. Despite this, the

---

Commission has not been able to obtain sector-wide data on service quality to enable conclusions to be drawn on the extent to which quality standards have changed and what impact this has had on council operating costs.

The population of South Australia continues to grow, and its composition is changing. This growth is creating external cost pressure in many councils. The annual increase in population growth in the urban metropolitan and fringe council group will potentially exacerbate cost pressures. Changes in the demographic composition will also drive changes in expenditures as an ageing population brings increased demand for access to its services.

In addition, the increase in population density in the urban metropolitan and fringe councils, which includes development activity such as urban infill, places additional externalities on other residents such as infrastructure pressures.

Anecdotal evidence from councils suggests that state governments have contributed to pressures on council resources by cost shifting. While this would put upward pressure on council costs, the full impact on councils’ costs is difficult to quantify.

### 3.6 Conclusions

Total operating expenditure by the local government sector has grown more rapidly than inflation between 2008-09 and 2017-18.

Urban metropolitan and fringe councils consistently recorded higher growth in operating expenditure than other councils over this period.

Council operating costs are comprised mainly of employee costs and materials, contracts and other costs, which accounted for 35 per cent and 41 per cent of total sector operating expenditure in 2017-18. These proportions have not changed significantly since 2008-09.

The average annual growth in materials (and other costs) of 4.0 per cent exceeds growth in the LGPI over the last decade suggesting that increases in the volume of materials and other costs has been the main cause of growing expenditure. This growth may reflect a trend towards greater use of contracting out or shared services arrangements.

A significant portion of this expenditure is subject to a procurement process, and there are varying degrees of capacity and sophistication in procurement among councils. Rural councils in particular face constraints in containing procurement costs including access to skilled staff, transport costs, thin markets and a community expectation to ‘buy local’.

Sector expenditure on employee costs increased more rapidly over the decade than materials, contracts and other costs at an annual average increase of 4.5 per cent, although it has moderated over the decade in both urban and rural councils. While these costs include modest increases in the number of employees, the ABS information shows local government average weekly earnings grew faster than both the public sector average weekly earnings in SA and in the SA economy more broadly.

The number of council employees across the state has increased by an annual average of 0.8 per cent over the decade, resulting in higher employee costs expenditure per FTE. The rate of increase in expenditure on employee costs per FTE, particularly in the early part of the decade, has been consistently higher than the growth in average weekly earnings in South Australia over the decade to 2017-18. There is broad agreement among both councils and unions that there are significant transaction costs related to the industrial relations arrangements that apply in the sector and that there is scope to reduce these costs.
The extent to which growth in employee costs expenditure per FTE has been offset by productivity growth is difficult to determine in the absence of data on council outputs.

Depreciation expenses were approximately 23 per cent of total operating expenditure in 2017-18 and this share has not changed significantly since 2008-09. It increased by 48 per cent for the period (an annual average of 4.5 per cent) while the value of depreciable assets increased by 57 per cent. Increased capital expenditure by councils, revaluations of assets and the ‘gifting’ of new infrastructure from land developments will impact on future levels of depreciation expense.

Finance costs have been negligible and falling over the decade as councils have tended to finance their operations using internal funds, or equity, rather than debt. This results in their operating costs being lower than they would be if debt levels approaching economy wide norms were used by councils.

More than half of councils operating expenditure is accounted for by the four largest service categories: – transport, recreation, other environment and waste management. Analysis of councils’ operating expenditure by 14 service categories indicates that the mix of services delivered has not changed significantly over the last seven years.

While mandated services are relatively small in number, they accounted for 46 per cent of sector’s operating expenditure in 2017-18.

Mandatory services consistently accounted for a higher proportion of operating expenditure for rural councils (close to 60 per cent) compared to urban councils (around 40 to 43 per cent) throughout the decade. Urban regional councils had the highest proportion of expenditure on non-mandated services at 60 per cent. The Commission notes that while councils have no choice but to deliver mandated services, they generally have discretion to determine how these services are delivered, thereby affecting their costs. Expenditure on mandatory and non-mandatory services has grown at similar rates, both for the sector as a whole and across all council groupings.

In respect of the service mix, the most significant difference between the council groupings is that the proportion of expenditure on the transport function is substantially greater for the rural council groups than urban councils.

Growth in population and property numbers (except for small and medium rural councils), while low, would have caused some increase in the demand for council services, which would explain part of the growth in council operating expenditure. Slowing population growth in the later part of the decade would likely have contributed to the observed moderation in operating expenditure growth.

Population ageing can also be expected to have altered the mix of services demanded, although this impact is not evident in the 14 service categories examined by the Commission.

A number of councils have submitted that rising service standards have been a significant contributor to growth in expenditure. However, the Commission has not been able to obtain any sector-wide service level data to enable an assessment of the extent to which increases in the quality of services or facilities have caused increases in councils’ costs.

Councils have argued that instances of cost shifting from the state governments to local government have increased their costs. The Commission is not in a position to quantify the cost impact of cost shifting at this stage. Councils have sometimes decided to continue to deliver a service or program after federal or state funding commitments have expired, presumably in...
response to community expectations. Such instances, in the Commission’s view, do not constitute cost shifting and are better described as cost sharing.

Some councils argued that the burden of complying with state government legislation has grown, thereby adding to their costs, but data limitations have prevented quantification. Consultation with councils suggests the cost impact may be small compared to overall operating expenditure.

Councils have varying degrees of control over factors which influence their costs. Some, like the regulatory or taxation environment, or growth in ratepayer or property numbers that drive up demand for services, are externally determined. Others, like the prices they pay for labour and other inputs, can be influenced through industrial relations arrangements and council procurement practices. Councils are also able to influence community expectations through consultation and informing ratepayers regarding changes in service mix and quality.

A third group of cost drivers is more strongly controlled by councils and includes scale, scope and quality standards particularly for non-mandated services, and productivity and efficiency through choice of technology and business processes.

The Commission has reached the following conclusions regarding growth in local government operating expenditure over the last decade.

In terms of inputs:

- labour costs (in percentage terms) have been the main cost driver, followed closely by materials, contracts and other costs;
- depreciation charges have also been a significant driver of costs but off a smaller base; and
- cost shifting and compliance costs have contributed to expenditure growth, but to a lesser extent.

In terms of outputs:

- the most significant cost driver is likely to be changes in the volume, scope and quality of services provided by councils;
- growth in demand arising from growth in the number of ratepayers and properties explains, in part, the growth in the volume of services.
4. Local government efficiency and productivity

4.1 Introduction

The terms of reference for the inquiry require the Commission to:

- develop and analyse measures of local government efficiency and productivity; and
- identify mechanisms and indicators that could be used by the local government sector to measure and improve performance over time.

The Commission released a methodology paper in May 2019, outlining the technical and analytical issues in estimating local government efficiency and productivity. The Commission has used an approach that is a robust methodology portfolio, consisting of a suite of complementary tools including partial productivity measures, global efficiency measures using Data Envelopment Analysis (DEA), case studies and submissions.

The Commission acknowledges that both partial productivity and DEA measures have their limitations. Taken together, they add significant value and complementary insights to assist councils to understand their performance relative to other councils or their performance through time.

The terms productivity, efficiency and effectiveness are related but different concepts. They are all elements of the performance of an organisation. Productivity is defined as the ratio of the output(s) that an organisation produces to the input(s) used.\(^1\) Productivity can refer to measures of partial productivity, which is a single-input, single-output measure such as output per worker. When all inputs and outputs are considered, it is referred to as total factor productivity (TFP) or multifactor productivity (MFP).

The term efficiency in this chapter refers to technical efficiency. An organisation is technically efficient if it produces the largest possible output from a given set of inputs, or if it uses the least possible quantity of inputs to produce a given level of output. However, as discussed below, there are practical challenges in the application of this concept to local government operations, because of the problem of accurately measuring the outputs produced, particularly their quality and scope.

There is an important distinction between outputs and outcomes. Outputs are measured as a level of activity while outcomes are defined as the impact of an output, program or service. As efficiency relates to the relationship between inputs and outputs rather than outcomes, it does not include an assessment of how well these outputs contribute to organisational objectives or the value of these outputs to the community.

In addition to efficiency, a measure of effectiveness is sometimes used to analyse the overall performance of a program or service.\(^2\) Effectiveness commonly refers to the extent to which stated objectives are met. This includes both cost effectiveness (achieving an outcome for the

---

2 Estimating measures of local government effectiveness is outside the scope of this inquiry. However, the Commission has examined how indicators of effectiveness are adopted in other jurisdictions.
lowest cost) and program effectiveness (how well the outputs of a program achieve the desired and valued outcome).³

This chapter presents the principal methodological approaches used in the Commission’s analysis of efficiency and performance monitoring and the results of the analysis. The first section introduces the concepts of productivity and efficiency and the experience and lessons of local government efficiency monitoring in South Australia and other jurisdictions. Section 4.2 discusses the experience of local government performance monitoring, Section 4.3 presents the partial productivity analysis and Section 4.4 presents the global measures of efficiency using DEA. Section 4.5 presents the Commission’s conclusions.

4.2 Experience of local government performance monitoring

Performance and efficiency measurement play a role in helping councils understand their business and improve outcomes through reduced costs or better services. This section describes performance-monitoring activities across Australia to assist the identification of mechanisms and indicators that might usefully be employed by councils in South Australia.

Performance measurement is most meaningful when comparisons can be made both over time and across organisations.

Comparisons across councils can be difficult if they provide different types and levels of service or face different underlying cost structures. However, such comparisons can help councils identify attainable levels of performance and learn from peers that are delivering higher quality and/or more cost-effective services. Comparisons of council performance and efficiency, both across councils and through time, can assist in identifying opportunities to improve their performance.

4.2.1 Current performance-monitoring programs

South Australia

Throughout the Commission’s consultation process, a consistent theme raised was that while most councils monitor their own performance, there has been little performance monitoring conducted across the local government sector as a whole. Nevertheless, there have been attempts made across the sector by the LGASA, groups of councils and individual councils to estimate their performance relative to other councils or the sector.

Submissions to the inquiry from councils including the City of Salisbury, Town of Walkerville, City of Playford, Campbell Town City Council, Copper Coast Council, City of Prospect, City of Tea Tree Gully, Town of Gawler and City of Charles Sturt provided examples of council level programs to evaluate and compare their performance over time or against similar councils.

The Commission notes that councils have their own service review processes to ensure the services they are delivering are effective in meeting the demands of the community.

Councils already undertake regular reviews of key services to ensure they are meeting community needs, being delivered in an efficient manner and not impacting on the long-term financial sustainability of the council. Sometimes difficult and unpopular decisions need to be made about reducing or consolidating services for the sake of greater efficiency and sustainability. It is important that these decisions

about the range and level of local services provided remain in the hands of councils and their communities. (LGASA, DR16, p.19)

In the past six years we have undertaken a comprehensive review of service levels across the organisation, followed by a review on how we deliver the agreed service levels. This has required some benchmarking as part of the process, but more importantly identified areas within our operations that can be improved to deliver the best outcome for our community. (City of Salisbury, DR6, p.3)

The Barossa Council is developing service plans with levels of service and measurable outcomes as part of its current internal reform and change program. (The Barossa Council, FR25, p.19)

The Commission also identified several councils that sought to make comparisons of their performance against other councils:


City of Prospect has previously conducted various efficiency and economy audits and various Service Reviews. Most of these reviews included comparisons with other Councils of similar size. (City of Prospect, DR5, p.8)

Council has recently participated in the Local Government Performance Excellence Program (LGPEP), which compares performance against approximately 150 other Councils. (Town of Gawler, DR22, p.5)

Playford already uses the "Know Your Council" Victorian benchmarking system as another way to benchmark ourselves and monitor our own performance. Council also participates in the LG Professional benchmarking which provides opportunities for comparison across Australia. Resident Satisfaction Survey information can also often be benchmarked. (City of Playford, FR7, p.10)

Establishing service standards is another mechanism for councils to identify areas of improvement and monitor performance, as illustrated by the example from the City of Playford described in Box 4.1.
Box 4.1 City of Playford Community Service Standards System

The City of Playford introduced a Community Service Standards System in 2014-15 to help define, measure and analyse the outcomes of services provided by the council. Prior to this, there was no standard process, with ad-hoc reports being manually created when required. The system is a consultative process providing clarity around council activities which can inform and contextualise communication with elected members and the community.

The establishment of service standards is an iterative process which includes defining service outcomes and how they will be measured. Service Standards go through a review process every three years as a regular internal process, or as required by organisational alignment. Currently there are 25 service standards with community outcomes, including one to five related measures per service standard.

Creating quality service standards involve the following:
- consultation with the community and staff to better understand service standards;
- ensuring services align with the council’s community vision and strategic priorities, policies and procedures;
- research into industry best practices and benchmarking;
- monitoring and evaluation, including pre and post-testing implementation of new standards; and
- staff engagement and ownership.

The system was primarily designed to improve delivery of services and their alignment to community expectations and outcomes. Any financial savings are an additional benefit. The creation of the standards was the foundation of a variety of improvements. These include:

- cost avoidance of approximately $2 million over seven years, where the council was able to improve the effectiveness of the service and reduce exposure to cost pressures of service delivery; and
- efficiency savings of $1.2m from the “City Operations” area alone (Streetscapes, illegal dumping, city maintenance programs). The savings were re-invested to expand the area of delivery or increase the standard of service to meet community need without increasing the cost of service.

In addition, there were improvements in consistency and streamlining of processes and procedures, evidence-based decision making and improvements in data accuracy and integrity.

The standards created a measure of performance that is reported on a quarterly basis to the community.

The City of Playford describes the system as a journey, not a rigid implementation exercise. The system is a basis for continuous improvement and the system itself continues to be reviewed and improved. While initial implementation occurred with external assistance, it was quickly learnt that further development and effectiveness of the system benefited from the ownership of each service owner internally.

As an example, the council previously picked up illegally dumped rubbish in a reactive manner. Analysis by the council indicated that picking up illegal dumping within ten days would maintain community satisfaction while minimising complaints. This helped establish the service standard and associated measures so that the council could hold the service accountable in terms of its effectiveness. Subsequent review of this service generated improvement to create planned and timed collection to align with the standard. This has led to a decrease in costs by 20% over the last five years (after adjustment for the waste levy increases).
Most councils have not developed formal service standards:

*Campbelltown has not undertaken formal service reviews that articulate the levels of services provided to the community due to the resources required to do this. Internally, efficiency has been focussed on and has been achieved over the years, however a formal register has not been maintained to identify improvements or where savings have come from. (Campbelltown City Council, DR1, p.4)*

Some councils are collaborating to identify possible opportunities to reduce costs and to improve operations and efficiency, as illustrated by the submission from the City of Marion:

*The Cities of Marion, Charles Sturt and Port Adelaide Enfield have been working together for two and a half years to drive performance improvement outcomes across the three councils. This collaborative approach to performance improvement was founded on the idea that most councils are doing similar things in the majority, albeit probably in a different manner and achieving different outcomes. (City of Marion, FR5, p.2)*

The submission from the City of Charles Sturt illustrates the collaborative approach:

*City of Charles Sturt, Marion and Port Adelaide Enfield have been working on benchmarking between the councils. All council costs are allocated to the activities of councils (around 350 possible activities) and these each have drivers (some of which aren’t able to be collected as yet). These activities are rolled up into sub-functions (35) and these are rolled up into 11 functions. The sub functions and functions also have primary drivers. Comparisons occur at the function and sub function level and the activity level data is used to inform improvement areas. (City of Charles Sturt, DR3, p.13)*

*The strength of this approach relative to models like the Performance Excellence Program and the Victorian Performance Reporting Framework is that the benchmarks are comparable and at a level where the basis for differences in performance can be explained and therefore ways to improve performance are identifiable. Internal charge and allocation impacts are removed, there is transparency around corporate service related costs (and performance). (City of Charles Sturt, DR3, p.14)*

Further detail on the collaboration between the Cities of Marion, Charles Sturt and Port Adelaide Enfield is available in Appendix 8.

The only example of a sector wide attempt to conduct comparisons across councils that the Commission has been able to identify is a series of reports prepared for the LGASA by UHY Haines Norton. The reports attempt to replicate the Victorian Local Government Performance Reporting Framework using SALGGC data. Due to data limitations, including a lack of data on activities and outputs, this is limited to estimates of expenditure per ratepayer for each of the service areas examined.

In addition, the LGASA has created a web-based tool that consolidates data available from the SALGGC. The tool is available to members and provides a range of financial, socio-economic

---

and other information by council for the period from 2011 to 2017.\(^5\) It allows councils to compare themselves to other councils across a range of measures constructed using SALGGC data.

**Other jurisdictions**

The Local Government Professionals "Australasian LG Performance Excellence Program"\(^6\) provides comparative information, including a range of partial productivity measures, on participating councils. It is a voluntary benchmarking and performance initiative aimed at improving management and operational decision making and planning.

It comprises an annual survey that collects, compares and benchmarks information from the 163 participating councils across New South Wales, Western Australia, South Australia, Queensland, the ACT and New Zealand. The program is managed through Local Government Professionals Australia, NSW. The program started with a pilot in NSW in 2012 and has added additional features and councils each year, as shown in Figure 4.1. The first South Australian councils joined in 2016-17.

**Figure 4.1: Local Government Professionals Performance Excellence Program progression**

![Image of the Local Government Professionals Performance Excellence Program progression]

*Source: Local Government Professionals (2019)*

The Australasian LG Performance Excellence Program includes:\(^8\)

- a semi-customised individual Performance Excellence Report (which includes information on corporate leadership, workforce, finance, operations, risk and asset management, and service delivery);
- a Comparative Analysis Tool that enables each council to analyse their own data; and
- networking.

---

\(^5\) The web tool is based on a series of reports commissioned by the LGASA that consolidates the data. See UHY Haines Norton, *Analysis of Council Data*.


\(^7\) LG Professionals, Presentation to the South Australian Productivity Commission, 28 June 2019.

\(^8\) Local Government Professionals, *Australasian LG Performance Excellence Program 2019 Prospectus*. 484
This information is confidential to each council, with aggregated information being provided to member councils. While this is a useful tool for member councils to track and measure their own performance, it is not a sector-wide performance monitoring mechanism.

The City of Charles Sturt noted in their submission that the Performance Excellence Program currently only presents differences across councils on each metric. It does not attempt to explain the differences:

> It should be noted the Performance Excellence Program is undertaken at two of the three councils [that are part of the above-mentioned collaboration]. The PEP has highlighted similar performance differences however does not yet inform the councils on why those differences exist or how they can be addressed, and the data remains focussed on a number of key areas of councils’ operations rather than covering all activity areas. (City of Charles Sturt, DR3, p.14)

**Victoria**

Victoria’s Local Government Performance Reporting Framework (LGPRF) was the first state-wide performance reporting framework for local government in Australia.

The Victorian Government established the LGPRF in 2014 in response to a Victorian Auditor-General’s observation that performance reporting in local government had limited relevance to ratepayers because it lacked information about the quality of council services, the outcomes being achieved and how these related to councils’ strategic objectives.\(^9\)

The ‘Know Your Council’ Compare Councils tool\(^10\) produces graphs of council performance over the previous four financial years across 12 service areas\(^11\) and allows for direct comparisons of groups of similar councils and all councils.

The framework is a platform that delivers comprehensive performance information in a consistent manner. It provides:

- councils with information to support strategic decision making and continuous improvement;
- communities and ratepayers with information about council performance and productivity;
- regulators with information to monitor compliance with relevant reporting requirements; and
- state and federal governments with information to allow better informed decisions that insure an effective, efficient and sustainable system of local government.

To provide a comprehensive picture of council performance, four sets of indicators are provided: service performance, financial performance, sustainable capacity, and governance and management. These were developed across three thematic areas: service performance, financial performance and sustainability.\(^12\) Figure 4.2 provides further detail.

---


\(^11\) The 12 service areas are: animal management, aquatic facilities, food safety, governance, home and community care, libraries, maternal and child health, roads, statutory planning, waste collection, financial performance and sustainable capacity.

\(^12\) Additional information is available from <https://knowyourcouncil.vic.gov.au/>.
An objective for assessing performance against each thematic area has been established to inform the development of performance indicators.

The specific measures of efficiency included in the LGPRF all relate to the average cost per unit of output.\textsuperscript{13}

\textit{Figure 4.2: Scope of the LGPRF}

\begin{figure}[h]
\centering
\includegraphics[width=\textwidth]{scope_lgprf}
\caption{Scope of the LGPRF}
\end{figure}

\textit{Source: Local Government Victoria, the Department of Environment, Land, Water and Planning (2019)}

\textbf{New South Wales}

The Office of Local Government in New South Wales publishes a range of time series data annually for each council.\textsuperscript{14} The data are collected from a range of sources including the ABS, the Grants Commission process and councils financial reporting to the Office of Local Government. The focus of the time series data is not specifically on efficiency monitoring, but rather to assist the community to have a greater understanding of their council.

The newly launched ‘Your Council’ website provides detailed profiles of councils as well as comparisons across similar councils on a number of indicators that will be updated annually.\textsuperscript{15}

The information provided includes:

- council expenditure in key areas including roads, bridges, footpaths, libraries, recreation and culture, community services, and the environment;
- community facilities such as the number of swimming pools, public halls, and libraries, open spaces and road length;
- council operational information that captures staffing levels and average rates and charges, and
- demographic and economic information including age composition of population, unemployment rate, average income, and number of businesses.

\textsuperscript{13} They include: direct cost of indoor aquatic facilities less income received per visit; direct cost of the animal management service per number of registered animals; direct cost of the food safety service per number of food premises; direct cost of the governance service per number of councillors elected at the last council general election; direct cost of the library service per visit; cost of the maternal and child health (MCH) service per hour work by MCH nurses; direct cost of sealed local roads, reconstructed per square meter of sealed local roads reconstructed; direct cost of the statutory planning service per planning application received; and direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin.


Queensland

The Department of Local Government, Racing and Multicultural Affairs collects information from local governments about the key services they provide and publishes it in the annual 'Queensland Local Government Comparative Information Report'.16 The report includes a suite of efficiency, effectiveness and quality-of-service indicators across the areas of finance, personnel, road lengths, water services, waste management, library services and parks and gardens.

Most of the information is collected in the local government annual consolidated data collection, similar to the SALGGC process.17 This data is then published in Excel format to allow comparisons in performance across councils.

Another resource in development is ‘LG Sherlock’, a data storage and analysis tool that is facilitated and funded by the Local Government Association of Queensland (LGAQ). The primary objective of the system is to help Queensland councils use their data to “support better decision making that will improve financial sustainability, enhance sector reputation and reduce exposure to risk”.18 The system uses artificial intelligence to convert data into information and insights that will help councils in their decision making. Currently the areas of energy, waste, fuel, fleet management, library services and corporate travel are included in the system.

Western Australia

The Western Australian Government has established the ‘MyCouncil’ website as a central place to access and compare information on councils.19 The website provides a geographic, demographic and financial snapshot of each council. It allows data such as council expenditure by program, rates and other revenue and services delivered to be viewed for each council and compared to others. The MyCouncil website relies on data from existing local government reporting requirements and selected ABS data.

Tasmania

The Tasmanian Government’s Local Government Data, Analysis, Transparency, Accountability (LG DATA) project has published local government performance information since 2016-17.20

The project aims to enhance transparency and accountability of local government performance and help councils to identify opportunities to improve performance. This includes publishing ‘snapshot reports’ including comparative information for all Tasmanian councils over a financial year, along with a range of performance indicators related to the snapshot theme.

LG DATA also publishes raw, open datasets from the Tasmanian Local Government Consolidated Data Collection for public use through the Tasmanian Government’s Open Data

In addition to the LG DATA program, the Auditor-General produces annual reports on local government financial sustainability.

**Report on government services**

While not specific to local government, the Productivity Commission’s *Report on Government Services* (RoGS) provides another example of monitoring the efficiency of government delivered services. RoGS publishes annual data on the equity, efficiency and effectiveness of government services in Australia. The Report is used by governments to inform planning and evaluation of policies, for budgeting (including to assess the resource demands and performance of government agencies) and to demonstrate government accountability.

**4.2.2 Lessons from performance-monitoring programs**

The Commission has examined the existing performance-monitoring programs in other jurisdictions to understand what does and does not work, and what are some common barriers to success. These lessons have been identified from initial program documentation, program reviews, audits, consultation, submissions and other literature on efficiency and productivity measurement.

This section is not a formal evaluation of existing monitoring programs; rather it draws lessons that could be applied to any state-wide performance-monitoring program adopted in South Australia.

**Standardised reporting of performance indicators**

The Victorian Auditor-General’s Office reviewed the LGPRF using indicators in three service areas (maternal and child health, statutory planning and waste collection) across five councils. The review highlighted inconsistent performance reporting by councils as a sector-wide issue and found that “councils need to identify a consistent set of performance indicators that they report to their leadership team”.

The case for standardised performance reporting was also supported by the LGASA and several councils. Their submission makes the case for a sector-wide performance reporting framework:

> While there is a considerable amount of information already available to communities about what their council is doing; this information is often spread across multiple documents and platforms, can be difficult to find and is not easy to compare with other councils.

> Sector wide benchmarking would create a suite of meaningful performance measures that build a more complete picture of the financial and governance health of the sector and the public value of the services and programs delivered by councils. This would support council planning and increase meaningful community consultation to enable local government to continually improve. (LGASA, DR16, p.16)

---

24 Ibid. p13.
The submission from the City of Prospect:

_There is merit in developing a sophisticated online platform for councils to share and compare meaningful data about their performance and enhance the transparency and accessibility of council data for the community._ (City of Prospect, DR5, p.6)

The Town of Walkerville:

_We believe that a sector wide benchmark, possibly mandated, will go a long way to:_
- ensure consistent reporting;
- ensure that Councils will have evidence-based information to support strategic decision making;
- ensure that communities will have accurate information about their respective Council performance;
- Councils and other tiers of Government will be better informed to make decisions that support an effective, efficient and sustainable system of local government;
- identify areas for improvement; and
- promote accountability and transparency across the sector. (Town of Walkerville, DR24)

There was also some support from councils for a performance reporting framework that is led and managed by the sector, as indicated by the examples below:

_Council supports the development of benchmarking across Councils in a manageable way, with the LGA assisting with tools including data capture mechanisms, in effect overseeing the project._ (District Council of Lower Eyre Peninsula, FR13, p.1)

_We agree that there is value in building capacity within the sector. This is best supported by a Local Government Association SA (LGASA) led performance and monitoring framework that would enable councils to compare performance, learn from each other and partner to deliver further significant improvements._ (City of Mitcham, FR6, p.1)

_Alexandrina Council supports SAPC’s draft recommendation in regard to performance monitoring / benchmarking to the extent it aligns with the LGA’s advocacy for sector wide benchmarking. In considering the introduction of sector wide performance monitoring / benchmarking, Council is conscious that it should be easily comparable and meaningful and should not add significant additional burden to limited staff resources._ (Alexandrina Council, FR2, p.1)

This view was not universally shared:

_Benchmarking across Councils will not improve efficiency, it takes resources away from service delivery, increases red tape and administrative overheads and is a distraction from improvement initiatives._ The rationale for this is that each Council calibrates its services to meet their community’s needs. When we compare across Councils it takes time to understand whether we are comparing on a like for like basis and further time to understand the remaining level of difference. It is found that services are intentionally different because each Council is serving the needs of its distinct community._ (SALGFMG, DR20, p.11)
The report proposes to lower costs and enhance financial accountability by defining and establishing a sector wide performance monitoring framework that would enable comparisons between councils to assist decision makers and inform communities. It is based on the premise that a) the current lack of sector wide KPIs leads to bad decisions, b) the setting of KPIs is synonymous with cost savings, and c) there is a current information gap that communities would like to see addressed. In doing so, it mixes two disparate aims and is likely to achieve little for either. (Tatiara District Council, FR23, pp.1-2)

Submissions also stressed the importance of allowing for local conditions and choices about quality.

Costs alone also provide no insight into the quality of work undertaken or different construction methods, which may be reflected in the total expenditure. (Tatiara District Council, DR21, pp.1-2)

These issues, and other comments in submissions, point to a number of other lessons for the design of performance monitoring programs.

**Standardised comparators**

A consistent theme in performance monitoring programs across jurisdictions is the value of standardised comparator groups. Due to the partial nature of many of the measures, it is important that ‘like-for-like’ councils are compared. This limits to some extent, comparisons between councils which face structurally different costs or different demands for services.

For example, the Victorian LGPRF specifies five ‘comparator groups’ based on geographic and population criteria. The comparator groups are:

- metropolitan;
- interface;
- regional city;
- large shire (>15,000 population); and
- small shire (<15,000 population).

As council characteristics can change over time, Local Government Victoria has committed to reviewing the groupings every five years in line with the national census.

**Consistent reporting over time**

Because of underlying differences between councils in the range, quality and cost of service delivery, sometimes the most suitable comparator for a council to benchmark against is themselves over time. The use of trend data can demonstrate whether a council is improving its performance.

According to the submission of the Campbelltown City Council:

Greater benefit to individual Councils would be to compare each Council’s own performance over time. (Campbelltown City Council, DR1, p.5)

---

This sentiment was reiterated in the submissions from the City of Playford and the Limestone Coast Local Government Association:

*Council recommends that benchmarking should be undertaken, however in order to truly overcome the difficulties and inconsistencies across council comparisons, it should be considered to conduct benchmarking councils against themselves.* (City of Playford, FR7, p.2)

*We draw attention to our submission on the SAPC methodology and again assert that the difficulties and complexities in data sets to normalise inputs and outputs, means the best approach is to measure the changes in performance of a Council over time rather than seek comparative measures.* (Limestone Coast Local Government Association, FR18, p.1)

The availability of trend data is likely to increase the possibility of councils viewing a performance-monitoring framework as a useful exercise, rather than simply a compliance activity. A review of Victoria’s LGPRF in 2017 found that 24 per cent of councils did not access the ‘Know Your Council’ website until it was updated to include year-on-year trend data.

**Measures of quality and timing**

Performance information needs to provide a full picture of service performance including cost and quality. A range of additional performance measures is required to provide a context around which the productivity estimates can be interpreted.

*The Review should take into account the varying degree of service standards and expectations of the community. The review should delve down into unit rates and introduce the benchmarking results in order to properly compare one council with another.* (City of Tea Tree Gully, DR7, p.3)

Victoria’s LGPRF addresses this by incorporating measures of effectiveness, including the appropriateness of services and their quality for each of the service objectives being evaluated (see Figure 4.3).

**Figure 4.3: LGPRF services performance framework**

---

The LGPRF was developed based on the Productivity Commission’s *Report on Government Services* (RoGS). The RoGS framework goes further and includes measures of accessibility and equity.

**Councils’ comments on publicly reported measures**

For many measures, there can be plausible explanations why one council’s estimated productivity differs from others or over time. Incorporating explanations from the council when publicly reporting on performance measures can assist the public in understanding what the measure indicates as well as enabling other councils to understand why their performance differs.

> Should comparisons be made, the ability to provide commentary for context purposes would be important, as some Councils may have distinct differences with other Councils such as different levels of service provided to their communities and additional costs to deliver services due to distance. *(Campbelltown City Council, DRI, p.5)*

The Victorian Government’s ‘compare councils’ tool achieves this by allowing councils the opportunity to comment on a particular metric prior to publication. This is then linked to the ‘compare councils’ tool on the website, where data are presented for the current year.

**Outcomes in addition to outputs**

Data on council outputs are more easily recorded and collected than data on outcomes. As a result, it is easier to construct a measure of performance comparing inputs to outputs.

The NSW Auditor General found that “while councils report on outputs, reporting on outcomes and performance over time can be improved”. An analysis of NSW councils’ annual reports, presented in Figure 4.4, found that 80 per cent of reporting measures included measures of outputs, but less than 40 per cent included measures of outcomes.

*Figure 4.4: Frequency of reporting measures by type, NSW*

![Bar chart showing frequency of reporting measures by type, NSW](source: Audit Office analysis of 105 published 2015-16 annual reports, 2017.)

---


Reporting on inputs and outputs provides communities with a general understanding of a council’s day-to-day activities. However, this type of reporting cannot demonstrate to communities whether councils are delivering services effectively or making improvements over time. The Victorian Auditor-General’s Office also concluded that the LGPRF is “not yet realising its full potential because it lacks good outcomes measures...”  

The same report acknowledges that measuring outcomes is complicated by difficulties in identifying their drivers. This is especially the case when activities or services provided by councils are part of a complex web of services by multiple government agencies. In addition, there are external factors: for example, variations in business conditions are likely to have more impact than council effort under an economic development banner. In such situations, the Victorian Auditor-General’s office suggests drawing on proxy indicators “such as community views about the performance of a council service”. 

**Targets and service standards**

Targets provide a context around what a council is attempting to achieve and therefore can help to make performance information easier to understand.

> The effectiveness of a program should be measured by the change in the outcome relative to this counterfactual. Operationalising this usually requires setting targets that imply an improvement on what would otherwise have happened. Where the counterfactual is an expected deterioration in the outcome, the appropriate target may be no change, or a smaller decline, which can be conceptually hard to explain. As targets should be achievable, this can create a quandary for measuring effectiveness. 

The LGPRF currently does not require councils to adopt targets, however the Victorian Auditor-General’s Office found that three of the five councils they audited had adopted targets for some of the LGPRF indicators. Based on a previous audit, Local Government Victoria has committed to introducing targets for a subset of indicators, the 28 indicators that councils include in their annual performance statement, into the LGPRF from 2020-21.

An audit of council reporting on service delivery by the Audit Office of New South Wales found that one third of council reports did not have related targets, making it difficult for the community to assess a council’s achievements in implementing its service delivery program.

Targets can also be embodied in statements of service standards, the documentation and review of which attracted attention in consultations. While the process of undertaking service reviews may not necessarily lead to efficiency gains, it is an effective tool in documenting processes and communicating with elected members and the community. The Commission

---

notes that there are on-going initiatives across several councils. For example, The Barossa Council strongly supported the use of service plans.\textsuperscript{35}

\begin{quote}
We should move toward a service plan, level and standard based system with one integrated planning, delivery, reporting and improvement system and move away from traditional disjointed estimations of economic or financial outcomes. (The Barossa Council, FR25, p.19)
\end{quote}

\textbf{Costs of reporting}

Councils have expressed concerns about the additional burdens including costs of increased reporting requirements on councils. For example, the submissions from the City of Charles Sturt, City of Port Adelaide Enfield and the City of Marion refers to the “number of external data collection requirements for council in place” and suggests making use of and building on what is already in existence such as the SALGGC data (City of Charles Sturt, DR3, p.2; City of Port Adelaide Enfield, FR8, p.8; City of Marion, FR5, p.7).

\begin{quote}
SALGGC provides a sound starting point to build from leveraging the good work already performed by the Grants Commission makes sense and avoids some potential for duplication. (City of Port Adelaide Enfield-Administration, FR8, p.8)
\end{quote}

\begin{quote}
For some years, the Victorian Government has collected large amounts of data and cost comparisons from local government and shared them on the “Know Your Council” website. Unfortunately, the reporting regime created significant administrative costs for councils. While these costs can be easily quantified by councils, I am not aware that the Victorian Government has been able to quantify any efficiencies that the system has achieved for the sector. Should regular reporting of additional council data be a part of the Commission’s proposed approach to improving efficiency and financial accountability of local government, it is essential to undertake this cost-benefit comparison from the outset. (Tatiara District Council, DR21, p.2)
\end{quote}

\begin{quote}
Achieving consistent data reporting across 68 councils will be a resource intensive exercise and consideration will need to be given to the items that are reported to ensure that they deliver some strategic, operational and policy benefit. Consideration should be given to the cost to implement any proposed model and that this doesn’t become an additional cost driver that works against local government’s efforts to put downward pressure on council rates. (LGASA, DR16, p.16)
\end{quote}

\begin{quote}
Council is of the opinion that caution must be exercised in the development of benchmarking projects, noting the variety of factors identified as being variable between Councils, and to ensure that the project is achievable by all classes of Councils without having a negative financial impact of councils and their ratepayers. (District Council of Lower Eyre Peninsula, FR13, p.1)
\end{quote}

A review of the first two years of operation of the Victorian LGPRF conducted by Local Government Victoria in 2017 found that on average each council had more than 10 interactions per year with the Performance Reporting Analysis and Support Team.\textsuperscript{36} This is an indication of the level of support and associated resources that are necessary in the initial stages of


\textsuperscript{36}Local Government Victoria, Local Government Performance Reporting Framework, 2015/16 Reporting Period.
implementing a new system. While the Commission understands that the number of interactions per year has reduced in more recent years as councils become familiar with the LGPRF and improve their internal reporting processes, councils have been required to allocate resources to the reporting.

**Streamlining reporting to the state government**

In all states, councils are required to report to state government departments on a range of statutory functions such as waste collection, health inspections and expenditure of government infrastructure grants. To minimise any additional costs to councils of a state-wide performance reporting approach, a streamlined reporting framework which minimises duplication in reporting is desirable.

In Victoria, one key barrier to minimising duplication in reporting has been timelines and frequency of reporting where regulatory periods differ across services and do not fully align with the performance reporting period.37

There is no central reporting system in place in NSW, and a recent report by the Auditor-General concludes that consolidating and coordinating the reporting requirements will help lower councils’ reporting burden and duplication, and lead to better reporting over time.38

Another barrier is the different IT systems used by different councils and state government departments which have been developed to meet their individual circumstances. These different systems make data sharing difficult, resulting in increased reporting burden for councils.

**Council input in the design of a framework**

Performance monitoring improves transparency and provides the potential for decision making that can lead to better outcomes for the community. In order to achieve this, the Victorian Auditor General considers that performance indicators should provide information which help leadership teams to make decisions. These indicators would “support leadership teams to manage strategic risks to the council and assess if the council is delivering services and meeting its strategic objectives”.39 Therefore, it is important to give councils the opportunity to shape information that would help them compare themselves to other councils and identify opportunities to improve service delivery and reduce costs.

Several councils including the City of Charles Sturt, the City of Marion and the City of Port Adelaide Enfield supported a trial and test approach to implementing a sector-wide framework:

*Trialling and testing models / approaches to allow the sector to move forward faster and continue to improve rather than aiming to work towards a perfect outcome that then doesn’t work in practice. (City of Charles Sturt, FR3, p.5)*

*It is recommended a trial is conducted initially to determine - in a low risk and low impact manner – how to best establish benchmarks so as to provide net benefit for the community. (City of Charles Sturt, FR3, p.6)*

38 Audit Office of New South Wales, *Council Reporting on Service Delivery.*
39 Ibid.
The submission from Tatiara District Council suggested choosing a few select service categories to be used in the framework. 

To minimise the additional administrative burden and maximise any potential return from such KPIs, they should only consider the four largest service categories identified by the Commission. (Tatiara District Council, FR23, p.2)

The Victorian Auditor General’s Report on Local Government Performance highlights the value of shifting councils’ perception of performance reporting and monitoring from compliance to an opportunity for improvement.⁴⁰

Involvement of councils in the development of a performance monitoring framework can also help to minimise the reporting burden on councils by designing indicators which are closely aligned with existing council recording systems and relatively easy for councils to collect.

Local Government Victoria established a steering committee, consisting of council CEOs, for the LGPRF. This steering committee oversees an annual program of review and continuous improvement of the framework and has responsibilities including providing recommendations on the overarching framework, the set of indicators and the content of reporting by councils and the state government.

4.2.3 Summary

Possible mechanisms that could be used by the local government sector to measure and improve performance over time include:

- a sector-wide public reporting framework;
- collaborations among councils to identify opportunities to improve processes and efficiency; and
- documenting service standards and reporting performance against those service standards.

These mechanisms are not mutually exclusive.

There are several examples of sector-wide local government performance-monitoring frameworks in other jurisdictions. There is currently no sector-wide approach in South Australia. The Commission notes that 25 South Australian councils have joined the Local Government Professional’s ‘Australasian LG Performance Excellence Program’ to benchmark their performance against other councils. In addition, the Commission identified many examples of councils attempting to compare their performance with other councils. That said, the lack of a state-wide framework for performance reporting limits the comparability of data and the ability of councils, residents and ratepayers to make meaningful comparisons of performance.

Upon examining the performance monitoring frameworks in other jurisdictions and based on consultations, the Commission considers that:

- standardised reporting on performance across the sector would assist decision making by councils, better inform residents and ratepayers, and assist discussions between councils about their results;
- not all councils can be directly compared, therefore the definition of standardised comparator groups is valuable;

• performance reporting is more valuable when it is applied in a manner consistent over time whether being used to track performance of a council over time or compare councils at a point in time;
• there is value in incorporating measures of effectiveness as well as efficiency in a mature performance reporting framework;
• context and circumstances are important, and it is important that councils are able to comment on their performance before the results are reported publicly;
• targets and service standards are useful for councils to explain their priorities;
• the cost incurred by councils in additional data collection and reporting to be taken into consideration when designing a new system and streamlining any public reporting;
• high data integrity is central to valid comparisons, hence attention to consistency in definition and recording is important;
• council input into the design of the framework and choice of indicators is important; and
• a trial and test approach to implementing a sector-wide framework will help councils build capacity, test the framework as it is developed and manage costs of their participation.

4.3 Partial productivity measures

The most widely used measures of local government productivity are partial productivity measures, which relate a single output to a single input. Labour productivity (output per hour worked) and capital productivity (output per unit of capital) are common examples of partial productivity measures.

Such measures are commonly used for benchmarking and provide a useful way of comparing a council’s performance against similar councils. These measures have the advantage of being computationally simple and easy to understand. They also provide valuable insight into where a council’s costs are higher or lower than comparable councils in certain areas.

However, owing to their simplicity, partial productivity measures do not account for differences in council size, scale, service standards and underlying cost structures. As with all partial productivity measures, these estimates do not capture the effects of the scope and quality of service provided.

The Commission heard some concerns about the usefulness of partial productivity measures.

Partial productivity analysis is a very sound economic tool however it is not widely understood. It tends to be used in more macro scale analysis when the links between inputs and outputs are being explored and aren’t known. As the relationships between inputs and outputs are necessarily inferred, sometimes inconclusive. (City of Marion, FR5, p.27)

These provide little value due to the inherent issues in these estimates and create over-arching guesstimates of efficiencies that hold little meaning. (City of Playford, FR7, p.10)

The Commission acknowledges the limitations of these measures, and notes that the interpretation of direct comparisons between councils using partial productivity measures should be undertaken with care.

While productivity is defined as output per unit of input, in this section the Commission has chosen to present the inverse, or inputs per unit of output. The indicator used here is total
expenditure divided by an indicator of the level of activity in a service area. These can be interpreted as a unit cost. An increase in unit costs represents a decrease in productivity, and vice versa.

4.3.1 Estimates for South Australian councils

While South Australian councils use a range of different productivity measures, the Commission has not identified any sector-wide measurement and reporting of recognisable measures of productivity and efficiency. As part of the analytical approach to understanding patterns in local government productivity and efficiency, the Commission has created a set of partial productivity estimates for South Australian councils. These partial productivity measures could be used by the local government sector to measure and improve performance over time.

These estimates are based on data from the SALGGC, with estimates calculated for selected service areas where consistent data are available for both the quantity and expenditure categories reported.

Data availability has limited the number and quality of partial productivity indicators that the Commission has been able to estimate. There are also some concerns with the consistency of the financial data at the individual service level and their comparability across councils. For instance, there may be differences in how councils apportion indirect costs across services and allocate costs to each of the SALGGC expenditure subcategories. Moreover, output quantity data that are reported to the SALGGC but not used by them are subject to less thorough checking than the financial data.

The Commission’s consultations on partial productivity measures raised the issue of data limitations in constructing meaningful measures. It is clear that current data collection processes do not support efficiency or productivity measurement across the sector, and there is room to improve existing data.

The Commission also notes the limitations of partial productivity measures highlighted in submissions, in particular, the inability to capture changes in quality or scope of services, community expectations and cost structures.

Several councils, including the City of Charles Sturt, City of Playford, the Limestone Coast Local Government Association and The Barossa Council, have raised concerns about the accuracy of the SALGGC data.

Data provided to the grants commission is of low interest generally in driving efficiency and improvement as it is purely financial with some measures of performance on an activity basis, comparisons are difficult and often the story on any comparison done is not accurate due to the differing communities and service levels provided or expected. (The Barossa Council, FR25, p.21)

However, there was broad agreement that using existing SALGG data is the best available and that it is an appropriate starting point for analysis:

Data collection comes with an impost for councils thus Grants Commission data is a good starting point and is generally comprehensive for financial data. However, the sector has a not unreasonable degree of scepticism as to accuracy of some contained data sets due to the self-reporting nature of data collection and the inconsistency that arises from this and little structure around collection methodology. It would be preferable for consideration to be given as to how the
data collection and compilation effort for councils can be minimised as the commission progresses its investigations. (City of Charles Sturt, DR7, p.7)

The reliance on data from existing data bases (grants data bases for example), the existing data sets available, such as the grants data base, were developed for a range of purposes, evaluating performance and efficiency to inform economic models was not one of them. Therefore, these data bases are unlikely to provide valid information for the model and indeed a recent analysis using the SA Grants data base shows that this data has some significant difficulties. (Limestone Coast LGA, DR15, p.2)

It should also be noted, that Councils are already required to provide extensive data reporting to a number of different bodies, and organisations. Additional reporting should be considered carefully for its impacts on administrative burden. (The Rural City of Murray Bridge, FR26, p.32)

The Commission made efforts to ‘clean’ the data, including adjusting some council expenditure data where expenditure appears to have been reported in thousands of dollars in the earlier years but dollars in the later years. Councils that did not report expenditure in at least one year, while still providing that service, were excluded from the estimation of time series trends. There are likely to be some remaining issues with the data, largely relating to the consistency across councils of what expenditure is reported. All expenditure figures used by the Commission have been converted to ‘real’ 2018 dollars using the LGPI discussed in Chapter 3.

While data are available from 2008-09 to 2017-18, the Commission’s calculations excluded the first three years of this period from service level analysis due to changes in the reporting of service-level expenditure. In the years 2008-09 to 2010-11, a significantly higher proportion of council expenditure was allocated to the category of ‘rates and balance of amounts not allocated to other functions’. Therefore, councils’ reported service-level expenditure is likely to be much more accurate from 2011-12 onwards.

A summary of the types of services provided by councils across the 14 SALGGC service categories (excluding rates and balance of amounts not allocated to other functions) is available in Appendix 5.

The service areas that are responsible for the largest proportions of expenditure are likely to explain the greatest proportion of overall council productivity. Therefore, priority was given to the larger expense categories discussed in Chapter 3.

The Commission examined the following sectors:

- transport (sealed and unsealed roads);
- waste management (recycling, general waste and green waste collection);
- planning; and
- library services.

**Transport**

Transport is the largest expense category for councils, accounting for 20 per cent of local government expenditure in 2017-18.
Councils currently report expenditure on sealed roads, unsealed roads, bridges and major culverts to the SALGGC. This expenditure includes depreciation, capital renewal, maintenance, upgrades and capital expansion. Councils are also required to report on the total length of sealed and unsealed roads and laneways and the estimated replacement cost for each.

Estimating a partial productivity ratio for the entire category of transport is likely to be misleading and difficult to interpret as councils have different types of roads and related expenditure. Therefore, separate ratios for sealed and unsealed roads have been estimated. No indicators for bridges and major culverts have been estimated as many councils did not have any and the underlying costs vary significantly depending on their size and topography.

Reported expenditure on roads compared to total kilometres of roads provides no insight into efficiency. Expenditure would have to be compared against kilometres of work completed, and possibly councils’ sustainability ratios. Even then, low costs will not necessarily equate greater efficiencies but can simply be a reflection of construction materials like limestone having to be transported significant distances compared to a limestone quarry close by. Costs alone also provide no insight into the quality of the work undertaken or different construction methods, which may be reflected in the total expenditure. (Tatiara District Council, DR21, p. 1)

Sealed roads

There are significant differences between councils in total expenditure per kilometre of sealed roads (excluding depreciation). As a result, this measure may be difficult for benchmarking across the sector as some investigation would be required to identify reasonable ‘peers’ for councils to compare themselves. The distribution shown in Figure 4.5 appears to be similar to that of earlier years in the sample, although there was one significant ‘outlier’ in 2013-14 and 2014-15.

Figure 4.5: Distribution of expenditure per kilometre of sealed roads, by council group, 2017-2018

Source: SALGGC, SAPC estimates

Analysis of the expenditure/kilometre of sealed roads for the four groupings of councils, discussed in Chapter 3 shows that there is considerable variation within each group, as
demonstrated in Figure 4.5.\textsuperscript{41} The analysis also shows that overall expenditure per kilometre of sealed roads is higher for urban councils than for regional councils, and that the variation is highest among rural agricultural (small and medium) councils.

Five councils that reported zero expenditure in any one year\textsuperscript{42} were excluded from the calculation of average expenditure per kilometre of sealed roads. Over the seven-year period analysed, there has been an average annual increase of three per cent in the total expenditure per kilometre of sealed roads. This is mainly observed in rural areas, with rural agricultural large and very-large (9 per cent) and rural agricultural small and medium councils (2 per cent) having the greatest increase.

As this measure is based on total expenditure on sealed roads, the observed changes in expenditure per kilometre could be a result of greater capital expenditure rather than maintaining or improving the quality of sealed roads. To test this, the Commission estimated reported expenditure on maintenance of sealed roads per kilometre.\textsuperscript{43}

Overall average expenditure per kilometre on the maintenance of sealed roads has fallen by four per cent a year across the state over the period. The reduction in expenditure is observed across all council groups but is greatest among urban councils and rural agricultural small and medium councils.

This may indicate that the increase in expenditure per kilometre of sealed roads is a result of upgrades to existing roads rather than increased maintenance, however there is insufficient data available to test this further. There has also been an increase in total kilometres of sealed roads while the length of unsealed roads has slightly declined suggesting some upgrading of unsealed roads to sealed roads.

**Unsealed roads**

Across the state, there has been a two percent average annual increase in total annual expenditure per kilometre on unsealed roads. Urban councils were excluded from this calculation as they have very few unsealed roads.

**Waste management**

As discussed in Chapter 3, waste management (including recycling) accounted for 9 per cent of total council expenditure in 2017-18. Councils report the type and tonnage of waste collected annually to the SALGGC. This section presents partial productivity measures relating to recycling, and general and green waste collection based on the data available.

**Recycling**

During 2011-12 to 2017-18, approximately 88 to 98 per cent of councils reported tonnes of recycling collected annually. However, during the same period, only 60 to 74 per cent of councils recorded expenditure on recycling.

\textsuperscript{41} The lines in a box and whisker plot correspond to the quartiles of the data, ranked in decreasing order, with the top line representing the maximum, then 75th percentile, the median, 25th percentile and the minimum. The cross represents the mean and the dots outside this range represent outliers, defined as data that is more than 1.5 times the interquartile range (the 75th percentile minus the 25th percentile).
\textsuperscript{42} One urban, three rural small and medium and one urban regional council.
\textsuperscript{43} Reported expenditure on sealed roads is classified as either maintenance, capital renewal, capital expansion (expenditure on new roads) or upgrade. Comparing these other categories to total kilometres of roads is not meaningful and no data is available for quantifying these other activities (such as the distance of road upgraded).
The distribution of expenditure per tonne of recycling for 2017-2018 is presented in Figure 4.6, which illustrates its variation across councils. Urban regional councils have been excluded from this calculation as only four out of the nine councils in this group reported expenditure in 2017-18.

A council not reporting expenditure in any one year may reflect differences in reporting and accounting practices, including where recycling is managed by regional subsidiaries. As a result, this expenditure is likely to be included elsewhere in the SALGGC data but not separated out. The Commission has not been able to investigate this at depth with the available data.

As illustrated in Figure 4.6, urban councils had the lowest cost per tonne of recycling and rural councils had the highest cost between 2011-12 and 2017-18. As properties tend to be more spread out in rural and regional areas, the unit cost of waste collection can be higher compared with urban councils.

Overall, there has been a reduction in the cost of recycling per tonne across all councils. Total expenditure fell by an average of four per cent per year, whereas the total tonnes of recycling collected remained relatively constant over the seven-year period analysed.

**General waste collection**

The average real expenditure per tonne of general waste collected between 2011-12 and 2017-18 shows that unit costs increased by approximately two per cent during this period. This increase was not evenly shared by councils. Large and extra-large rural agricultural councils had the greatest cost increase, while urban regional councils achieved cost reductions during the same period.

The total tonnes of general waste collected have remained relatively constant for both urban and small and medium rural agricultural councils. Rural agricultural large and very-large councils reported a decline in the tonnes of waste collected by an average of over five per cent per year, while the unit cost of general waste collection in urban regional councils increased by three per cent per year.

**Green waste collection**

Only 15 of the 68 councils reported expenditure on green waste in all seven years analysed, therefore examination by council grouping is not meaningful in this instance.
Among the councils whose data was available for all years, average expenditure per tonne of green waste collected declined by six per cent per year.

There is some evidence of an expansion of green waste collection by councils over this period. Approximately 70 per cent of councils reported having collected green waste in 2011-12. This figure rose to 79 per cent by 2017-18. There has also been an increase in total tonnes of green waste collected by an average of four per cent per year.

**Planning**

Town planning is the largest regulatory function that councils perform, accounting for over 47 per cent of regulatory services expenditure in 2017-18. Councils report to the SALGGC their total planning costs, as well as quantity data relating to the number of new development applications and additions and alterations by type. The costs of assessing a planning application vary significantly depending on its complexity.

Factors other than the type of development may also affect the costs of planning. For example, proximity to areas such as the Hills Face Zone and other environmentally sensitive areas affect the level of analysis by a council as well as state authorities where concurrent advice is required. Council consideration of the impacts on existing infrastructure can affect timeframes and costs of development assessment. In addition, if a council approves groups of the same type of house in bulk in a new development, compared to different houses each with a separate assessment process, their ‘productivity’ would be higher.

Therefore, comparisons across councils and over time should be interpreted with caution as they may reflect differences in the type and location of development activity rather than differences in efficiency. Nonetheless an estimate of the costs to councils per application can be useful in examining trends in council expenditure and activity.

The Commission has not received any data that separates planning costs by type. Its analysis is based on constructing partial productivity ratios of the total planning expenditure per number of applications for each new development and additions and alterations.

A council that has a higher proportion of additions and alteration applications can be expected to have a significantly higher total planning expenditure per number of new planning applications. Similarly, a shift in the type and level of development occurring in any year will have a significant impact on the estimated ratios.

Overall, real costs per planning application have fallen for urban councils, with costs per new application falling by an average of three per cent per year and costs per addition and alteration application remaining constant. On the other hand, costs for rural agricultural small and medium and urban regional councils have increased across both measures.

**Provision of library services**

Library services accounted for six per cent of total expenditure across all councils in 2017-18. The LGASA estimates that library services cost $89 per ratepayer per year on average for the period 2012-2018.44

Councils report to the SALGGC the number of ‘active borrowers’ and the number of ‘active borrowers’ who reside outside the council area. The data indicate that the proportion of

---

44 UHY Haines Norton, *Analysis of Council Data*
borrowers who reside outside the council area varied across councils from zero to 98 per cent in 2017. Therefore, expenditure per ratepayer may not be the best measure to estimate the productivity of libraries. Instead the Commission has estimated real expenditure per ‘active borrower’.

The analysis showed that across the state, average annual real expenditure on libraries per ‘active borrower’ has increased by over eight per cent. This increase is across all councils, except urban regional councils where real expenditure per active borrower fell by an annual average of 0.4 per cent.

This apparent decline in productivity reflects falling numbers of active borrowers, as real expenditure has increased by only 1.5 per cent per year, while the number of active borrowers across the state fell by an annual average of 8.3 per cent.

One possible weakness of this measure is that the number of ‘active borrowers’ may not accurately reflect the number of people who use library services. Submissions from stakeholders also highlight that the type and number of services offered by libraries has expanded beyond the traditional provision of no-cost access to books.

A library service can be a simple online service, it could be just books, or it could provide a community hub for knowledge, learning and to connect community. In each case the costs are for a library, but the inputs and outputs are different, and their cost allocations will vary across each Council. It will also vary over time as the nature and scope of services change, for example the outputs for a library 10 years ago will be different to the outputs provided today. (Limestone Coast LGA, DR15, p3)

The Commission notes that in light of these limitations, the Victorian LGPRF used an estimated number of visits to the library as the denominator of their productivity measure. A review of the LGPRF in 2017\(^{45}\) recommended that this be expanded as the door counts did not include online visits, whereas the expenditure amount included the costs of e-books.

**4.3.2 Summary**

Current data availability and quality issues severely limit the ability to conduct meaningful analysis of council performance at the service level. While there are data on expenditures on higher level service types, there are issues with the consistency of reporting across councils and missing values for some councils in single years limits the ability to analyse sector-wide trends over time.

Accounting changes in 2011-12 further limit the ability to compare service level expenditure prior to this period as changes to the amount of expenditure not allocated to a function decreased substantially. These issues need to be addressed as part of a strategy to develop a common performance framework across all councils.

Nevertheless, the data demonstrate that urban councils face different unit costs than rural councils, and that metropolitan urban councils differ from urban regional councils. For example, urban councils have significantly higher expenditure per kilometre of sealed roads than other councils, but lower expenditure per tonne on waste collection. Furthermore, there is significant variation within each council group.

Despite the issues with the data, the Commission found some evidence of an expansion in the scope of services as the number of councils reporting expenditure on green waste collection increased from 70 to 79 per cent over the time period analysed. As discussed in Chapter 3, several councils argued that the scope of their services had expanded, and this had driven up expenditure.

There is also some suggestion that the increased expenditure on roads is a result of an uplift in quality of roads. This is a result of real total expenditure per kilometre of sealed roads increasing over this period, while real expenditure on maintenance of sealed roads per kilometre has not. However, there are issues with measuring expenditure per kilometre of total roads. Without data on the level of activity conducted, these estimates must be interpreted with caution.

4.4 Global efficiency measures

In addition to the partial productivity measures described above, the Commission undertook a global analysis that enabled the estimation of multiple-input, multiple-output estimates of local government efficiency. This also enabled some allowance for local conditions that affect performance.

Box 4.2 Data Envelopment Analysis

The application of the DEA requires data on outputs and inputs. It produces a measure of the ratio of actual inputs used to an estimated minimum achievable amount of inputs, which is defined by the observed inputs used by the best performing councils in the sample if they were to operate in similar circumstances. For example, a score of 0.9 indicates that the council of interest could produce its current output using 10 per cent fewer inputs, according to the experience of others, while a score of 1 indicates the council is producing its current output using less inputs than other similar councils. The measures of technical efficiency are relative to the performance of others in the sample: they are not indicators of what can be achieved in absolute terms.

The challenge, because of gaps in the available data, is that the method can produce measures of performance which may be the consequence of factors other than the drivers of technical efficiency. The most serious of these gaps is that related to measuring output. This issue is examined in more detail in Appendix 7. Care must therefore be taken when interpreting the results in terms of either levels of technical efficiency or the patterns of technical change. Even so, the results can be used to identify interesting questions for further analysis. Examples of these situations and their consequences for the analysis are provided in the discussion of the results below.

As noted in section 4.1, the focus of this chapter is on the measurement of efficiency in terms of multiple inputs and outputs, which is referred to as technical efficiency. For analytical purposes the Commission has chosen Data Envelopment Analysis (DEA). Box 4.2 provides an overview of DEA, including constraints in the application of the methodology in the local government sector and their implications.

46 A discussion of the methods of estimating global efficiency measures is available in Appendix 7.
4.4.1 Previous research on local government efficiency using DEA

The Commission reviewed previous research on estimating local government efficiency to identify appropriate methodologies and lessons that could be applied to South Australia. It is important to note that the results of separate DEA studies cannot be compared as they relate to different frontiers and there is an established relationship between DEA efficiency scores and sample size\(^7\) (in this case the number of councils). Furthermore, as DEA efficiency scores are relative to those included in the study, it cannot be said whether South Australian councils are on average more or less efficient than those in other states.

The existing body of literature on measuring global efficiency using DEA in local government in Australia mainly relates to Victoria and New South Wales. The choice of inputs and outputs used in the DEA models is based on several factors including the research or policy questions analysed, data availability and quality, and applicability within local government. An overview of existing studies is summarised in Table 4.1.

The Commission is aware of only one available study that estimates relative efficiency in local government in South Australia.\(^8\) The analysis used an input-oriented DEA with operational and staff expenditure as inputs and a series of output measures that capture the number of planning assessments and length of roads. It concluded that the relative efficiency of a typical council in South Australia had slightly decreased during the study period. The average relative efficiency fell from 0.863 in 2013 to 0.835 in 2014 and further decreased to 0.823 in 2016. The study also concluded that rural councils, on average, have a higher relative technical efficiency than their urban counterparts.

Table 4.1: Summary of Methodologies for Australian Local Government Efficiency Measurement

<table>
<thead>
<tr>
<th>Author</th>
<th>Inputs</th>
<th>Outputs</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victorian Essential Services Commission (2017)(^9)</td>
<td>Council staff ($), capital ($)</td>
<td>Households, businesses, length of roads</td>
<td>79 Victorian councils</td>
</tr>
<tr>
<td>Victorian Essential Services Commission (2017)(^10)</td>
<td>Council staff (FTE), capital ($)</td>
<td>Households, businesses, length of roads</td>
<td>79 Victorian councils</td>
</tr>
<tr>
<td>Victorian Essential Services Commission (2017)(^11)</td>
<td>Council staff ($) capital ($)</td>
<td>Households, businesses, length of roads, waste collected</td>
<td>79 Victorian councils</td>
</tr>
<tr>
<td>Victorian Essential Services Commission (2017)(^12)</td>
<td>capital ($) operating expenses (excl. depreciation) ($)</td>
<td>Households, businesses, length of roads</td>
<td>79 Victorian councils</td>
</tr>
<tr>
<td>Victorian Essential Services Commission (2017)(^13)</td>
<td>operating expenses (excl. depreciation) ($) + depreciation ($)</td>
<td>Households, businesses, length of roads</td>
<td>79 Victorian councils</td>
</tr>
</tbody>
</table>

\(^8\) J Drew, Measuring Relative Technical Efficiency of South Australian Local Governments, University of Technology Sydney Centre for Local Government, NSW (2018).
\(^10\) Ibid.
\(^11\) Ibid.
\(^12\) Ibid.
\(^13\) Ibid.
<table>
<thead>
<tr>
<th>Author</th>
<th>Inputs</th>
<th>Outputs</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fogarty and Mugera (2013)</td>
<td>employee costs, physical expenses and financial expenses</td>
<td>Population, number of properties, length of sealed and unsealed roads</td>
<td>98 Western Australian councils (2009,2010)</td>
</tr>
<tr>
<td>Worthington (2000)</td>
<td>Number of workers, financial expenditures (except depreciation), other expenditures</td>
<td>Total population, number of properties acquired to provide the following services: potable water, domestic waste collection, surface of rural and urban roads (km).</td>
<td>177 New South Wales councils (1993)</td>
</tr>
<tr>
<td>Drew, Kortt and Dollery (2015)</td>
<td>Staff ($), Capital ($)</td>
<td>Businesses, Households, Roads</td>
<td>152 New South Wales councils</td>
</tr>
<tr>
<td>Drew (2018)</td>
<td>Operational expenditure ($), staff expenditure ($)</td>
<td>Number of assessments (residential, business, other), length of roads (sealed, unsealed)</td>
<td>68 South Australian councils (2012-2016)</td>
</tr>
</tbody>
</table>

Other studies have used several different combinations of inputs and outputs in the DEA model which allows comparison of relative efficiency estimates under different specifications. For example, the models estimated by the Essential Services Commission (ESC) of Victoria found that total factor productivity across Victoria’s local government sector decreased between the period 2010-11 to 2015-16, which was attributed to reductions in technological change.

DEA models estimated across 152 councils in New South Wales for the year 2011 found average efficiency scores ranging from 0.66 to 0.72. Based on a series of robustness analysis, the study presented a preferred model which consists of staff and capital expenditure as inputs and the number of businesses, households and length of roads as outputs.  

4.4.2 Global efficiency measures for South Australian councils

The methodology paper released by the Commission in May 2019 proposed a model for estimating the technical efficiency of South Australian local governments. The Commission consulted extensively on the proposed model and analysed the suitability of data available.

The Commission also engaged Economic Insights Pty. Ltd. to provide advice on issues relating to productivity and technical efficiency measurement and to estimate local government efficiency using DEA.

In order to produce meaningful estimates for each of the 68 councils in South Australia, Economic Insights advised that a single model for all councils, with a maximum of five or six variables, was required. As a result, it was not possible to include data on all council outputs.

57 Drew, Measuring Relative Technical Efficiency.  
58 Drew et al ‘What Determines Efficiency in Local Government.’  
59 This methodology was similar to the one discussed in Drew, Kortt and Dollery ‘What Determines Efficiency in Local Government?’.

60 A detailed analysis available in Economic Insights, (2019).
(even if available). Several proxies were chosen that are likely to represent the outputs of a council. Clearly, these proxies do not capture all the outputs produced by any council, therefore the estimated efficiency scores must be interpreted with caution.

After consideration, the preferred DEA model proposed by Economic Insights and agreed by the Commission was:\textsuperscript{61}

Inputs:
\begin{itemize}
  \item Opex = labour expenses + materials, contracts and other expenses
  \item Capital = depreciation expenses
\end{itemize}

Outputs:
\begin{itemize}
  \item Residential properties
  \item Other properties
  \item Total road length
\end{itemize}

A detailed discussion of the variables included in the model is available in the Economic Insights report.\textsuperscript{62}

Having analysed the peers selected by the model, the Commission decided to exclude one council, the City of Adelaide, from the results. As described in their submission, the City of Adelaide faces significantly different expenditures than other metropolitan councils, and as a result, the peers selected by the model for the City of Adelaide were not informative.

\begin{quote}
A direct comparison with other metro Councils to determine efficiency may be misleading as being a Capital City Council, our service provision often extends to those outside its ratepayers’ catchment area. This is particularly evident in Council’s support for key city events and activation activities such as the Adelaide Fringe, Supaloop500 and the various Christmas and New Year’s Eve events extending beyond the event itself to the cost impact associated with the management of key infrastructure components that enable these activities. (City of Adelaide, DR2, p.1)
\end{quote}

While the City of Adelaide has been excluded from the presentation of the results, it was included in the model estimation. This treatment does not affect the results for any other council. Figure 4.17 presents technical efficiency scores of each council in the four council groups, estimated using the single 68 council model.

\textit{Sector-wide estimates}

The analysis by Economic Insights indicates that with a few notable exceptions, South Australian councils overall estimated technical efficiency scores were relatively close to the maximum score of one. For example, 43 per cent of South Australia’s councils had an estimated mean technical efficiency over the 10-year period greater than 90 per cent. A further 35 per cent of councils had a mean technical efficiency of over 75 per cent. This is demonstrated in Figure 4.7, which presents the mean technical efficiency for each of the 67 councils over the ten-year period (in descending order) as well as the maximum and minimum technical efficiency score by each council in any year.

\textsuperscript{61} Ibid.
\textsuperscript{62} Economic Insights (2019)
The efficiency scores in Figure 4.7 are an estimate of efficiency relative to all other councils in the sample, not an estimate of absolute efficiency. The Commission is unable to estimate the levels of council efficiency relative to a concept of potential performance defined in engineering terms. Therefore, even with a value of one, a council can become more efficient.

**Analysis by council group**

The methodology paper proposed to conduct separate DEA studies for each of the groupings of councils used in Chapter 3. However, advice from Economic Insights was that this may result in too few observations in each model to have reliable estimates and that a single model for all councils is preferred.

This single model would then self-select appropriate ‘peers’ for each council and rural councils would be compared against other rural councils (based on their high ratio of roads to properties) and urban councils would be compared against other urban councils.

Compared to urban councils, rural and urban regional councils had a higher variation in mean technical efficiency (Figure 4.8). Urban regional councils had the widest range of estimated technical efficiency, which could be because it is a small group with a few members that are unique. As discussed in Chapter 3, urban regional councils also had the highest proportion of expenditure on non-mandated services. A discussion of potential drivers of performance across councils is provided in section 4.4.5.
4.4.3 Service-specific DEA estimates

Estimating service-specific global efficiency of councils can potentially avoid some of the limitations of whole of council estimations, particularly in defining a comparable and comprehensive set of inputs and outputs. Estimating service-specific efficiency also largely addresses the criticism that councils providing additional services may be deemed inefficient as variability of costs between councils is likely to be more contained when looking at specific services and analysis of differences is simpler than for whole-of-council comparisons.

Several submissions from councils also supported estimating service-specific efficiency (for example, City of Tea Tree Gully, City of Charles Sturt, Copper Coast Council, and Playford City Council). Councils noted that as “non-specific” measures do not account for the variability across councils, they are not comparable.

Other submissions, including those from Campbelltown City Council and the LGASA raised concerns about such measures:

*Due to the differences in service levels between councils (and also potentially in the way a council financially accounts for that service) it may be difficult to get to a point where service-specific metrics are directly comparable. There is also a risk that councils operating in thin markets (more likely in regional areas) which need to pay more to procure certain services could be viewed as ‘inefficient’ when compared to others.* (LGASA, DR16, p.29)

*The risk with these types of comparisons is that the areas being compared may not be a focus of all Councils. Establishing comparisons of this nature may place an expectation on perceived low performing Councils to improve in this area, meaning that other services may need to be reduced or further rate increases required to fund the extra services.* (Campbelltown City Council, DR1, p.5)

There were also concerns from councils about the potential administrative burden and costs of producing relevant data required for calculating service-specific efficiency measures.63 There

---

63 For example, submissions from the District Council of Streaky Bay, FR15 and the Town of Gawler, FR27.
was particular emphasis on the importance of improving SALGGC reporting guidelines particularly in relation to the treatment of costs.

The Commission investigated possible options for measuring service-specific global efficiency estimates, including obtaining expert advice from Economic Insights, and has concluded that currently available data do not permit this exercise.

4.4.4 Efficiency changes through time

As previously discussed, DEA efficiency scores are defined relative to the efficiency frontier of the sample under consideration. It is therefore not meaningful to compare efficiency scores calculated against different efficiency frontiers. This means that it is not possible to directly compare estimated efficiency scores over different time periods, even for the same underlying sample.

The technical efficiency scores, discussed in section 4.4.2, relate to the distance from the frontier. However, over time the frontier can also move. This is known as technical change, which, when combined with changes in efficiency, contributes to changes in TFP.

Economic Insights estimated changes in efficiency and TFP for each council over each pair of adjacent years for the 10-year period from 2008-09 to 2017-18. These estimates can be decomposed into measures of changes in technical efficiency and in technical change, as well as changes in scale efficiency. This technique enables comparisons of productivity and efficiency over time without directly comparing the estimated efficiency scores. The results are presented in Figure 4.9.

Figure 4.9: The Decomposition of TFP change, 2008-09 to 2017-18

The results indicate that TFP (yellow line) has fallen by an average of 0.8 per cent per year over the ten-year period. This decline is primarily due to the technical change component (orange line) declining by an average of 0.8 per cent per year over this period. There are also minor contributions from technical efficiency (red line) and scale efficiency (black line) but these are minor compared to the larger effect of technical change.

Further details are available in Economic Insights (2019).
In most sectors one would expect technical change to be positive. There are several explanations for the estimated negative technical change. They include:

- declining performance across the sample;
- an increase in the volume, scope or quality of services that are not measured by the output proxies used in the model; or
- measurement issues.

Based on the feedback from the Local Government Reference Group and consultation with stakeholders, the Commission understands that increases in scope, quality and quantity of services are likely to be factors in the explanation of these results. This is consistent with the Commission’s findings in Chapter 2 that the legislative framework has enabled an expansion in functions and in Chapter 3 that growth in the volume and quality of outputs are a significant driver of increased operating expenditure.

Quantifying changes in the volume and scope of council services is problematic. The Commission has not been able to identify any standardised measures of service quality across councils, which limits incorporating service quality into the model.

Some Councils have embarked on community surveys to ascertain Council service quality. In my view, it is considered that a sector wide community survey could be explored, but subject to a review of the cost benefit of such survey. Previously, some years ago, the Local Government Association of South Australia coordinated a community survey for councils that chose to participate on a cost basis. (Copper Coast Council, DR9, p.4)

Data issues have also prevented the Commission from quantifying any expansion in the scope of services provided by councils. Therefore, estimates of declining productivity should be interpreted with caution.

4.4.5 Understanding factors that influence efficiency of councils

Council performance may be influenced by factors outside their control, including socio-economic and demographic characteristics of council areas, their geographic location, and operating and policy environments, as discussed in Chapter 3. Submissions from stakeholders also noted factors such as growth areas, ageing populations, labour market shocks (for example, large scale redundancies such as the closure of automotive manufacturers) and thin markets (LGASA, DR16, p.32).

Some of the limitations of the DEA efficiency estimation described in earlier sections can be addressed by analysing the effect of external factors on council efficiency scores. This will also assist in establishing a context with which the estimated efficiency scores from the DEA analysis can be more meaningfully interpreted.

The most commonly used methodology is Two-Stage DEA. It involves using the DEA efficiency scores in a regression model to explain differences in estimated efficiency scores of councils. The Commission acknowledges that such an analysis will be limited by the data available and may not capture the context in which councils operate in its entirety.

Previous studies of two-stage DEA in local government

The type of factors analysed depends on the specific research or policy questions addressed. Existing studies have used a range of variables summarised in Table 4.2. While it is not possible
to directly compare possible factors that are associated with council efficiency across different jurisdictions, they provide useful insight into the nature and extent of differences and similarities of councils.

Table 4.2: Factors associated with council efficiency

<table>
<thead>
<tr>
<th>Study</th>
<th>Factors used in the study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comparing cost efficiency of NSW councils. Worthington (2000)65</td>
<td>Grant dependence; debt service; current assets; number of staff; average residential property rate</td>
</tr>
<tr>
<td>Local government efficiency in WA. Fogarty and Mugera (2013)66</td>
<td>Population density; rate share of total expenses; ABS disadvantage index; employee cost per resident</td>
</tr>
<tr>
<td>Local government efficiency in NSW. Drew et al (2015)67</td>
<td>Population; population density; percentage of population over/under 65; percentage of ATSI68 population; percentage of NESB69 population; annual unemployment rate; average annual wage; total liabilities; total infrastructure value; grant funding; depreciation; sealed and unsealed roads (km)</td>
</tr>
<tr>
<td>Planning and regulatory efficiency in NSW. Worthington and Dollery (2000)70</td>
<td>Geographic and demographic conditions classified into five categories (urban developed; urban fringe; urban regional; rural significant growth; rural agricultural)</td>
</tr>
<tr>
<td>Efficiency measurement in municipal water services in NSW. Woodbury and Dollery (2004)72</td>
<td>Population, properties per km of main location; rainfall; proportion of residential properties; unfiltered water; groundwater.</td>
</tr>
<tr>
<td>Measuring productivity in the local government sector in VIC. Applied Econometrics (2017)73</td>
<td>Population, population density, proportion of population under 15; proportion of population over 65, percentage of ATSI population, percentage of NESB population; unemployment rate; median annual wage rate; total liabilities; total infrastructure value; total grants, annual depreciation; length of roads</td>
</tr>
<tr>
<td>Local government efficiency in SA. Drew (2018)74</td>
<td>Population, population density, proportion of population under 15, on Newstart allowance, NESB, ATSI; median wage; financial assistance grants; urban; shared services</td>
</tr>
</tbody>
</table>

65 Worthington, ‘Cost Efficiency in Australian Local Government’
66 Fogarty and Mugera, ‘Local Government Efficiency’.
67 Drew et al., ‘What Determines Efficiency in Local Government?’
68 Aboriginal and Torres Strait Islander.
69 Non-English-speaking background.
74 Drew, Measuring Relative Technical Efficiency.


\textit{Estimates for South Australian councils}

The Commission engaged Economic Insights to conduct second-stage DEA analysis of a range of social and economic factors that might influence council efficiency. A detailed discussion of the analysis is available in the Economic Insights report.\textsuperscript{75}

The Commission notes that factors not incorporated in the analysis due to data and/or analytical constraints may contribute to differences between councils in measured efficiency scores. Some of these noted in the consultation process are outlined below:

- multiple towns/service delivery centres – might reduce efficiency because a duplication of services such as libraries may be required;
- climatic factors – such as higher rainfall might influence efficiency through increasing maintenance requirements on roads and bridges due to water damage;
- soil types – such as reactive clays versus more stable gravels and loams might affect road maintenance costs;
- topographic differences – such as hilly versus flat terrain might also influence maintenance costs of roads and parks to some degree;
- coastal versus inland setting – humid salty air might imply extra maintenance is valuable for buildings plus there might be more parks, jetties and wharves in coastal areas;
- tourism – seasonal populations might put pressure on parks and waste facilities;
- quality of services – some councils might deliver higher quality services because they are demanded by their residents;
- distance to supply chain, particularly in regional and remote councils; and
- skills, commitment and effectiveness of council administration.

The issue of quality of services provided by councils was regularly raised in the consultation process. However, the absence of appropriate data that captures service quality in a consistent manner across the sector has precluded further analysis. The Commission received a number of suggestions to improve the quality of data, including:

- enhancing the collection and presentation of data provided to the SALGGC;
- additional guidance and controls around how data are collected and collated to facilitate comparison across councils;
- standardisation of information provided to the SALGGC;
- ensuring that councils have access to necessary technology will help facilitate efficient data collection; and
- a centralised system to extract the required data from councils, collate, analyse and present in a meaningful manner.

\textbf{4.4.6 Summary}

While mean technical efficiency of the sector has remained relatively constant over the ten-year period, an application of the DEA model found that TFP has fallen by an average of 0.8 per cent per year. This observation may be at least partially explained by a combination of declining performance, an increase in the volume, scope or quality of services that are not measured by the outputs chosen in the model, or inherent measurement issues.

\textsuperscript{75} Details of the two-stage DEA analysis are available in Economic Insights, \textit{Efficiency and Productivity Analysis of Local Government}. The Commission undertook further analysis of possible factors influencing council efficiency, but the results were inconclusive and therefore do not provide any useful insights.
There is anecdotal evidence supporting the expansion of some services over time. Examples provided in the submissions referred to the delivery of community services, economic development, environmental management and regulatory services, waste management, parks and gardens and reserves maintenance as examples.

In terms of the relative efficiency scores by council grouping, compared to urban councils, rural and urban regional councils had a higher variation in mean technical efficiency. The Commission sought to analyse the situation of councils that were identified as either relatively efficient or inefficient and possible reasons for those outcomes as well as problems with the DEA model. However, further comment is constrained by the Commission’s commitment to not publicly identify individual councils.

Many of the less ‘efficient’ councils according to the DEA study were unique in terms of their size, location or service mix. As a result, their levels of operational expenditure per property or kilometre of roads is higher than their ‘peers’ in the model.

Establishing and reviewing service standards was an emerging issue from consultations. While service reviews may not necessarily lead to efficiency gains, they are an effective tool in documenting processes and communicating with elected members and the community. The Commission notes that there are on-going initiatives across several councils.

The lack of appropriate data for calculating consistent sector-wide efficiency and productivity measures was a significant constraint in the analysis of factors that influence council efficiency. There was general agreement across councils that while SALGGC data provide a good starting point for analysis, there is room to improve their quality, consistency and timeliness.

The Commission heard some concerns from councils about the potential administrative burden and costs of producing relevant data required for calculating service-specific efficiency measures. There was particular emphasis on the importance of improving reporting SALGGC guidelines including the treatment of costs.

4.5 Conclusions

This chapter brings together the Commission’s analysis of local government efficiency, which includes partial and global efficiency measures and qualitative information available from submissions and consultations. It is expected that this analysis will help initiate constructive conversations across the local government sector.

Based on a review of local government performance monitoring nationally, the Commission considers best practice in performance monitoring to include standardised comparator groups to enable meaningful comparisons across councils and over time. Any estimate of council efficiency should also acknowledge the context influencing this efficiency estimate, including measures of quality and effectiveness as well as council targets or service standards. The value of performance monitoring can be further improved by allowing councils the opportunity to comment publicly on their performance, prior to any estimates being publicly released. Furthermore, any reporting framework should balance the costs of reporting against the benefits of the additional information and every effort made to streamline existing reporting and remove duplication. Council input into the design of the framework and choice of indicators is critical to its success.

The Commission notes that many councils are attempting to compare their performance against other councils. However, it is evident that issues around the comparability and quality of
currently available data limit the usefulness of such comparisons and impose analytical constraints with respect to efficiency analysis across the sector as a whole. The Commission’s analysis also highlighted the benefits of a standardised sector-wide performance measurement reporting framework.

The Commission’s estimates of partial productivity underscored the limitations of available data for this purpose, particularly relating to the quality and consistency of reported data, across councils and over time.

The analysis using global efficiency measures found that while mean technical efficiency of the sector has remained relatively constant over the ten-year period, TFP has fallen by an average of 0.8 per cent per year. Based on stakeholder consultations, the Commission is of the view that this fall could largely be attributed to the unmeasured changes in volume, scope or quality of services provided. However, quantifying changes in scope of services requires additional information and data, highlighting the value of further work to understand the underlying influences on efficiency.

While DEA provides an important starting point for an analysis of council efficiency and is the best methodology available to provide an overall estimate of council efficiency, it is imperfect. The inability to capture all council outputs requires the use of proxies that are unable to capture all aspects of every councils’ activities. Therefore, DEA is an important first step in efficiency analysis and can be more meaningful when complemented by analysis of partial productivity and service quality measures.

The broad consensus across councils that provided input to the Commission is that sector-wide performance reporting is useful as a tool for continuous improvement, and moreover that it is best managed by the sector. That said, councils had varying views on the details of what a potential framework would look like and how it would be implemented. They also raised concerns about making meaningful comparisons across the sector. Any performance reporting framework has to be useful to councils and consider the costs of implementation and burden on limited resources. Also, the distinction between performance comparisons and benchmarking is relevant, practical and important.

The majority of councils support the use of existing data for performance reporting, including existing SALGGC and council held data. The Commission notes that while data collection through the SALGGC is useful, further guidelines and additional controls and processes to ensure accuracy, comparability, consistency and timeliness of data would be valuable.

In terms of implementation, there is broad council support for a staged approach, initially trialling with a small number of councils. In this view, such an approach would help councils build capacity and test the framework as it is developed while minimising costs and administrative burden.
5. Cost and efficiency improvements

5.1 Introduction

The inquiry’s terms of reference require the Commission to:

- provide advice on possible options to guide and assist councils to improve efficiency and create capacity to pass on cost reductions to ratepayers; and
- provide recommendations on actions by the South Australian Government to lower local government costs and enhance local government financial accountability.

In doing so, the Commission is expected to have regard to the changing service expectations of communities and the long-term financial sustainability of councils.

The Commission’s analysis of the observable trends in, and potential drivers of, costs and efficiency in the sector, together with consideration of input received from councils and other stakeholders, provide the basis for the recommendations to the South Australian Government and advice to councils presented in this chapter.

The Commission’s focus has been on identifying measures that can be implemented by state and local governments in the short to medium term to effectively frame and inform councils’ decision making. These measures can be broken down into three broad elements.

The first is how councils can better understand their costs and related aspects of their performance to better inform their decisions on what services to provide. More informed decision making, in turn, will lead to improved efficiency and create a capacity to pass on benefits to ratepayers. The Commission’s recommendations and advice in this area are focused on enabling councils to respond more effectively to their communities’ preferences and priorities.

The second is how councils can choose the ways in which services are provided, improve their performance over time, contain expenditure growth and use efficiency dividends. The Commission’s recommendations and advice in this area relate to improving the ways in which councils monitor and improve performance.

The third is ways in which councils can use performance and expenditure reporting to show and achieve greater accountability and financial sustainability. This involves considering the way in which councils interact with other levels of government and their ratepayers.

In sum, the recommendations and advice aim to achieve the following interrelated key outcomes required by the terms of reference:

- reduce growth in councils’ costs;
- improve efficiency in the sector;
- create capacity to pass on any reductions in costs to ratepayers; and
- enhance councils’ financial accountability.

The Commission’s analysis, views and councils’ views on costs, efficiency and accountability are discussed below. This is followed by recommendations to the South Australian Government and advice to councils. The Commission’s recommendations and advice are consistent with the principle underpinning the local government system in South Australia that councils are primarily accountable to their communities in carrying out their roles and functions and achieving their objectives.
5.2 Cost drivers and improved decision making

5.2.1 Commission’s analysis

The analysis in Chapter 3 of trends in, and possible drivers of, expenditure in the local government sector shows that the councils’ operating expenditure over the last decade has grown in real terms. Urban metropolitan and fringe councils consistently recorded higher growth in operating expenditure than other councils during this period. This real growth has been funded, in the main, by increases in rate revenue.

The Commission analysed councils’ operating expenditure from two perspectives: the expenditure by service area categories such as waste and transport; and the key aggregate cost components of: employee costs; materials, contracts and other costs; and depreciation which respectively accounted for 35 per cent, 41 per cent and 23 per cent of total sector operating expenditure in 2017-18.

These proportions of spending by expenditure category and cost components have not changed materially since 2008-09.¹

**Major cost components**

Council procurement practices play a significant part in expenditure on materials, contracts and other costs. They include decisions about what is to be procured as well as the skills and capability of procurement staff. The Commission examined this area further after the release of the draft report.

Total sector expenditure on employee costs increased slightly faster than other expenditures, in percentage terms, over the decade to 2017-18 (4.5 per cent per annum, compared with 4.0 per cent for materials). Expenditure growth has moderated over the decade in both urban and rural councils.

Higher than average wages growth in local government is confirmed by ABS statistics on average weekly earnings. Average weekly earnings for all full-time adult employees in South Australia increased by an average of 3.0 per cent per annum between 2009 and 2018. By contrast, the ABS estimates that average weekly earnings for South Australian local government employees grew at an average of 4.5 per cent per annum over this same period. The extent to which this has been offset by productivity growth is difficult to determine in the absence of data on council outputs.

South Australia’s councils have a workforce which is considerably older than the Australian all-industry workforce and have a declining proportion of workers under 30 years of age. The Australian Local Government Association’s *Local Government Workforce and Future Skills Report – South Australia*² also found that the sector is facing what it referred to as skills shortages in key professional and technical occupations and that it does not have enough apprentices to meet the positions expected to be created. These challenges are found to be greater in rural areas. These challenges may become more significant over time due to retirements from an ageing workforce.

¹ As noted in Chapter 3, data limitations have prevented the Commission from analysing the extent to which the average annual growth in materials (and other costs) reflect increases in prices paid, volumes purchased or changes in efficiency.

² ALGA (2018), *Local Government Workforce and Future Skills Report – South Australia*
Depreciation costs are largely driven by the stock of council assets, their estimated value and lives and estimated rates of capital consumption. This element tends to be an area where council has little influence in the short term other than from its decisions on asset additions and disposals.

Finance costs have been negligible and falling over the decade as councils have tended to finance their operations using internal funds, or equity, rather than debt.

**Service expenditure categories**

More than half of councils’ operating expenditure is accounted for by the four largest service categories – transport, recreation, other environment and waste management. Analysis of operating expenditure by the fourteen service categories indicates that the mix of services delivered has not changed significantly over the last seven years.

The Commission was told of several independent factors that influenced council expenditures that either removed or significantly limited councils’ discretionary decision making, including: mandated requirements by the state and Australian governments (both unfunded and partially funded); population growth and density; and size and location of councils. These factors have also driven council costs.

While services mandated by the state government, as defined in Chapter 2, are relatively small in number, they accounted for 46 per cent of sector operating expenditure in 2017-18.

Mandated services consistently accounted for a higher proportion of operating expenditure for rural councils, at close to 60 per cent, compared to 40 per cent for urban councils. The most significant service mix difference between council groupings is that the share of expenditure on the transport function was greater for rural councils than urban councils.

**Cost drivers**

Growth in population and property numbers, while low, is likely to have caused some increase in the volume of services demanded, with the exception of small and medium rural councils. This could explain part of the growth in council operating expenditure. Slowing population growth in the later part of the decade would likely have contributed to the observed moderation in operating expenditure growth. In addition, the effect of an ageing population is likely to have altered the mix of services demanded. The Commission has been unable to find evidence of this in the fourteen categories of operating expenditure examined. Consultations on the Commission’s draft report indicated that increases in population density have been a cost driver for some councils and one which is not fully within their control.

Instances of cost-shifting from the state government to local government have been argued by councils to have increased their costs. Councils cited reduced state government funding for libraries and the 75 per cent annual rate rebate on public housing transferred to community housing providers as examples of cost shifting. On the basis of available evidence, the Commission finds that cost shifting is occurring but is unable to quantify the impact on council costs. Councils have sometimes decided to continue to deliver a service or program after fixed term Australian or state government funding commitments have expired, possibly in response to community expectations. In the Commission’s view, a decision to continue to provide a service after such funding by a higher level of government has ended is more accurately described as cost sharing. Cost shifting is discussed further in section 5.4.
In addition to the expansion of responsibilities under various pieces of state legislation, some of which are unfunded, councils have cited cost pressure from an increased regulatory compliance burden imposed by the state government. While councils provided further examples of this compliance burden during consultations, the evidence was not sufficient to enable the Commission to quantify compliance costs.

Councils have varying degrees of control over factors which influence their cost. Some are externally determined, including, for example, the broader regulatory or taxation environment or growth in ratepayer or property numbers, which drive up demand for services. Other factors, such as the prices councils pay for labour and other inputs, are influenced by industrial relations arrangements and procurement practices. Councils are also able to influence community expectations through consultation with ratepayers including on the costs of changes in service mix and quality.

Other cost drivers are more strongly controlled by councils and include decisions on delivery of non-mandated services, scale, scope and quality standards and through choice of technologies and business processes which affect productivity and efficiency.

**Industrial relations framework**

Councils currently operate within an industrial relations system established under the *Fair Work Act 1994* (SA) and its associated regulations.

At present, councils negotiate enterprise bargaining agreements (EBAs) individually, with different agreements in place for staff classified as either ‘indoor’ or ‘outdoor’ employees. These arrangements affect the expenditure category ‘employee costs’ which, as noted previously has grown by an annual average 4.5 per cent over the past ten years.

In addition, under the LG Act, chief executive officers are accountable for complying fully with the requirements of any industry award or enterprise bargaining agreement (EBA).

**Resource sharing**

The Commission was informed of a variety of resource sharing arrangements in which many councils are engaged, ranging from informal information or resource sharing to the establishment of subsidiaries to deliver services. Resource sharing activities, in some circumstances, have been demonstrated by councils to be an effective mechanism for cost savings and/or service improvements.

Many councils expressed the view that resource sharing by councils can deliver benefits in terms of efficiency gains and there are further opportunities for cost saving through resource sharing. Some councils identified potential barriers, including differing priorities, differences in IT systems and HR policies, geographical distances and additional overhead costs.

**5.2.2 Councils’ views**

The Commission notes that councils have highlighted a range of factors that could, either separately or collectively, account for the observed increase in expenditure in the sector over the last decade.

A large number of councils, both in metropolitan and rural areas, noted in their submissions that state government legislation has expanded the scope of councils’ responsibilities. Councils have contended, in particular, that the increased scope of their responsibilities under new or
amended legislation has not been matched by an increase in state government funding sufficient to cover the costs of providing additional services or regulatory functions.

The City of Prospect, for instance, cites examples of legislative requirements imposing greater costs on the local government sector, including functions under the *Dog and Cat Management Act 1995* and the *Local Nuisance and Litter Control Act 2016*. Under the latter piece of legislation councils are defined as the principal authority for dealing with local nuisance and littering in their areas.

Several councils, including the City of Charles Sturt, have argued that some legislated requirements, such as the mandatory 75 per cent rate rebate for community housing properties, have become a substantial cost burden.³

Other councils argued that the burden of complying with state and Australian government legislation has grown significantly over the last decade, thereby increasing their overall cost burden. While data limitations have prevented quantification, consultations with councils have suggested that the cost impact is likely to be relatively small as a percentage of total operating expenditure.

A number of councils have submitted that wider scope and higher quality of services in response to community demand have been a significant contributor to growth in expenditure. However, the Commission has not been able to obtain any sector-wide service level data to enable an assessment of the extent to which increases in the scope or quality of services or facilities explain observed increases in councils’ costs.

Councils have also highlighted other fees imposed by the state government as significant cost drivers, including the solid waste levy. Councils have been clear in their submissions to the Commission that the levy – which is seen by the local government sector as a prominent example of cost shifting – contributes significantly to overall costs:

*The waste levy increase equates to 0.58% increase in rates and Council has no choice but to pass the cost of the State Government Tax on to our ratepayers.*⁴

The Commission notes that a concern about the costs mandated by state legislation are pervasive within the sector, taking in a range of areas beyond community housing and the waste levy.

Councils have also expressed concerns about the overall effects, which are borne out by the Commission’s analysis in Chapter 3, that employee costs have had, and are likely to continue to have, on councils’ costs. As discussed in Chapter 3, a number of councils drew a link between enterprise bargaining arrangements and growth in employee costs and have contended that Enterprise Bargaining Agreements have been a major cost pressure point. The South Australian Local Government Financial Management Group (SALGFMG) points out that, beginning in 2008-09, annual wage increases for many councils were in the order of 4 to 6 per cent. This had fallen to approximately 3 per cent by 2014-15, with more recent increases averaging around 2 per cent, which is broadly reflective of growth in wages throughout the wider economy.⁵

Submissions also noted the costs incurred (by both councils and unions) in negotiating the EBAs council by council.

³ City of Charles Sturt, FR3, p.4
⁴ Ibid., p.2
⁵ SALGFMG, FR22, p.10.
While the majority of councils take the view that the current industrial relations arrangements are problematic, their views are not aligned on the most appropriate direction for reform. Some councils have expressed qualified support for a move to sector-wide enterprise bargaining, while others have argued that this is likely to introduce its own risks and difficulties. A number of councils, such as Clare and Gilbert Valleys Council, have argued that a sector-wide approach might enhance councils’ capacity to bargain effectively. Others, including the District Council of Lower Eyre, have suggested that it would be preferable for EBAs to apply to groupings of councils. Several councils observed that productivity gains under enterprise bargaining have been largely exhausted; consequently, adjustment in recent years are said to reflect costs of living increases. The Barossa Council, for instance, has argued that the current system, while appropriate in the past, is now more of a hindrance than an enabler of significant gains in efficiency, innovation or costs savings:

The system is also set up to work against contemporary and efficient organisational culture models in that it is adversarial rather than collaborative. Fundamentally the system is not serving anyone well anymore and we need to find new ways and modernise our industrial relations framework for the benefit of communities, staff and Council. (Barossa Council, FR25, p.24)

The District Council of Streaky Bay was equally strong on the need for reform:

Many councils do not have access to staff with sufficient IR / ER skills to properly manage and engage in an enterprise bargaining process...Bargaining at the local council level further leads to unfair and sometimes uninformed comparisons between agreements where local conditions are not factored into the agreements reached in each district. (District Council of Streaky Bay, FR15, p.9).

By contrast, the City of Playford indicated that it sees no benefit in moving to a sector-wide model if the proposed model is not, from the outset, developed by the local government sector:

The unique value add of each council requires ability for flexibility within the Enterprise Bargaining agreement process including the impact that this has on the culture within each individual organisation (City of Playford, DR6, p.11).

The importance of introducing greater flexibility into the current EBA environment was highlighted by a number of councils. For example, Regional Council of Goyder linked its support for regional-wide enterprise bargaining arrangements with the need for the inclusion of “flexible working arrangements” (Regional Council of Goyder, FR21, p.8). Others have observed that there is scope for flexibility with human resources practices and policies, which can be applied as long as they are consistent with the EBA.

It is possible, as suggested by the City of Marion, that a sector-wide approach might lead to a reduction in the pressure on some councils to match the higher salary rates embedded within the EBAs of other councils.

This position was broadly echoed by the District Council of Lower Eyre Peninsula, which suggested that, while sector-wide bargaining has some merit, it would be preferable if “...sector-wide EBs apply to groupings of councils” (District Council of Lower Eyre Peninsula, DR11, p.11).

In addition, the Commission notes that both the Australian Workers’ Union (AWU) and the Australian Services Union (ASU), which together represent a significant proportion of the local government workforce, have expressed qualified support for limited industrial relations reform, including the formation of groups of councils for the purpose of enterprise bargaining.
The submissions received confirm that the local government sector faces workforce challenges such as, not enough apprentices to meet future needs, skills shortages in key professional and technical occupations and preparedness to meet new and emerging requirements. These challenges are relevant to the entire sector yet exacerbated in rural areas.

The LGASA submission noted that 45 per cent of councils have identified some skill gaps and 29 per cent of councils have unmet training needs. The LGASA also suggested that key barriers to councils meeting their training needs include travel costs for staff to attend training, the availability of quality trainers locally, high costs of training and a lack of time for staff to attend training.

There was wide support from councils on the need for workforce planning and that this be pursued on a sector basis.

During consultations councils identified a number of factors likely to put upward pressure on procurement costs. Councils consistently commented on their lack of ability to attract and retain qualified or experienced procurement staff as a barrier to effective council procurement. This was especially the case in rural councils, but also applied to many urban councils. The Commission also heard concerns about a lack of training opportunities for procurement staff. The Local Government Association Procurement (LGAP) offers face-to-face and online procurement courses specific to local government. The proportion of staff who have undertaken formal procurement training was said to be low with most staff learning on the job. The Commission also heard that most staff conducting procurement in smaller councils do it as only one of their many responsibilities.

Some councils were of the view that their processes place excessive red-tape requirements on contractors and suppliers which is reflected in higher prices in tenders.

Most tenders build in additional costs to cover the additional administrative work that is required by Local Government (Clare and Gilbert Valleys, FR12 p.3)

Feedback from suppliers is often that Council’s legislative requirements restrict them from undertaking relatively non-complex tasks within their skill levels. (Alexandrina Council, FR2 p.5)

Complicated tender documents were also seen as increasing the costs of procurement and over-prescription of outcomes in tendering reducing the potential for innovation from tenderers.

Overly difficult &/or complex tendering documentation that causes doubt amongst suppliers in how to respond resulting in a risk premium being included in pricing, or a low tender response rate being realised; (LGA Procurement, FR17 p.8)

In addition, the Commission heard that councils are often unable to calculate their indirect costs of procurement and contract management. This is partially due to the decentralised way procurement is done in councils, meaning that time spent conducting procurement by line employees is not included in procurement expenditure. Knowledge of these costs would be required to inform choices of procurement strategy and to increase efficiency.

Opportunities to aggregate procurement among councils were viewed as an effective method of achieving increased bargaining power, economies of scale and reducing competition between councils, resulting in lower costs to councils. However aggregated procurement was not seen as always appropriate with councils often having different requirements as well as a desire to support local businesses.
Where aggregated procurement was not necessarily appropriate there were still other gains from collaboration among councils. These include opportunities to share specialist procurement expertise among several councils.

In addition to the benefits of aggregated procurement among councils, many councils suggested opportunities to obtain greater bargaining power and economies of scale through access to state government contracts and pricing. The main examples given were for state government electricity and water contracts.

Councils acknowledged the important role they play in their community in conducting procurement. Many councils include a ‘buy local’ provision in their procurement policy to give weighting to local businesses when tendering for goods and services. Some councils noted that these provisions increase the direct costs of procurement.

The requirement to ‘buy local’ often means the pricing is less cost effective than if we were able to purchase outside of the local area. Increasing our ability to source, even from neighbouring councils, products and services available in this district, would increase competition but may also have a detrimental affect on the local economy. This is a balance council must consider when purchasing so one answer is not necessarily true in all situations. (District Council of Streaky Bay, FR15, p.5)

The Commission also heard during consultations that post-procurement contract management could often be improved and that variations in contracts are not matched with procurement outcomes in evaluating procurement processes.

5.2.3 Commission’s view

As noted above, the Commission’s analysis of councils’ costs showed that, over the last decade, there has been real growth in operating costs, but no major change in the broad composition of input costs and output mix.

Moreover, the Commission’s analysis of the sector’s major cost drivers, both in relation to inputs and outputs, suggest that the most plausible explanation, at least in part, for the real increase in the sector’s expenditure over the last decade is a growth in output costs, including the volume, scope and quality of services supplied. Some of these services are mandated by legislation, while others are provided on a non-mandatory basis.

The Commission considers that enhancing councils’ capacity for sound decision making will have a positive effect on their performance over time, enhancing efficiency and financial sustainability and creating capacity to pass on cost reductions to ratepayers.

The remit of councils

As local decision makers, councils have a broad remit. The LG Act, for instance, makes clear that councils are expected to take a leading role in ensuring, either by direct provision or through coordination, equitable access to “public services and facilities”, and to ensure that their communities and resources are developed in a “socially just and ecologically sustainable manner”.

Given councils’ broad legislated remit, especially in relation to non-mandated services, it is possible for councils to provide a wide range of services reflecting community preferences and values. As already noted, councils’ expenditure has been increasing at a higher rate than

---

6 See section 6(b) of the Local Government Act 1999, p. 2.
underlying measures of inflation. This is true of both mandated and non-mandated services and is likely to be strongly influenced by decision making at the local level.

In the Commission’s thinking, sound decision making by councils requires a clear conception of which services are most effectively and efficiently delivered at the level of local communities. Considerations to guide this decision making are:

- whether there is a case for any action by council;
- understand the contribution of councils relative to other levels of government;
- be responsive to local preferences, innovative and efficient;
- operate in a financially sustainable manner;
- weigh the interests of current and future generations; and
- consider options for cooperation with other councils, state government agencies, not for profit organisations, and other bodies.

Councils would then:

- consider a range of alternatives to direct service provision, including different roles such as, advocate, facilitator or part-funder;
- foster the development of a variety of forms of cooperation which might provide the capacity to undertake existing services or meet new demands that emerge;
- look for options to reduce the dependency on funding from governments, including through joint arrangements with users and/or councils (among other service providers), or methods of managing demand through pricing or other forms of rationing;
- regularly review current service functions, and divest if the case is made for some form of cooperation or the private sector or other service provider, if possible, to provide the service;
- regularly consider the options for service provision including comparisons of in-house provision to contracting out in order to lower costs;
- make transparent the relationships between taxpayers and recipients of funds and make users accountable for funds; and
- apply mechanisms that demonstrate in a credible manner the accountability of local government elected officials and staff for their decisions and use of the funds.

The Commission proposes that councils develop and implement a scheduled program of reviews of existing services and undertake a service analysis when considering new, or material changes to, council services. Councils can also be supported in these processes by operating in a legal and policy framework that is defined by a higher level of government, in which these principles are embodied, and which creates the expectation of reporting against them.

---

7 A relevant principle for this discussion is that of subsidiarity, which is commonly stated to mean that when more than one level of government can take decisions then they are best made at the most decentralised level practicable. There are however more dimensions to this principle than evident in this common statement. For an assessment of the principle of subsidiarity see Drew, J and Grant, B., (2017), ‘Subsidiarity: more than a principle of decentralization – a view from local government’, Publius: The Journal of Federalism, 47(4), pp. 522-545.
**Mandated services**

In the case of services mandated by legislation, the Commission accepts that councils have no control over the ultimate decision about *what* services are required by legislation. However, they retain a considerable degree of local autonomy over decisions on *how* they deliver such mandated services.

Mandated services are comparatively small in number but accounted for 46 per cent of the sector’s operating expenditure in 2017-18, and a larger proportion for rural and remote councils. The Commission has formed the view that councils could achieve greater efficiency and lower costs by improving information and analysis as a basis for decisions on what services they provide and how they deliver them. Adjusting the scope, volume and quality of services, both mandatory and non-mandatory, can help councils to manage the further expansion of their operating expenditure.

Councils’ decision making on the scope, volume and quality of the services – both mandatory and non-mandatory – that they provide in their communities could be enhanced by additional guidance in the LG Act. The Commission has formed the view that limited and targeted amendments to sections 6, 7 and 8 of the LG Act – which outline councils’ principal roles, functions and the principles that should inform their decision making – could usefully make explicit that there are different ways that councils can undertake functions in the LG Act, without being directly involved in the delivery.

Alternatives to direct service provision that councils could consider include roles such as, advocate, facilitator, part-funder or regulator. Section 7, in particular, would benefit from greater clarity in relation to the different ways in which a council can develop and implement the functions contemplated in the LG Act.

**Data**

The Commission’s identification of cost drivers has been constrained by a lack of data, particularly with respect to outputs and quality. It has formed the view, through further consultation with councils, that increases in the scope, volume and quality of outputs have been significant drivers of growth in councils’ operating expenditure.

The Commission notes that managing and containing this growth requires improved data on council inputs and outputs. It also requires the development of analytical tools to deepen understanding of cost drivers and manage their impacts. Council decisions on volume, scope and standard of services, if based on quality data and robust analytical techniques, will help to clarify the trade-offs between more or better services and higher expenditures and improve transparency and accountability.

**Workforce**

The Commission considers that difficulties in recruitment and retention of skilled labour and deficiencies in education and training systems have exacerbated labour cost pressures. These issues are not just a problem in local government but also impact other sectors, particularly in rural areas.

The lack of a regular collection of workforce data constrains workforce planning and the monitoring of progress against any plans to attract, retain and train local government workers.
There are opportunities for councils to engage with training organisations and state and Australian governments to improve the training and skills of council staff. There are further opportunities for groups of councils to share skilled labour, especially in rural areas.

A sector-wide approach to workforce development which complements and utilises South Australian and Australian Government initiatives is likely to be more effective than separate competing individual council efforts in that respect.

**Industrial relations**

Notwithstanding the diversity of views in the sector, the current industrial relations environment has also been highlighted by councils as an obstacle to achieving greater efficiencies and containing growth in employee costs in the sector.

It is evident from all parties, including the relevant unions, that the current framework produces high transactions costs as a direct result of all 68 councils negotiating at least two separate EBAs. The highly fragmented nature of the process also appears to create an imbalance in the negotiating power and requisite skills between councils and unions, especially for some smaller councils. The resulting differences between councils in EBA outcomes have the potential to limit councils’ capacity to undertake resource sharing and joint ventures by creating different conditions, as well as differing salary rates, between councils.

Several councils including the City of Holdfast Bay, argued that industrial relations reform in the sector could proceed on the basis of amendments to the underlying local government industrial awards. However, given that the awards apply to the sector as whole and act as a ‘safety net’ below which wages and conditions cannot fall, the Commission is of the view that changes to the underlying awards are unlikely to be the most effective way to introduce reforms that aim to enhance the efficiency of, and lower costs in, the local government sector. This is especially the case when, as the submissions stressed, local conditions are to be considered.

As an alternative to wide-scale changes to the underlying awards, the Commission has formed the view that councils’ capacity to bargain more effectively would be enhanced by a combination of aggregated or group bargaining, coupled with the establishment of a ‘community of practice’ on the basis of which councils can share information about effective tools, methods and approaches to enterprise bargaining.

Given the significant contribution made by employee costs to councils’ total operating expenditure, the Commission sees merit in limited reform of the industrial relations environment to provide greater flexibility for councils to group together and lower transaction costs. This could be achieved by enabling groups of councils to negotiate EBAs, thereby facilitating the outcomes that more appropriately reflect local conditions and circumstances.

The Commission notes that an approach to industrial relations reform that proceeds on the basis of aggregation of councils will require amendments to the applicable legislation, potentially including both the *Fair Work Act 1994* and the LG Act. These amendments would be necessary to facilitate groups, or associations, of councils to become an employer for the purposes of the *Fair Work Act 1994*.

**Procurement and resource sharing**

The Commission found that there are different degrees of sophistication in the management of procurement among councils. Procurement staff frequently have many responsibilities
especially in rural areas. Training is not frequently available and more guidance for non-expert staff would be helpful.

The Commission heard that there appears to be a high degree of risk aversion in procurement, both in terms of adopting strategic procurement and in approaches to engaging with industry before and after a procurement process. This limits a council’s ability to conduct market research by engaging with industry. It may also lead to tender scopes which are too narrow, and which may inhibit innovation.

The above hesitance may be a direct result of a fear or misunderstanding of how the Office of Public Integrity may interpret such actions (LGA Procurement, FR17 p.8)

There are opportunities to achieve savings through aggregated procurement among councils, especially with a regional focus, such as the Barossa Regional Procurement Group, or for sharing procurement expertise across a number of councils such as the Charles Sturt and Marion example.

Many councils procure in thin markets, where there is a limited number of suppliers. A greater focus on coordinating business and procurement activities across a region could limit competition among councils for limited resources and relieve pressure on costs. While noting that meeting local preferences is important to councils, the Commission considers the increased costs of procurement, and the burden on the rest of the community, should be assessed and made transparent in the application of this policy.

The Commission suggests councils and the LGASA further exploit opportunities for resource sharing, including developing advice on the range of options and addressing barriers to such activity.

The use of model documents such as those produced by LGAP can result in savings to councils through streamlined processes and assisting non-specialist procurement staff. Standardised templates for procurement documents across councils also can reduce costs for councils and suppliers, particularly where suppliers are seeking contracts across multiple councils.

The Commission heard some concerns from councils about the ability of these model documents to be adapted to all types of procurement. There may be some value in reviewing these templates and addressing any gaps should they exist.

Smaller councils often do not have dedicated procurement teams to develop, improve and update policies, procedures and templates. Therefore, there is merit in the sector, through the LGASA, developing a model procurement policy and regularly reviewing both the model policy and associated guidelines and templates to assist councils who do not have the policy expertise to maintain up-to-date, best practice procurement policies and practices.

The dual role of LGAP, being both to provide advice to councils to improve their procurement processes and to provide procurement services on a commercial basis, in some cases has resulted in hesitancy by some councils to engage with it.

5.3 Efficiency and continuous improvement

5.3.1 Commission’s analysis

An analysis of efficiency and productivity in the local government sector was undertaken using data over the period 2008-09 to 2017-18, as discussed in Chapter 4. It showed that most councils achieved a high level of relative efficiency when compared to all councils; technical
efficiency remained relatively constant; and measured total factor productivity fell by an average of 0.8 per cent a year.

While the Commission has been unable to determine the causal relationships that might fully explain the third observation, it could be partly explained by increases in the volume, scope or quality of services that are not measured by the outputs chosen in the model. Based on consultations and considering the technical limitations of the methodology (Data Envelopment Analysis (DEA)), the Commission concludes that the declining trend in measured productivity is most likely to be largely attributable to the unmeasured changes in scope, quality and volume of council services provided.

This conclusion is also supported by the analysis of cost drivers in Chapter 3. Consultations on the draft report revealed anecdotal evidence supporting the expansion of some services over time, including in the areas of community services, economic development, environmental management and regulatory services, waste management, and parks and gardens maintenance.

While DEA provides a useful starting point for an analysis of council efficiency, it is clearly imperfect, and should be interpreted with caution. It is therefore only a first step, albeit an important one, in analysing council efficiency and requires additional analysis to put the results in context.

Benchmarking and comparative performance

The Commission makes an important distinction between performance comparisons between councils relevant to informing communities and triggering further investigation, and benchmarking to inform management decision making, for which detailed and specific information is generally required. This distinction appears to have general support from councils.

The Commission’s estimates of partial productivity (ratios of output and expenditure for particular services) and subsequent consultations highlighted the significant limitations in available data for performance comparisons or benchmarking purposes. This is particularly marked in relation to the quality and consistency of reported input and output data, both across councils and over time. While the data available from the SALGGC provide an important starting point, they do not cover all the likely areas and the integrity of the data could be enhanced. Improved reporting guidelines, timeframes and definitions will help improve data quality and consistency.

Councils provided the Commission with examples of the benchmarking and continuous improvement activities that have been or are currently being undertaken.

The submissions from the City of Charles Sturt, City of Marion and the City of Port Adelaide Enfield provided the Commission with a detailed overview of the collaborative benchmarking project between these three councils. The Commission notes that, given the methodological and data limitations that affect comparisons of diverse council activities, a feature of the councils’ project is that comparisons use activity-level data at the function and sub-function levels. The experience reported to the Commission suggests that these efforts can yield high returns to councils partnering in these benchmarking projects.

8 City of Charles Sturt, DR3, p13; DR3, p25; City of Marion, DR5, p25; City of Port Adelaide Enfield, DR8, p26
The Commission notes that many councils are currently engaged in some form of benchmarking and/or comparative performance reporting, but there is currently no sector-wide system to support this activity.

Consultations on the draft report highlighted the value of establishing sector-wide information infrastructure that enables high-level performance comparisons between councils. Existing sector-wide frameworks in other jurisdictions are managed by state governments. They focus on comparative performance reporting, not the more detailed information requirements for benchmarking.

There is support among councils for using existing data as a starting point for a sector-wide performance framework and the SALG GC reporting process to minimise costs and administrative burden on councils.

5.3.2 Councils’ views

There appears to be broad support for the development of a sector-wide comparative performance measurement framework as proposed in the Commission’s draft report, provided the project is led by the sector and not by the state government, as evident from councils’ engagement with the inquiry and through submissions.

Council supports the development of benchmarking across Councils in a manageable way, with the LGA assisting with tools including data capture mechanisms, in effect overseeing the project. (District Council of Lower Eyre Peninsula, DR11, p.1)

We agree that there is value in building capacity within the sector. This is best supported by a Local Government Association SA (LGASA) led performance and monitoring framework that would enable councils to compare performance, learn from each other and partner to deliver further significant improvements. (City of Mitcham, DR6, p1)

Alexandrina Council supports SAPC’s draft recommendation in regard to performance monitoring / benchmarking to the extent it aligns with the LGA’s advocacy for sector wide benchmarking. (Alexandrina councils, DR2, p1)

The Commission also notes the LGASA’s view, which is supported by several councils, that much of the data on councils’ performance are currently dispersed and difficult for stakeholders to access in a meaningful form. This contributes to the overall difficulty of developing performance measurement standards for councils’ activities. As submissions make clear, this caveat supports the use of a form of performance reporting that is appropriate to the sector’s diversity.

A number of councils, including the City of Salisbury and the City of Prospect, the Rural City of Murray Bridge and the Town of Gawler, noted any comparative performance framework would require, as a minimum, a source of consistent and reliable data. It must also have sufficient flexibility to account for the differences in councils’ characteristics that affect costs and efficiency. Councils have suggested that these differences are particularly important in relation to explaining differences in service mix, which may often arise from the diversity between council areas.

The Commission also notes councils’ concerns around the comparability and quality of currently available data. These limitations, when linked with the diversity of council services, impose significant analytical constraints on any form of efficiency analysis across the sector as a whole.
As discussed in Chapter 4, the majority of councils supported the use of existing data for comparative performance reporting, including SALGGC data and council level data that are already captured by their systems. This will minimise additional costs and reduce administrative burden on councils. In consultations the SALGGC indicated that it was open to a dialogue with councils on changes to its data collection, although mindful of resource implications for councils and itself.

Some council submissions to the Commission cautioned that any form of performance measurement and analysis involves potentially significant administrative costs and could lead to the redirection of considerable resources from other activities. The submission from the District Council of Lower Eyre Peninsula notes potential issues in addressing differences across councils while minimising the costs of such an exercise:

_Council is of the opinion that caution must be exercised in the development of benchmarking projects, noting the variety of factors identified as being variable between Councils, and to ensure that the project is achievable by all classes of Councils without having a negative financial impact of councils and their ratepayers._

(District Council of Lower Eyre, DR11, p.1)

In terms of implementing a sector-wide performance reporting framework, there is broad support for a staged roll out, initially trialling on a small number of councils using a few prioritised indicators. For example, submissions from the City of Marion, City of Charles Sturt, the City of Port Adelaide Enfield, and Tatiara District Council support a flexible approach. This will enable a consultative approach to design and testing of the framework while allowing sufficient time for councils to build capacity and capability and minimise costs and administrative burden.

_Trialling and testing models / approaches allowed the sector to move forward faster and continue to improve rather than aiming to work toward a perfect outcome that then doesn’t work in practice._ (City of Port Adelaide Enfield- Administration, FR8, p.6)

5.3.3 Commission’s view

The Commission notes that recent reforms in the local government sector have focussed on shaping the relationship between state and local government and lifting the financial sustainability of the sector. The findings of the efficiency analysis highlight the importance of concerted and consistent sector-wide efforts to measure and improve efficiency and related aspects of performance. These improvements will create the capacity to pass on cost reductions to ratepayers as an alternative to more or better services.

All councils can benefit from access to a shared data set collected in a consistent fashion, designed in a way which is relevant to their decision making. None of them has the incentive to manage the design and operations of the whole project. There is a case then for the group as a whole to collaborate to do so in cooperation and with leadership from the state government. The results of the efficiency analysis also highlight the value of collaborative efforts to identify continuous improvement opportunities, as well as the importance of council input into the design of a suitable framework and choice of indicators.

---

9 For example, submissions from the District Council of Lower Eyre Peninsula, Streak Bay Council, Clare and Gilbert Valleys Council, District Council of Robe, the Town of Gawler, The Barossa Council, the Rural City of Murray Bridge and the LGASA supported the use of existing data for performance monitoring.
Performance comparisons

Most councils appear to engage in some form of performance monitoring at the council level, and many are engaged in collaborative benchmarking projects with other councils. That said, there is no sector-wide framework to support rigorous and consistent comparisons or monitoring of productivity or efficiency over time. Analysis of council efficiency and productivity is an important starting point in improving business processes and management decisions aimed at lifting efficiency across the local government sector. Access to timely and reliable information on comparative council performance provides the basis for the development of continuous improvement programs at the council level.

Benchmarking projects have much greater information requirements, which are not costless and need to be justified by an expectation of significant improvements in efficiency and savings that repay the effort. The Commission notes that the joint efforts by the cities of Marion, Charles Sturt and Port Adelaide Enfield, require detailed information at the level of activity and have delivered significant benefits. Cost savings or capacity improvements of 11-22 per cent in the areas examined have been achieved as a result of detailed review by the three councils.

Such benchmarking places substantial demands on councils’ resources, including existing databases, reporting systems and workforce skill sets. An expansion of benchmarking activity between groups of councils will require councils to develop their workforce to manage data ‘collection’ and analysis. The investment in staff skills will also demand a matching upgrade of information systems to support larger-scale data analytics.

The Commission considers a sector-wide performance comparison framework would be an important tool to inform the South Australian community about the performance of its councils and to inform councils about their relative performance. Reliable, comparable information is a foundation of evidence-based decision making. Access to online comparative information on all councils will improve transparency and accountability.

The Commission sees particular value in comparative performance information that better informs council choices on what services to provide and how to provide them. The purpose of this comparative information is to highlight performance gaps among councils. This information will also assist councils in identifying peers with which to conduct detailed benchmarking to drive continuous performance.

The Commission therefore proposes that a sector-wide comparative information framework be established, and that reference be made to the framework and its purpose in legislation.

Setting performance comparisons in the wider context

The Commission notes that performance comparisons are set in a broader historical context of the reforms to the local government sector, including financial sustainability, asset management and business planning. There are several indicators of council performance, especially in the area of financial sustainability. Councils are required to report some of these indicators in their annual reports, business plans, budgets, long term financial plans and infrastructure and asset management plans as part of their legislative reporting requirements. A sensible approach would integrate these indicators with the infrastructure of comparative performance measures to provide a complete set of measures for councils and their communities.

While a common data set would be developed, there are different audiences for the use of the data. Some users are managers of councils, who might use the data to interrogate their operations and identify opportunities for improvement. These efforts could involve various
forms of benchmarking. Also important is messaging to communities, to give them a sense of
the trade-offs involved in decision making about service provision.

**Participation by councils**

As noted, councils can benefit from participating in a sector-wide comparative performance framework. The participation of all councils is important to its success. Benefits to councils include access to better quality data to inform decision making and guide continuous improvement, as well as to inform communications with rate payers and the state government. There are significant potential benefits to the state government, including increased transparency and accountability of local government, access to more timely information on council performance and developments, and enhanced evidence-based engagement with the local government sector.

The LGASA is the obvious body to lead the work on behalf of the local government sector to establish a broad information framework to enable high level comparisons of performance. An economy of design will be important in reducing the cost and reporting burden on councils.

**Data integrity to underpin comparisons**

To promote confidence in the framework, state and local government will need to consider data integrity measures to ensure data are of an appropriate quality.

The Commission concludes that the South Australian Government has an important leadership role in enabling the comparative framework and ensuring the integrity of the data. In this approach, the Minister for Local Government would be responsible for endorsing the framework developed jointly by the Minister’s department and the LGASA. As part of ongoing data integrity measures, the role of council audit committees could be expanded to include an assessment of the data quality.

As discussed in Chapter 4, while the data from the SALGGC is a starting point, additional information and further guidelines and training relating to the treatment of expenditure are required. That will help improve data integrity. An ability to disaggregate the materials, contract and other expenditure category given its significance and incorporate additional workforce data will be important. Additional controls and processes will contribute to accuracy, comparability, consistency and timeliness of data.

**Reporting**

With respect to reporting on the framework, the Commission proposes that the LGASA produce an annual “State of the Sector” report for the Minister that, among other things, would capture sector-wide performance. In addition, the Commission proposes that council annual reporting include performance reporting.

Performance reporting complements the information provided in other areas by councils and adds to an understanding of that information. The Commission is therefore proposing that performance data reporting be integrated with other material.

Good quality long-term financial and asset management plans play an important role in improving not only efficiency but also accountability and transparency of council activities. The Commission has observed that the quality of these plans across the sector is variable and that in some cases, up to date plans are not available on council websites. The Commission is of the view that current regulations do not provide sufficient guidance to councils on preparing good quality plans, and that there is value in establishing minimum standards embodied in templates
to guide preparation of these plans, similar to those for council financial statements. This would support informed decision making as well as providing consistent data for the sector wide information infrastructure.

The Commission also recognises the importance of minimising increases in costs to councils associated with any increase in reporting requirements.

5.4 Governance, accountability and transparency

5.4.1 Commission’s analysis

The Commission, as part of its terms of reference, is required to consider recommendations on actions the South Australian government could take to enhance local government financial accountability in conjunction with lowering local government costs.

*Scope and clarity of local government role*

South Australian councils exercise a comparatively high degree of autonomy compared to councils in other jurisdictions. As discussed in Chapter 2, successive legislative reforms had the effect of increasing autonomy, combined with strengthening governance and transparency, with an expectation that councils would take responsibility for managing their activities in an efficient manner. On the basis of the available evidence, however, reforms initiated by the local government sector have focussed predominantly on efforts to ensure councils’ financial sustainability.

The relative autonomy of councils in relation to oversight by the state government, along with the broad powers and functions assigned to the local government sector, is a fundamental feature of the LG Act, especially in the provisions, contained in sections 7 and 8, which define councils’ functions and the principles that must inform their decision making.

The Commission notes that the very general nature in which councils’ functions are defined in the act has helped to enable an expansion in the non-mandatory services provided by councils. While the LG Act did not cause the current mix of non-mandatory services – with councils’ current service mix being the outcome of a number of complex causes, including community preferences – the legislative and governance environment has a significant effect on costs and efficiency in the sector as a result of the very broad scope of non-mandatory services.

The Commission observed that councils’ decision making processes, especially in relation to changes in the mix, scope and standards of their services, are not always articulated clearly by councils or communicated to ratepayers. This could adversely affect councils’ capacity to justify subsequent decisions to withdraw from, or contain the expansion of, non-mandatory services.

*Compliance and audit*

In relation to the interconnected issues of compliance, oversight and external auditing, the analysis undertaken by the Commission since the publication of its draft report, coupled with wide-ranging stakeholder consultation, suggests that South Australia’s accountability and compliance framework has an important role to play in guiding the quality, effectiveness and efficiency of councils’ decision making. Importantly, a significant proportion of the information that councils currently provide as part of their statutory reporting obligations, such as information contained in their long term financial and infrastructure and asset management plans, would form part of the indicator framework outlined in the preceding section.
The Office of Local Government (OLG), as part of a larger suite of potential reforms outlined in its Reforming Local Government in South Australia Discussion Paper, has partly addressed the issue of compliance and oversight by proposing that the Auditor-General be required to oversee councils’ external financial audits (on an out-sourced basis, rather than in-house). With the exception of the Northern Territory, all jurisdictions have appointed their Auditors-General as the external auditor of local government.

The Commission’s analysis of cost drivers undertaken in chapter 3 lends some weight to the contention that improving councils’ decision making processes – as a way of lowering costs, increasing efficiency and enhancing councils’ accountability – could be aided by strengthening the current external and internal auditing requirements and expanding the responsibilities of council audit committees.

**Service standards**

The choices of the standards of services, such as frequency, opening hours, scale and quality of infrastructure and facilities, are within councils’ control and have a direct and measurable effect on their costs. As the Commission found in Chapter 3, increasing council costs are likely a result of increases in the scope and quality of services, but there is insufficient data to quantify this.

The LG Act requires council strategic management plans to include assessments of the “extent or levels of services that will be required to be provided by the council to achieve its objectives”\(^ {10}\)

While the development of required long-term financial plans and asset management plans involves decisions on the level of services, these are not generally explicitly documented. A small number of councils, including City of Playford and the Barossa Council, have commenced documenting their service standards and reporting against them. Such information is highly relevant to the design of the suite of comparative performance measures discussed in the preceding section.

The lack of documented service standards is a barrier to informed council decision making. It also prevents meaningful comparisons of costs and efficiency among councils as a greater effort is required in understanding how differences in service standards affect costs.

Documented service standards are also an accountability measure and provide information to communities on what they can expect from their council.

**5.4.2 Councils’ views**

In their submissions to the Commission, several councils have highlighted the fact that the state’s legislative and governance environment, while granting local government considerable autonomy, has also facilitated a generally unfunded transfer of regulatory and service responsibilities by both the state and Australian governments.

Some councils, such as Campbelltown City Council, have argued that councils’ costs and responsibilities have increased substantially as a direct result of legislation assigning responsibilities to the sector, along with statutory fees and charges that are set by the state government, but which do not always cover councils’ costs.\(^ {11}\)

Councils have consistently argued that many of the responsibilities transferred or assigned under legislation involve a form of cost shifting.

---

\(^{10}\) Local Government Act S122 (i) (ab) (ii)

\(^{11}\) Campbelltown City Council, DR1, p.2.
Several councils consider that the LG Act, particularly the principles in section 8, place an obligation on councils to be responsive to community preferences and expectations beyond considerations of efficiency and subsidiarity. The City of Salisbury, for instance, argues that section 8 demands a focus on ensuring that councils are meeting the expectations of their communities, both in terms of the scope and quality of service delivery:

*Proper consideration of these principles requires broader thinking as well as innovative approaches that add greater value when delivering council services to a standard that at least meets community expectations, rather than focussing solely on efficiency and effectiveness.* (City of Salisbury, DR6, p.4)

Apart from the potentially rivalrous nature of community expectations, the Commission notes councils’ concerns that the current legislative and governance arrangements are frequently affected by an imprecise division of responsibilities between the state and local levels of government.

The current legislative framework does not always provide clear or sufficient guidance on the respective responsibilities of the two spheres of government, especially where functions or responsibilities might overlap. As the City of Charles Sturt observed, “*Unfortunately without clear roles defined in the Local Government Act 1999 for local government, much cost shifting occurs with associated impact on costs to Council*”.¹²

Although marked by a diversity of views, councils’ submissions suggest a broad consensus within the sector that the current external auditing requirements, as set out in Chapter 8 of the LG Act, are being implemented effectively and that the compliance framework is achieving its aims.

The LGASA also observes that no independent external body, including the Auditor-General, has found deficiencies in the way that external audits of the sector are carried out, which is an indication, the LGASA argues, that the current model of ‘self-assessment’ is working as contemplated by the LG Act (*LGASA, FR19, p.50*).

The District Council of Streaky Bay takes a similarly sceptical position in relation to the value of additional external auditing requirements, suggesting that:

*Councils are already audited to infinity. High operating expenditure may be the result of many things beyond council control (poor currency exchanged, increased fees, increased regulatory burden). If Council’s Annual Business Plans and financial reports are not able to explain high operating expenditure already then further audits and governance burdens will not help* (District Council of Streaky Bay, FR15, p. 10).

The SALGFMG is also of the view that additional reporting requirements, including in the form of an additional external audit or assessment requirement, would be of little benefit as a way of enhancing the sector’s efficiency and potentially lowering costs:

*...The additional requirement for external audit will not, in our view, increase the accessibility of the community to relevant information, or increase the validity of the information already provided. It will add a further financial burden and further bureaucracy* (SALGFMG, FR22, p.5).

¹² City of Charles Sturt, DR5, p. 8.
As noted by the LGASA in their submission, councils in South Australia are “at various stages of understanding service delivery and measurement of service standards”. This ranges from councils that have not adopted formal service standards, to councils with well documented and defined service standards and formal reporting against these standards such as City of Playford as discussed in Chapter 4. The Commission heard that most councils, while not having formal service standards, do conduct regular service reviews.

Many councils supported the idea of councils benchmarking themselves against documented service levels as a way of improving efficiency.

We agree that benchmarking of service levels is the key to improving and demonstrating the efficiency of the sector and to date have been undertaking this at a service by service level as part of our Efficiency and Effectiveness framework, seeking out the relevant benchmark data as part of each review. We also support clear guidance from the State about its expected service levels and standards of compliance for services (City of Mitcham, FR6 p.1)

All departments have a set of service levels relating to the functions they undertake. This is reviewed annually. There are more comprehensive reviews of things like waste collection when there appears to be an issue with the service; the community raise issues about a service; or the community ask for a higher level of service. Current staffing levels make ad hoc reviews difficult to undertake internally and often need to be contracted out. (Clare and Gilbert Valleys, FR12 p.4)

Some smaller councils expressed concerns about the additional administrative and financial burden that any requirement for increased service reviews or documentation of service standards would place on smaller councils.

5.4.3 Commission’s view

South Australia’s legislative framework, particularly the LG Act itself, not only recognises local government as a separate and legitimate sphere of government in its own right, but also provides councils with a high degree of autonomy to act as decision makers in their communities. The quality of councils’ decision making will therefore have a significant effect on the service mix that councils provide in their communities. While this is especially important in relation to non-mandatory services, where councils’ discretionary authority is greatest, it is also important when councils consider the scope and quality of service provision for mandatory services.

The Commission acknowledges the important role that councils play as decision makers in relation to services that can be provided at a local scale and at least cost. Similarly, communities have legitimate preferences in relation to the most locally appropriate service mix, including in relation to scale and quality. These preferences are more easily determined and addressed at the local level, as envisaged by the LG Act.

13 LGASA DR15, p.67
Cost shifting and cost sharing

Councils’ capacity to exercise autonomy in making decisions in the best interests of their communities, however, can be affected by a variety of forms of ‘cost shifting’ by other levels of government. The Commission notes that the LG Act can facilitate ‘cost shifting’ by requiring that councils “...undertake other functions and activities conferred by or under an Act”. The Commission is aware that councils have repeatedly emphasised the adverse effects on their overall costs of functions and services required under other state legislation. Submissions received by the Commission generally argue that this amounts to a form of cost shifting, where the higher level of government ‘shifts’ responsibility for service delivery without commensurate funding to councils.

The Commission accepts that ‘cost shifting’ accurately describes situations where the higher level of government removes or reduces a previously agreed cost sharing arrangement. This can leave councils with service delivery or regulatory responsibilities without sufficient funding to cover the ongoing costs of delivering the function. In such situations, it would be appropriate for the state government, as the higher level of government mandating the provision of a service by councils, to review its legislated fees and charges on a regular and formal basis. That said, the Commission takes the view that the term ‘cost sharing’, not cost shifting, is a more accurate description of the division of delivery and funding responsibilities where local government has chosen to accept tied and time-limited funding.

While mindful of the complex nature of service delivery responsibility, the Commission considers that councils’ decision making could become more effective. As already noted, councils’ legitimate authority as decision makers, as outlined in the LG Act, imposes a corresponding responsibility to make decisions that take seriously the distinction between mandated services and non-mandated services.

A clear and consistent division of responsibilities between state and local governments is fundamental to the efficient allocation of resources between them. This, and legislative clarity regarding mandatory service provision by councils, would assist council understanding of the boundaries around their autonomy and would provide a stronger foundation for council decision making and resource management.

This also provides a means for resolving debates about cost-shifting and gives councils a consistent basis on which to engage more effectively with their communities regarding their plans and performance with respect to the scope and quality of facilities and services. That also includes the use of any dividends from efficiency improvements.

Data integrity, performance and financial accountability

In relation to councils’ compliance with their statutory reporting and accountability obligations, the Commission notes councils’ consistently expressed views that no independent body, including the Auditor-General, has found evidence that the sector’s compliance standards fail to meet the legislated requirements.

The LGASA, for instance, takes the view that the sector as a whole is already “highly transparent and accountable”, and that one of the most effective areas for additional reform involves strengthening the independence and enhancing the role of councils’ audit committees.

The LGASA’s preferred approach involves reforming the current system of internal audit committees by introducing a best practice model, including “requiring a majority of independent members, while recognising the importance of maintaining elected member participation” and
“expanding responsibilities to include greater oversight of strategic management plans, rating practices, performance monitoring, quality of financial management, and the council’s use of public resources” (LGASA, FR19, p.88).

The Commission accepts the LGASA’s position that councils’ accountability to their communities could also be usefully enhanced by seeking ways to improve the public consultation processes that are currently required under section 50 of the LG Act. Enhanced public consultation could be utilised to facilitate deeper engagement with ratepayers and increase communities’ ability to become more ‘demanding’ customers of local government. The Commission expects that the indicator framework that it has proposed in section 5.3 will assist in achieving this outcome.

The Commission is of the view that any expansion of the current external auditing requirements would focus, as a first priority, on certifying the integrity of the data that will form the performance comparison framework. This is because the overall quality of councils’ data will affect both the quality of council decision making and the usefulness of the proposed sector wide comparison framework.

There is a balance to be reached between appropriate oversight and the costs of compliance, so a first step to ensure ongoing data integrity involves an expansion of the functions of councils’ audit committees. This could be complemented by legislative amendments to expand the current external audit function to include annual certification by the external auditor of the integrity of councils’ data. While these are the Commission’s conclusions at this point, better options may be identified once the issues are considered by the relevant parties in Recommendations 1, 2 and 3 below.

As a starting point, using information already reported by councils as part of their administrative and financial accountability obligations will allow the performance information framework to be developed efficiently and with only minimal increases in councils’ reporting burden and compliance costs. Adapting and expanding existing audit mechanisms will also contribute to increasing the efficiency, at minimal additional cost of implementing the framework. In addition, a staged approach to implementation would help councils to build capacity, agree on and test indicators and minimise associated costs and administrative burdens.

**Service standards**

Documented service standards are an accountability measure and provide information to communities on what they can expect from their council.

Adopting documented service standards will not in itself reduce costs to councils, however it can provide opportunities for improved governance and decision making. By better understanding the impact on costs of council’s decisions on service standards, a council can better align service provision to community expectations and outcomes.

Definition and measurement of service standards will enable councils to make informed decisions regarding expenditure and to understand and communicate to ratepayers’ choices and trade-offs between quality or level of service and costs. Higher spending councils will be in a better position to explain to ratepayers and the South Australian Government where this is a result of community demands for higher service standards, for instance.

There is value in the sector developing a ‘model service standards’ template to increase comparability of service standards across councils, as well as to reduce the costs to councils of developing their own. Importantly, the introduction of documented model service standards will
help to enable performance comparisons between councils on service delivery. This will also aid in developing the ability of rate payers and elected members to develop 'rules of thumb' about the relationships between service quality and costs of provision.

The Commission acknowledges that achieving direct comparability across the sector will be challenging, given differences in definitions of services and their scope, but there is value in having documented service standards irrespective of their ease of comparability. The Commission's preferred approach is therefore to encourage councils to adopt documented service standards, rather than to prescribe service standards.

Given that approximately half of council expenditure is on services mandated by the state, but with discretion over how these services are provided and to what standard, there is value in additional guidance from the South Australian Government about minimum expected service standards for mandatory services. Determining a minimum service standard in consultation with the local government sector, would assist councils in service planning delivery, communicating with ratepayers and possibly improve the relationship between councils and the South Australian Government.

**Framework for council decision making**

The thrust of the South Australian approach to the role of councils is to treat them as accountable to their own communities. The framework that the Commission seeks to develop is expected to contribute to that goal. In addition, councils as a group attract regular attention from the media and other interests in the community. The information framework recommended here will assist councils to tell their story to their ratepayers and the wider community.

Consideration of the cost drivers and the institutional framework for council decision making has led the Commission to the view that there are three key pillars which, if adopted by councils, will create a lean system that restrains costs and promotes efficiency and effectiveness:

- financial accountability - including a demonstrated commitment to financial sustainability;
- engaged rate payers – informed by documented service standards and comparison across councils about the trade-offs between more/better services and lower rates; and
- informed councils – able to access a system for comparisons of performance across councils and over time.
Recommendations to the South Australian Government and advice to Councils

The Commission has been asked to provide advice on possible options to guide and assist councils to improve efficiency and create capacity to pass on cost reductions to ratepayers, and to provide recommendations on actions by the South Australian Government to lower local government costs and enhance local government financial accountability. There is significant complementarity between the Commission’s recommendations to the South Australian Government and its advice to councils. In this section the Commission presents both recommendations and advice, grouped under the four themes of: information for improved decision making; managing cost pressures; efficiency and continuous improvement; and governance, accountability and transparency. Some recommendations and advice relate to more than one theme but have been placed where they are most relevant.

Information for improved decision making

Recommendations to the South Australian Government

Recommendation 1

To support council efficiency improvement, financial accountability and engagement with communities and the state government, the Commission recommends that the South Australian Government establish a broad information framework, with a range of indicators published online, to enable high level comparisons of councils, including with themselves over time, for the purposes of providing:

a) councils with information to support decision making and continuous improvement;
b) communities and ratepayers with consistent information about their council performance and productivity, including comparisons with appropriate councils; and
c) state and Australian governments with information to allow better informed engagement with local government and decisions which affect local government.

Recommendation 2

To optimise the value to councils, ratepayers and the government of the information framework, the Commission recommends that the South Australian Government codesign the framework with the Local Government Association of South Australia (LGASA) for endorsement by the Minister for Local Government, taking account of the principles of:

a) drawing from existing datasets and reports in the first instance;
b) minimising additional reporting burden on councils and possibly replacing some existing reporting requirements;
c) achieving high data integrity through common definitions and concepts; and
d) enabling comparisons across councils.

Recommendation 3

To optimise the value of the framework to councils, ratepayers and government, the Commission recommends the South Australian Government codesign with the LGASA a suite of indicators for all councils that provides comparative information on costs, output levels for key
services and measures of efficiency, effectiveness and financial performance as well as characteristics of councils which affect and explain council differences on these measures.

**Recommendation 4**

To optimise confidence in the ongoing quality, integrity and management of the information framework the Commission recommends that the South Australian Government locates the ongoing management of the information framework and website in an appropriately independent body.

**Advice to councils**

**Advice 1**

To guide and assist improvements in efficiency and create capacity to pass on cost reductions to rate payers, the Commission proposes that the LGASA, on behalf of and in conjunction with the local government sector,

a) work with the South Australian Government to establish a sector wide comparative performance indicator framework that enables comparisons between councils and over time to assist decision making by council leaders and to inform communities; and

b) compile and provide to the Minister for Local Government an annual 'State of the Sector' report on sector-wide performance.

**Managing cost pressures**

**Mandatory Services**

**Recommendations to the South Australian Government**

**Recommendation 5**

To lower local government costs and enhance local government financial accountability, the Commission recommends that the South Australian Government clarify and improve aspects of the relationship between the South Australian Government and local government by:

**In the short term**

a) identifying and addressing inefficiency and red tape from the South Australian Government mandated services on councils;

b) adopting a strong review process which provides an assessment of the impacts on local government to inform state government decisions that could have an adverse effect on local government;

c) clarifying relevant aspects of s6, s7 and s8 of the *Local Government Act 1999* to make clearer the range of options available to councils in the performance of legislated functions.

**In the medium term**

d) clarifying local government responsibilities, including establishing measurable minimum service standards, for mandated services provided by councils;

**In the long term**

e) clarifying the respective responsibilities of the South Australian and local governments to remove unnecessary overlaps or duplication and reduce uncertainty between governments.
Employee costs

Recommendations to the South Australian Government

Recommendation 6

To reduce transactions costs to local government, the Commission recommends that the South Australian Government facilitate more flexible and efficient enterprise bargaining arrangements by making appropriate legislative amendments to allow a group or association of councils to negotiate enterprise bargaining agreements under the Fair Work Act 1994.

Advice to councils

Advice 2

To help contain local government costs the Commission proposes that councils lift industrial relations management capacity by:

a) advising government of their willingness to make use of the recommended legislative changes to enable councils to form groups, for the purposes of enterprise bargaining arrangements and other industrial relations matters; and
b) as a sector, through the LGASA, establishing a community of practice to share methods, tools and approaches to enhance councils’ capacity to engage in enterprise bargaining more effectively.

Procurement

Recommendations to the South Australian Government

Recommendation 7

To assist in improving the value to councils from procurement through lower costs, higher capability and efficient procurement process, the Commission recommends the South Australian Government make provision, in implementing its response to the Commission’s Government Procurement Inquiry Stage 1, for councils to access:

a) state government training opportunities for procurement; and
b) state government contracts and pricing.

Advice to councils

Advice 3

To further lower council costs through improved procurement policies, practices and capabilities the Commission proposes that the LGASA promote the adoption of contemporary procurement policies and practices by developing a model procurement policy, while continuing to update procurement document templates and guidance as well as facilitate additional training opportunities.
Advice 4

To help reduce the costs of materials the Commission proposes that councils place a greater focus on collaboration in procurement, including through:
   a) aggregated procurement through the LGASA, regional groupings, bilateral agreements or other appropriate vehicles;
   b) greater use of pre-qualification processes, including council acceptance of pre-qualifications of other councils; and
   c) greater shared use by councils of panel contracts.

Resource sharing

Advice to councils

Advice 5

To capitalise on the potential from the use of resource sharing to deliver efficiency gains the Commission proposes that councils:
   a) seek advice from the LGASA on the range of options for resource sharing (e.g. sharing of service specifications, joint tendering, shared plant, shared staff) and the most appropriate governance arrangements for them (e.g. informal agreements, written agreements or contracts, memoranda of understanding, regional subsidiary under section 43 of the Local Government Act 1999 or a Joint Planning Board under section 35 of the Planning, Development and Infrastructure Act 2016);
   b) develop skills in specific systems that support and facilitate resource sharing (including IT, costing, reporting and problem solving); and
   c) explore opportunities for further resource sharing including a hub and spoke model on a regional basis.

Efficiency and continuous improvement

Recommendations to the South Australian Government

Recommendation 8

To foster an environment of continuous improvement in councils, the Commission recommends the South Australian Government establishes a ‘Premier’s Award’ for excellence in continuous improvement and innovation in council administration.

Advice to councils

Advice 6

To lift the capacity of councils to identify and address opportunities to reduce their costs and improve their operations, the Commission proposes that the LGASA facilitate in depth benchmarking between councils through:
   a) establishing a community of practice to share among other elements:
      i. methods, tools and approaches;
      ii. a panel of competent providers; and
      iii. lessons learned and examples of success.
b) assisting in “matchmaking” South Australian councils that seek deeper benchmarking opportunities with other councils, including interstate comparisons;

c) collectively with councils, undertaking a regular sector-wide analysis of efficiency indicators;

d) encouraging, in any systems upgrades, a focus on improving collection and retrieval of information for planning, monitoring and managing performance.

Governance, accountability and transparency

Recommendations to the South Australian Government

Recommendation 9

To improve the capacity of local government to lower costs and increase financial accountability, the Commission recommends that the South Australian Government increase the quality and transparency of council planning and reporting by:

a) amending the Local Government Act 1999 to provide that councils’ annual reports include the results of performance comparisons and reporting against service standards;

b) varying the applicable regulations in the Local Government (Financial Management) Regulations 2011 to specify a standardised set of model long-term financial plans and infrastructure and asset management plans and council annual reports to support councils to fulfil their statutory reporting obligations under Chapter 8 of the Local Government Act 1999.

Advice to councils

Advice 7

To support the application of the recommended sector wide information infrastructure, in decision making by councils the LGASA develop ‘model’ document templates for annual reports, long-term financial plans and infrastructure and asset management plans to guide councils that incorporates the new indicators.

Advice 8

To enhance the transparency and accountability of their operations the Commission proposes that councils incorporate service standards in decision making and performance comparisons by:

a) developing, documenting and reporting publicly against service standards for all services they provide;

b) incorporating in their published long-term asset and financial plans and draft annual budgets whether changes to the scope or level of services are planned and their implications for council expenditure;

c) the LGASA supporting council documentation of service standards by:
   i. developing a model service standard template, incorporating elements of best-practice, to assist councils with documenting service standards; and
   ii. establishing a library of council service standards and community of practice.
Advice 9

To improve decision making the Commission proposes that councils develop and implement a scheduled program of reviews of existing services and undertake a service analysis when considering new, or material changes to, council services. Both service reviews and service analyses would include consideration of:

a) whether the same or a similar service is provided by other bodies, including business;
b) whether the council should be the service provider or facilitate the provision of the service by another body;
c) evidence of the demand for the service and means of reducing that demand; and
d) whether the service should be provided in-house, by partnering with another body, or be outsourced.

Advice 10

To support the development of high quality data and sound decision making, the Commission proposes that councils expand the functions of council audit committees to include an examination of:

a) the processes to provide for data integrity; and
b) the method of application of service reviews and analysis.
## Appendices

### Appendix 1 a. Submissions to the final inquiry report

<table>
<thead>
<tr>
<th>Submission Number</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>FR1</td>
<td>Adelaide Hills Council</td>
</tr>
<tr>
<td>FR2</td>
<td>Alexandrina Council</td>
</tr>
<tr>
<td>FR3</td>
<td>City of Charles Sturt</td>
</tr>
<tr>
<td>FR4</td>
<td>City of Holdfast Bay</td>
</tr>
<tr>
<td>FR5</td>
<td>City of Marion</td>
</tr>
<tr>
<td>FR6</td>
<td>City of Mitcham</td>
</tr>
<tr>
<td>FR7</td>
<td>City of Playford</td>
</tr>
<tr>
<td>FR8</td>
<td>City of Port Adelaide Enfield - Administration</td>
</tr>
<tr>
<td>FR9</td>
<td>City of Port Adelaide Enfield - Council</td>
</tr>
<tr>
<td>FR10</td>
<td>City of Salisbury</td>
</tr>
<tr>
<td>FR11</td>
<td>City of Unley</td>
</tr>
<tr>
<td>FR12</td>
<td>Clare and Gilbert Valleys Council</td>
</tr>
<tr>
<td>FR13</td>
<td>District Council of Lower Eyre Peninsula</td>
</tr>
<tr>
<td>FR14</td>
<td>District Council of Robe</td>
</tr>
<tr>
<td>FR15</td>
<td>District Council of Streaky Bay</td>
</tr>
<tr>
<td>FR16</td>
<td>LG Professionals SA</td>
</tr>
<tr>
<td>FR17</td>
<td>LGA Procurement</td>
</tr>
<tr>
<td>FR18</td>
<td>Limestone Coast Local Government Association</td>
</tr>
<tr>
<td>FR19</td>
<td>Local Government Association</td>
</tr>
<tr>
<td>FR20</td>
<td>Network of Procurement Professionals</td>
</tr>
<tr>
<td>FR21</td>
<td>Regional Council of Goyder</td>
</tr>
<tr>
<td>FR22</td>
<td>SALGFMG</td>
</tr>
<tr>
<td>FR23</td>
<td>Tatiara District Council</td>
</tr>
<tr>
<td>FR24</td>
<td>The Australian Workers' Union</td>
</tr>
<tr>
<td>FR25</td>
<td>The Barossa Council</td>
</tr>
<tr>
<td>FR26</td>
<td>The Rural City of Murray Bridge</td>
</tr>
<tr>
<td>FR27</td>
<td>Town of Gawler</td>
</tr>
<tr>
<td>FR28</td>
<td>PMH Insights</td>
</tr>
<tr>
<td>FR29</td>
<td>Civil Contractors Federation of SA</td>
</tr>
</tbody>
</table>
## Appendix 1 b. Submissions to the inquiry draft report

<table>
<thead>
<tr>
<th>Submission number</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>DR1</td>
<td>Campbelltown City Council</td>
</tr>
<tr>
<td>DR2</td>
<td>City of Adelaide</td>
</tr>
<tr>
<td>DR3</td>
<td>City of Charles Sturt</td>
</tr>
<tr>
<td>DR4</td>
<td>City of Mitcham</td>
</tr>
<tr>
<td>DR5</td>
<td>City of Prospect</td>
</tr>
<tr>
<td>DR6</td>
<td>City of Salisbury</td>
</tr>
<tr>
<td>DR7</td>
<td>City of Tea Tree Gully</td>
</tr>
<tr>
<td>DR8</td>
<td>City of West Torrens</td>
</tr>
<tr>
<td>DR9</td>
<td>Copper Coast Council - includes Appendices 1 to 2</td>
</tr>
<tr>
<td>DR10</td>
<td>Councillor Martin Bray</td>
</tr>
<tr>
<td>DR11</td>
<td>Councillor Ruth Trigg</td>
</tr>
<tr>
<td>DR12</td>
<td>Councillor Ruth Trigg - Supplementary</td>
</tr>
<tr>
<td>DR13</td>
<td>HomeStart Finance</td>
</tr>
<tr>
<td>DR14</td>
<td>Limestone Coast LGA</td>
</tr>
<tr>
<td>DR15</td>
<td>Local Government Association</td>
</tr>
<tr>
<td>DR16</td>
<td>Local Government Association - Supplementary</td>
</tr>
<tr>
<td>DR17</td>
<td>Martin Morris</td>
</tr>
<tr>
<td>DR18</td>
<td>Playford Council</td>
</tr>
<tr>
<td>DR19</td>
<td>SALGFMG</td>
</tr>
<tr>
<td>DR20</td>
<td>Tatiara District Council</td>
</tr>
<tr>
<td>DR21</td>
<td>Town of Gawler</td>
</tr>
<tr>
<td>DR22</td>
<td>Town of Walkerville</td>
</tr>
<tr>
<td>DR23</td>
<td>Town of Walkerville - Supplementary</td>
</tr>
<tr>
<td>DR24</td>
<td>Winni Pelz</td>
</tr>
</tbody>
</table>
Appendix 2: Local Government Reference Group Terms of Reference

As part of the inquiry and the systematic approach to engagement the commission has established a reference group which will assist the SAPC by providing:

- relevant data and information;
- expert advice, insights and understanding about the drivers of productivity and efficiency in the South Australian local government sector;
- feedback on the commission’s analysis and possible improvement options: and
- advice on communicating with stakeholders.

The group will last for the duration of the inquiry and have an advisory status only. Meetings will be chaired by the Commission. The meeting agenda will be distributed to members and meeting notes will be circulated to members of the group following each meeting.

The Local Government reference group comprises:

Dr Helen MacDonald, Chief Executive Officer, Clare and Gilbert Valley Council
Ms Annette Martin, Manager Financial Services, City of Charles Sturt
Mr John Comrie, Consultant
Ms Natasha Cheshire, Director, ESCOSA
Mr Matt Pinnegar, Chief Executive Officer, Local Government Association of South Australia
Mr Peter Ilee, Executive Officer, South Australian Local Government Grants Commission
Mr Adrian Skull, Chief Executive Officer, City of Marion
Dr Matthew Butlin, Chair SAPC
Mr Jeff Tate, Commissioner SAPC
Professor Christopher Findlay, Commissioner SAPC
Appendix 3: Map of councils and SA Government regions

Source: Local Government Association of South Australia
# Appendix 4: List of mandatory and non-mandatory activities

<table>
<thead>
<tr>
<th><strong>Community Services</strong></th>
<th><strong>Environmental Services</strong></th>
<th><strong>Infrastructure</strong></th>
<th><strong>Economic Development</strong></th>
<th><strong>Finance</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Centres and Halls</td>
<td>Rubbish collection</td>
<td>Road construction and maintenance</td>
<td>Regional development</td>
<td>Rate Postponement for seniors</td>
</tr>
<tr>
<td>Libraries *</td>
<td>Recycling Metro</td>
<td>Playground Construction &amp; Maintenance</td>
<td>Support to local businesses</td>
<td>Rate postponement for others</td>
</tr>
<tr>
<td>Home Library Services *</td>
<td>Recycling Regional *</td>
<td>Community wastewater management</td>
<td>Employment creation programs</td>
<td></td>
</tr>
<tr>
<td>Literacy Programs *</td>
<td>Green waste – Metro councils</td>
<td>Water supply – domestic</td>
<td>Youth work experience</td>
<td></td>
</tr>
<tr>
<td>Community transport (passenger networks)*</td>
<td>Green waste – Regional councils</td>
<td>Electricity supply undertakings</td>
<td>Youth traineeships</td>
<td></td>
</tr>
<tr>
<td>Town Bus Service *</td>
<td>Hard Rubbish Collection</td>
<td>Pedestrian malls</td>
<td>Tourism and regional promotion</td>
<td></td>
</tr>
<tr>
<td>Aged care home support and facilities *</td>
<td>Waste disposal facilities *</td>
<td>Drinking fountains</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services for the Aged and Disabled *</td>
<td></td>
<td>Public clocks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food Business Health Inspections</td>
<td></td>
<td>Street furniture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cooling Tower Inspections □</td>
<td></td>
<td>Bicycle racks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management of Hoarding and Squalor *</td>
<td></td>
<td>Development assessment □</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental Protection Control □</td>
<td></td>
<td>Bicycle path construction and maintenance*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shaded recreational areas *</td>
<td></td>
<td>Coastal protection □</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Health and Community Wellbeing *</td>
<td></td>
<td>Stormwater and drainage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heritage Advisory Service</td>
<td></td>
<td>Flood mitigation □</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heritage Assessment □</td>
<td></td>
<td>Noise and nuisance controls □</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Museums and art galleries *</td>
<td></td>
<td>Dog management and control □</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other arts and culture programs *</td>
<td></td>
<td>Cat management and control *</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heat refuges *</td>
<td></td>
<td>Coastal protection</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Migrant resource centres *</td>
<td></td>
<td>Stormwater and drainage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Busking permits*</td>
<td></td>
<td>Flood mitigation □</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community IT Programs</td>
<td></td>
<td>Noise and nuisance controls □</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth outreach services *</td>
<td></td>
<td>Dog management and control □</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunteers programs *</td>
<td></td>
<td>Cat management and control *</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Immunisation – Infants and Youth *</td>
<td></td>
<td>Coastal protection</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disability services*</td>
<td></td>
<td>Stormwater and drainage</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Flood mitigation □</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Noise and nuisance controls □</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dog management and control □</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cat management and control *</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Coastal protection</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stormwater and drainage</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Flood mitigation □</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Noise and nuisance controls □</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dog management and control □</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cat management and control *</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Coastal protection</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stormwater and drainage</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Flood mitigation □</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Noise and nuisance controls □</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dog management and control □</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cat management and control *</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Coastal protection</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stormwater and drainage</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Flood mitigation □</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Noise and nuisance controls □</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dog management and control □</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cat management and control *</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Legend**
- □ – Required by legislation/regulation
- ^ – MOU or agreement
- * – Receives Funding
- x – non-mandatory activities

**Source:** LGA of SA ECM 65110 2017 – Council Service List

551
Appendix 5: Summary of SALGGC data sets used

Statistical and general information (Database Report 1); for example:
- size of council area
- population (resident)
- employees
- road lengths (various categories)
- rateable properties (total number)
- capital value of properties

Operating income information (Database Report 2 and Report 10); for example:
- general rates and other rates collected
- late payment charges etc
- rebates, remissions and write-offs
- statutory charges
- user charges
- grants, subsidies and contributions
- investment income
- Joint venture profits

Operating income information is further broken down (in Report 10) on a functional basis.

Operating expenditure information (Database Report 3); for example:
- employee costs
- material, contracts, and other expenses
- finance costs
- depreciation and other charges
- Joint venture losses

Operating expenditure information is further broken down (in Report 9) on a functional basis.

Physical asset and associated capital expenditure information (Database Report 4); for example:
- expenditure on renewal/replacement of existing assets
- expenditure on new/upgraded assets
- amounts received for new/upgraded assets
- proceeds from sale of replaced assets
- proceeds from sale of surplus assets

Summary statement of financial position statutory accounting information (Database Report 5) and net financial liabilities information (Database Report 7)

Council rates and rating information (Database Report 6); for example
- total rates
- rateable residential properties (number)
- minimum rate
- rates as a proportion of total operating income
- total residential rates (including on a per property basis)
- rating basis
- fixed charge declared
- percentage of general rates raised by fixed charge
- total rate income change from previous year

Financial ratio information (Database Report 8); for example
- operating surplus ratio
- net financial liabilities ratios
- adjusted operating surplus ratio
- adjusted net financial liabilities ratio
Table 14 Summary of activities provided by councils by SALGJC service area

<table>
<thead>
<tr>
<th>Service area</th>
<th>Types of activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Undertakings</td>
<td>Caravan/tourist accommodation</td>
</tr>
<tr>
<td></td>
<td>Real estate development</td>
</tr>
<tr>
<td></td>
<td>Car parking – on street controlled</td>
</tr>
<tr>
<td></td>
<td>Car parking – fee paying</td>
</tr>
<tr>
<td></td>
<td>Community Waste Water Management</td>
</tr>
<tr>
<td></td>
<td>Domestic Water Supply</td>
</tr>
<tr>
<td>Public Order &amp; Safety</td>
<td>Emergency Services &amp; fire prevention</td>
</tr>
<tr>
<td></td>
<td>Beach inspections and patrols; Surf life saving</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Services</td>
<td>Immunisations</td>
</tr>
<tr>
<td></td>
<td>Nursing Homes</td>
</tr>
<tr>
<td></td>
<td>Support for home nursing</td>
</tr>
<tr>
<td></td>
<td>Community health and dental clinics</td>
</tr>
<tr>
<td>Community Support</td>
<td>Community Centres &amp; Halls</td>
</tr>
<tr>
<td></td>
<td>Child Care Centres</td>
</tr>
<tr>
<td></td>
<td>Community Transport</td>
</tr>
<tr>
<td></td>
<td>Services for Aged and Disabled; Children and Youth Services; Family &amp; Neighbourhood support</td>
</tr>
<tr>
<td></td>
<td>Grants, donations or ‘in-kind’ assistance to persons and community welfare groups</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Amenities</td>
<td>Cemeteries/Crematoria</td>
</tr>
<tr>
<td></td>
<td>Telecommunications</td>
</tr>
<tr>
<td></td>
<td>Networks; Public Conveniences</td>
</tr>
<tr>
<td></td>
<td>Street furniture</td>
</tr>
<tr>
<td></td>
<td>Bicycle racks</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Library Services</td>
<td>Static Libraries</td>
</tr>
<tr>
<td></td>
<td>Mobile Libraries</td>
</tr>
<tr>
<td>Cultural Services</td>
<td>Performing Arts</td>
</tr>
<tr>
<td></td>
<td>Museums &amp; Art Galleries</td>
</tr>
<tr>
<td></td>
<td>Heritage</td>
</tr>
<tr>
<td>Economic Activity</td>
<td>Employment Creation Programs</td>
</tr>
<tr>
<td></td>
<td>Support for Local Businesses</td>
</tr>
<tr>
<td>Agricultural Services</td>
<td>Agriculture water</td>
</tr>
<tr>
<td></td>
<td>Agriculture pest control</td>
</tr>
<tr>
<td>Waste Management</td>
<td>Ordinary solid waste collection &amp; disposal</td>
</tr>
<tr>
<td></td>
<td>Recycling collection and disposal; Green waste collection and disposal</td>
</tr>
<tr>
<td></td>
<td>Waste disposal facilities</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Service area</td>
<td>Types of activities</td>
</tr>
<tr>
<td>------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Other Environment</td>
<td>Coastal Protection</td>
</tr>
<tr>
<td></td>
<td>Street Cleaning</td>
</tr>
<tr>
<td></td>
<td>Streetscaping</td>
</tr>
<tr>
<td></td>
<td>Stormwater &amp; Drainage</td>
</tr>
<tr>
<td></td>
<td>Street Lighting</td>
</tr>
<tr>
<td></td>
<td>Flood mitigation works</td>
</tr>
<tr>
<td></td>
<td>Riverbank environment protection; Non-agricultural land programmes; Water conservation programmes</td>
</tr>
<tr>
<td>Recreation</td>
<td>Jetties; Parks &amp; Gardens</td>
</tr>
<tr>
<td></td>
<td>Sports Facilities</td>
</tr>
<tr>
<td></td>
<td>Marine Facilities</td>
</tr>
<tr>
<td></td>
<td>Swimming Centres</td>
</tr>
<tr>
<td>Regulatory Services</td>
<td>Dog &amp; Cat Control;</td>
</tr>
<tr>
<td></td>
<td>Town planning;</td>
</tr>
<tr>
<td></td>
<td>Environmental Protection Control</td>
</tr>
<tr>
<td></td>
<td>Building Control</td>
</tr>
<tr>
<td></td>
<td>Health Inspection</td>
</tr>
<tr>
<td>Transport</td>
<td>Aerodromes</td>
</tr>
<tr>
<td></td>
<td>Footpaths &amp; Kerbing</td>
</tr>
<tr>
<td></td>
<td>Roads</td>
</tr>
<tr>
<td></td>
<td>Bridges &amp; Culverts</td>
</tr>
<tr>
<td></td>
<td>Traffic Management</td>
</tr>
<tr>
<td></td>
<td>Wager Transport</td>
</tr>
</tbody>
</table>

Appendix 6: Local government groupings

<table>
<thead>
<tr>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Identifiers</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>URBAN (U)</strong></td>
<td><strong>CAPITAL CITY (CC)</strong></td>
<td>Not applicable</td>
<td>UCC</td>
<td></td>
</tr>
<tr>
<td>Population more than 20 000</td>
<td><strong>METROPOLITAN DEVELOPED (D)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OR</td>
<td>Part of an urban centre of more than</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 000 000 or population density</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>more than 600 per square kilometre</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OR</td>
<td><strong>REGIONAL TOWNS/CITY (R)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population density more than</td>
<td>Small</td>
<td>up to 30 000</td>
<td>UDS</td>
<td></td>
</tr>
<tr>
<td>30 persons per square</td>
<td>Medium</td>
<td>30 001–70 000</td>
<td>UDM</td>
<td></td>
</tr>
<tr>
<td>kilometre OR</td>
<td>Large (L)</td>
<td>70 001–120 000</td>
<td>UDL</td>
<td></td>
</tr>
<tr>
<td>90 per cent or more of the</td>
<td>Very large (V)</td>
<td>more than 120 000</td>
<td>UDV</td>
<td></td>
</tr>
<tr>
<td>local governing body</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>population is urban</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FRINGE (F)</strong></td>
<td>Small</td>
<td>up to 30 000</td>
<td>URS</td>
<td></td>
</tr>
<tr>
<td>A developing LGA on the</td>
<td>Medium</td>
<td>30 001–70 000</td>
<td>URM</td>
<td></td>
</tr>
<tr>
<td>margin of a developed or</td>
<td>Large (L)</td>
<td>70 001–120 000</td>
<td>URL</td>
<td></td>
</tr>
<tr>
<td>regional urban centre</td>
<td>Very large (V)</td>
<td>more than 120 000</td>
<td>URV</td>
<td></td>
</tr>
<tr>
<td><strong>RURAL (R)</strong></td>
<td><strong>SIGNIFICANT GROWTH (SG)</strong></td>
<td>Not applicable</td>
<td>RSG</td>
<td></td>
</tr>
<tr>
<td>A local governing body</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>body with population less</td>
<td>Average annual population growth</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>than 20,000 AND</td>
<td>more than three per cent, population</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AND</td>
<td>more than 5000 and not remote</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population density less</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 persons per square</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>kilometre AND</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 90 per cent of</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>local governing body</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>population is urban</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>AGRICULTURAL (A)</strong></td>
<td>Small</td>
<td>up to 2000</td>
<td>RAS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Medium</td>
<td>2001–5000</td>
<td>RAM</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Large (L)</td>
<td>5001–10 000</td>
<td>RAL</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Very large (V)</td>
<td>10 001–20 000</td>
<td>RAV</td>
<td></td>
</tr>
<tr>
<td><strong>REMOTE</strong></td>
<td>Extra small (x)</td>
<td>up to 400</td>
<td>RTX</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Small</td>
<td>401–1000</td>
<td>RTS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Medium</td>
<td>1001–3000</td>
<td>RTM</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Large (L)</td>
<td>3001–50 000</td>
<td>RTL</td>
<td></td>
</tr>
</tbody>
</table>

Source: Department of Infrastructure and Regional Development (2015), Local Government National Report, 2012-13, Canberra
## Rural – Small and medium: 20 councils

<table>
<thead>
<tr>
<th>Council Name</th>
<th>Group</th>
<th>ACLG</th>
<th>Other Association</th>
<th>Regional grouping</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barunga West</td>
<td>Rural-Small &amp; Medium</td>
<td>RAM</td>
<td>Legatus Group</td>
<td>Yorke Peninsula</td>
</tr>
<tr>
<td>Ceduna</td>
<td>Rural-Small &amp; Medium</td>
<td>RAM</td>
<td>Eyre Peninsula LGA</td>
<td>Eyre</td>
</tr>
<tr>
<td>Cleve</td>
<td>Rural-Small &amp; Medium</td>
<td>RAS</td>
<td>Eyre Peninsula LGA</td>
<td>Eyre</td>
</tr>
<tr>
<td>Elliston</td>
<td>Rural-Small &amp; Medium</td>
<td>RAS</td>
<td>Eyre Peninsula LGA</td>
<td>Eyre</td>
</tr>
<tr>
<td>Flinders Ranges</td>
<td>Rural-Small &amp; Medium</td>
<td>RAS</td>
<td>Legatus Group</td>
<td>Far North</td>
</tr>
<tr>
<td>Franklin Harbour</td>
<td>Rural-Small &amp; Medium</td>
<td>RAS</td>
<td>Eyre Peninsula LGA</td>
<td>Eyre</td>
</tr>
<tr>
<td>Goyder</td>
<td>Rural-Small &amp; Medium</td>
<td>RAM</td>
<td>Legatus Group</td>
<td>Mid-North</td>
</tr>
<tr>
<td>Kangaroo Island</td>
<td>Rural-Small &amp; Medium</td>
<td>RAM</td>
<td>Southern &amp; Hills LGA</td>
<td>Fleurieu</td>
</tr>
<tr>
<td>Karoonda East Murray</td>
<td>Rural-Small &amp; Medium</td>
<td>RAS</td>
<td>Murraylands &amp; Riverlands LGA</td>
<td>Murraylands</td>
</tr>
<tr>
<td>Kimba</td>
<td>Rural-Small &amp; Medium</td>
<td>RAS</td>
<td>Eyre Peninsula LGA</td>
<td>Eyre</td>
</tr>
<tr>
<td>Kingston</td>
<td>Rural-Small &amp; Medium</td>
<td>RAM</td>
<td>Limestone Coast LGA</td>
<td>South East</td>
</tr>
<tr>
<td>Mount Remarkable</td>
<td>Rural-Small &amp; Medium</td>
<td>RAM</td>
<td>Legatus Group</td>
<td>Mid-North</td>
</tr>
<tr>
<td>Northern Areas</td>
<td>Rural-Small &amp; Medium</td>
<td>RAM</td>
<td>Legatus Group</td>
<td>Mid-North</td>
</tr>
<tr>
<td>Orroroo Carrieton</td>
<td>Rural-Small &amp; Medium</td>
<td>RAS</td>
<td>Legatus Group</td>
<td>Mid-North</td>
</tr>
<tr>
<td>Peterborough</td>
<td>Rural-Small &amp; Medium</td>
<td>RAS</td>
<td>Legatus Group</td>
<td>Mid-North</td>
</tr>
<tr>
<td>Robe</td>
<td>Rural-Small &amp; Medium</td>
<td>RAS</td>
<td>Limestone Coast LGA</td>
<td>South East</td>
</tr>
<tr>
<td>Southern Mallee</td>
<td>Rural-Small &amp; Medium</td>
<td>RAM</td>
<td>Murraylands &amp; Riverlands LGA</td>
<td>Murraylands</td>
</tr>
<tr>
<td>Streaky Bay</td>
<td>Rural-Small &amp; Medium</td>
<td>RAM</td>
<td>Eyre Peninsula LGA</td>
<td>Eyre</td>
</tr>
<tr>
<td>Tumby Bay</td>
<td>Rural-Small &amp; Medium</td>
<td>RAM</td>
<td>Eyre Peninsula LGA</td>
<td>Eyre</td>
</tr>
<tr>
<td>Wudinna</td>
<td>Rural-Small &amp; Medium</td>
<td>RAS</td>
<td>Eyre Peninsula LGA</td>
<td>Eyre</td>
</tr>
</tbody>
</table>
## Rural – Large and very large: 18 councils

<table>
<thead>
<tr>
<th>Council Name</th>
<th>Group</th>
<th>ACLG</th>
<th>Other Association</th>
<th>Regional grouping</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adelaide Plains</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAL</td>
<td>Legatus Group</td>
<td>Barossa Light and Lower North</td>
</tr>
<tr>
<td>Berri Barmera</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAV</td>
<td>Murraylands &amp; Riverlands LGA</td>
<td>Riverlands</td>
</tr>
<tr>
<td>Clare &amp; Gilbert Valleys</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAL</td>
<td>Legatus Group</td>
<td>Mid-North</td>
</tr>
<tr>
<td>Coorong</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAL</td>
<td>Murraylands &amp; Riverlands LGA</td>
<td>Murraylands</td>
</tr>
<tr>
<td>Copper Coast</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAV</td>
<td>Legatus Group</td>
<td>Yorke Peninsula</td>
</tr>
<tr>
<td>Grant</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAL</td>
<td>Limestone Coast LGA</td>
<td>South East</td>
</tr>
<tr>
<td>Light</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAV</td>
<td>Legatus Group</td>
<td>Barossa Light and Lower North</td>
</tr>
<tr>
<td>Lower Eyre Peninsula</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAL</td>
<td>Eyre Peninsula LGA</td>
<td>Eyre</td>
</tr>
<tr>
<td>Loxton Waikerie</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAV</td>
<td>Murraylands &amp; Riverlands LGA</td>
<td>Riverlands</td>
</tr>
<tr>
<td>Mid Murray</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAL</td>
<td>Murraylands &amp; Riverlands LGA</td>
<td>Murraylands</td>
</tr>
<tr>
<td>Naracoorte Lucindale</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAL</td>
<td>Limestone Coast LGA</td>
<td>South East</td>
</tr>
<tr>
<td>Port Pirie</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAV</td>
<td>Legatus Group</td>
<td>Mid-North</td>
</tr>
<tr>
<td>Renmark Paringa</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAL</td>
<td>Murraylands &amp; Riverlands LGA</td>
<td>Riverlands</td>
</tr>
<tr>
<td>Tatiara</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAL</td>
<td>Limestone Coast LGA</td>
<td>South East</td>
</tr>
<tr>
<td>Wakefield</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAL</td>
<td>Legatus Group</td>
<td>Mid-North</td>
</tr>
<tr>
<td>Wattle Range</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAV</td>
<td>Limestone Coast LGA</td>
<td>South East</td>
</tr>
<tr>
<td>Yankalilla</td>
<td>Rural-Large &amp; Very Large</td>
<td>RSG</td>
<td>Southern &amp; Hills LGA</td>
<td>Fleurieu</td>
</tr>
<tr>
<td>Yorke Peninsula</td>
<td>Rural-Large &amp; Very Large</td>
<td>RAV</td>
<td>Legatus Group</td>
<td>Yorke Peninsula</td>
</tr>
</tbody>
</table>
## Urban – Metropolitan & fringe: 21 councils

<table>
<thead>
<tr>
<th>Council Name</th>
<th>Group</th>
<th>ACLG</th>
<th>Other Association</th>
<th>Regional grouping</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adelaide</td>
<td>Urban-Metro</td>
<td>UCC</td>
<td>n/a</td>
<td>Capital City</td>
</tr>
<tr>
<td>Adelaide Hills</td>
<td>Urban-Metro</td>
<td>UFM</td>
<td>Southern &amp; Hills LGA</td>
<td>Adelaide Hills</td>
</tr>
<tr>
<td>Alexandrina</td>
<td>Urban-Metro</td>
<td>UFS</td>
<td>Southern &amp; Hills LGA</td>
<td>Fleurieu</td>
</tr>
<tr>
<td>Barossa</td>
<td>Urban-Metro</td>
<td>UFS</td>
<td>Legatus Group</td>
<td>Barossa Light and Lower North</td>
</tr>
<tr>
<td>Burnside</td>
<td>Urban-Metro</td>
<td>UDM</td>
<td>Eastern Region Alliance</td>
<td>Eastern Adelaide</td>
</tr>
<tr>
<td>Campbelltown</td>
<td>Urban-Metro</td>
<td>UDM</td>
<td>Eastern Region Alliance</td>
<td>Eastern Adelaide</td>
</tr>
<tr>
<td>Charles Sturt</td>
<td>Urban-Metro</td>
<td>UDL</td>
<td>n/a</td>
<td>Western Adelaide</td>
</tr>
<tr>
<td>Gawler</td>
<td>Urban-Metro</td>
<td>UFS</td>
<td>n/a</td>
<td>Barossa Light and Lower North</td>
</tr>
<tr>
<td>Holdfast Bay</td>
<td>Urban-Metro</td>
<td>UDM</td>
<td>n/a</td>
<td>Southern Adelaide</td>
</tr>
<tr>
<td>Marion</td>
<td>Urban-Metro</td>
<td>UDL</td>
<td>n/a</td>
<td>Southern Adelaide</td>
</tr>
<tr>
<td>Mitcham</td>
<td>Urban-Metro</td>
<td>UDM</td>
<td>n/a</td>
<td>Southern Adelaide</td>
</tr>
<tr>
<td>Norwood, Payneham &amp; St Peters</td>
<td>Urban-Metro</td>
<td>UDM</td>
<td>Eastern Region Alliance</td>
<td>Eastern Adelaide</td>
</tr>
<tr>
<td>Onkaparinga</td>
<td>Urban-Metro</td>
<td>UFV</td>
<td>n/a</td>
<td>Southern Adelaide</td>
</tr>
<tr>
<td>Playford</td>
<td>Urban-Metro</td>
<td>UFL</td>
<td>n/a</td>
<td>Northern Adelaide</td>
</tr>
<tr>
<td>Port Adelaide Enfield</td>
<td>Urban-Metro</td>
<td>UDV</td>
<td>n/a</td>
<td>Western Adelaide</td>
</tr>
<tr>
<td>Prospect</td>
<td>Urban-Metro</td>
<td>UDS</td>
<td>Eastern Region Alliance</td>
<td>Eastern Adelaide</td>
</tr>
<tr>
<td>Salisbury</td>
<td>Urban-Metro</td>
<td>UDV</td>
<td>n/a</td>
<td>Northern Adelaide</td>
</tr>
<tr>
<td>Tea Tree Gully</td>
<td>Urban-Metro</td>
<td>UDL</td>
<td>Eastern Region Alliance</td>
<td>Northern Adelaide</td>
</tr>
<tr>
<td>Unley</td>
<td>Urban-Metro</td>
<td>UDM</td>
<td>Eastern Region Alliance</td>
<td>Eastern Adelaide</td>
</tr>
<tr>
<td>Walkerville</td>
<td>Urban-Metro</td>
<td>UDS</td>
<td>Eastern Region Alliance</td>
<td>Eastern Adelaide</td>
</tr>
<tr>
<td>West Torrens</td>
<td>Urban-Metro</td>
<td>UDM</td>
<td>n/a</td>
<td>Western Adelaide</td>
</tr>
</tbody>
</table>
# Urban – Regional towns/cities: 9 councils

<table>
<thead>
<tr>
<th>Council Name</th>
<th>Group</th>
<th>ACLG</th>
<th>Other Association</th>
<th>Regional grouping</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coober Pedy</td>
<td>Urban – Regional</td>
<td>URS</td>
<td>n/a</td>
<td>Far North</td>
</tr>
<tr>
<td>Mount Barker</td>
<td>Urban – Regional</td>
<td>URM</td>
<td>Southern &amp; Hills LGA</td>
<td>Adelaide Hills</td>
</tr>
<tr>
<td>Mount Gambier</td>
<td>Urban – Regional</td>
<td>URS</td>
<td>Limestone Coast LGA</td>
<td>South East</td>
</tr>
<tr>
<td>Murray Bridge</td>
<td>Urban – Regional</td>
<td>URS</td>
<td>Murraylands &amp; Riverlands LGA</td>
<td>Murraylands</td>
</tr>
<tr>
<td>Port Augusta</td>
<td>Urban – Regional</td>
<td>URS</td>
<td>Upper Spencer Gulf Common Purpose Group</td>
<td>Far North</td>
</tr>
<tr>
<td>Port Lincoln</td>
<td>Urban – Regional</td>
<td>URS</td>
<td>Eyre Peninsula LGA</td>
<td>Eyre</td>
</tr>
<tr>
<td>Roxby Downs</td>
<td>Urban – Regional</td>
<td>URS</td>
<td>n/a</td>
<td>Far North</td>
</tr>
<tr>
<td>Victor Harbor</td>
<td>Urban – Regional</td>
<td>URS</td>
<td>Southern &amp; Hills LGA</td>
<td>Fleurieu</td>
</tr>
<tr>
<td>Whyalla</td>
<td>Urban – Regional</td>
<td>URS</td>
<td>Eyre Peninsula LGA</td>
<td>Eyre</td>
</tr>
</tbody>
</table>

## Numbers of councils by geographic category

<table>
<thead>
<tr>
<th>Type</th>
<th>Geographic category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban – Metro &amp; Fringe</td>
<td>Capital City</td>
<td>1</td>
</tr>
<tr>
<td>Urban – Metro &amp; Fringe</td>
<td>Metropolitan Developed (suburban)</td>
<td>14</td>
</tr>
<tr>
<td>Urban – Metro &amp; Fringe</td>
<td>Metropolitan Fringe (developing)</td>
<td>6</td>
</tr>
<tr>
<td>Urban – Regional</td>
<td>Non-metropolitan regional urban centre</td>
<td>9</td>
</tr>
<tr>
<td>Rural</td>
<td>Eyre Peninsula</td>
<td>9</td>
</tr>
<tr>
<td>Rural</td>
<td>Legatus Group</td>
<td>14</td>
</tr>
<tr>
<td>Rural</td>
<td>Limestone Coast</td>
<td>6</td>
</tr>
<tr>
<td>Rural</td>
<td>Murraylands and Riverlands</td>
<td>7</td>
</tr>
<tr>
<td>Rural</td>
<td>Southern and Hills</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>68</strong></td>
</tr>
</tbody>
</table>
Appendix 7: Estimation of global efficiency measures

Data Envelopment Analysis (DEA)

DEA is the most commonly used methodology in measuring the relative efficiency of local councils in Australia. This approach does not require assumptions regarding the relationship between inputs and outputs. It uses a technique known as linear programming to construct an ‘efficiency frontier’ (comprising of councils that convert inputs into outputs most efficiently), and then estimates the relative efficiency of councils based on the distance from the frontier.

The results from the DEA estimation can be further analysed to examine the effect of external factors and council characteristics on estimated council efficiency.

Questions that can be answered using DEA¹:

- How to select an appropriate role model to serve as a benchmark for performance improvement?
- What are the most efficient councils within a local government area?
- What are the characteristics of efficient councils?

Advantages of using DEA in analysing local government performance are that it:

- provides the observed efficiencies of individual councils, which helps in benchmarking against performance targets;
- identifies possible peers or role models, which also helps in benchmarking;
- readily incorporates multiple inputs and outputs using information on output and input quantities.
- does not require price data – this makes it particularly useful in analysing efficiency in government service providers (such as councils), where it may be difficult to assign prices to inputs and outputs;
- provides a way of identifying possible sources of inefficiency as well as levels of efficiency;
- provides simple efficiency scores that are easy to interpret and understand;
- does not require an assumption regarding the relationship between inputs and outputs (as is required in the use of the SFA approach); and
- allows for different assumptions regarding economies of scale (see Box 1).

The literature discusses several limitations of DEA including the following:

- DEA measures efficiency relative to best practice with the given sample – therefore, it is not meaningful to compare across groups outside the sample;
- efficiency scores are sensitive to input and output specification and the size of the sample.

The Commission acknowledges the limitations of DEA, particularly within the context of a policy framework. However, it is useful in providing a broad understanding of the relative efficiency of councils and is the most widely used methodology in local government efficiency analysis, including by the Essential Services Commission of Victoria (ESC 2017).

¹ Steering Committee for the Review of Commonwealth/State Service Provision (1997)
Stochastic Frontier Analysis (SFA)

An alternative to DEA efficiency estimation is Stochastic Frontier Analysis (SFA). The concepts are similar, however SFA is a parametric method for estimating the production frontier, first proposed by Aigner, Lovel and Schmidt (1977) and Meeusen and Ben den Broeck (1977).

Under SFA, rather than the production frontier being a series of straight lines between the most efficient firms, the production frontier can be represented mathematically as a function of the inputs used by councils.

The main advantage of SFA is its parametric nature, which means that it is less sensitive to outliers or measurement issues with the data. It is also simple to obtain measures of reliability for estimates such as standard errors, making it relatively easy to conduct statistical inference using confidence intervals and hypothesis testing.

However, SFA has several disadvantages including the need to assume the form of the production function (typically Cobb-Douglas, however there are several alternatives), and the results can be sensitive to the choice of function. In addition, results can be unreliable in small samples and estimation of models with multiple-inputs and multiple-outputs can be problematic.

Because of these factors, SFA is usually preferred to DEA when a single measure of output is available (such as GDP when measuring total factor productivity of economies), and DEA is usually preferred for multi-input, multi-output models. Most economic studies of local government efficiency have applied DEA for these reasons.

Further considerations

Regardless of the choice of DEA or SFA methodology, a few additional considerations need to be made about the nature of local government production, and as a result, their efficiency. This includes whether local governments face constant or variable returns to scale, and whether they seek to maximise their output or to produce a certain level of output for the minimum amount of inputs.

Returns to scale

The shape of the production frontier depends on the scale assumptions that underpin the model. There are two scale assumptions generally used: constant returns to scale (CRS), and variable returns to scale (VRS).

Given that councils have little control over the scale of their operations, it is preferred to estimate a VRS frontier. This will ensure that councils that are ‘scale inefficient’, either smaller or larger than the point of optimum scale, are not unfairly labelled as inefficient due to their size.

However, the Commission’s analysis also includes estimating the CRS frontier to allow for investigation of the extent to which council size might affect their efficiency.
**Constant Returns to Scale (CRS) and Variable Returns to Scale (VRS) frontiers**

CRS assumes that output will change in the same proportion as the proportionate change in inputs (e.g. a doubling of all inputs will double output). It evaluates inefficient councils against any peer on the frontier (regardless of size).

VRS takes into account the fact that production technology may exhibit increasing, constant and decreasing returns to scale. The effect of the scale assumption on the efficiency measure is illustrated in Figure 19.

*Figure 19 Simplified single-input -output production frontiers*

![Diagram showing CRS and VRS frontiers](image)

*Source: Pascoe et al (2003)*

Points A, B, C, and D (which refer to input and output pairs for different councils) in Figure 19 are used to estimate the efficient frontier under both scale assumptions. Points along the frontier are defined as efficient. With constant returns to scale, the frontier is defined by point C, with all other points falling below the frontier (hence indicating relative inefficiency).

Under variable returns to scale, the frontier is defined by points A, C and D. In this scenario, only point B lies below the frontier indicating relative inefficiency. Under both estimates, efficient councils are given a score of 1 and (relatively) inefficient councils are assigned a score between 0 and 1, with a lower score indicating lower relative efficiency.
**Input/output orientation**

DEA models can be constructed as either input-oriented or output-oriented depending on the assumptions made about the behaviour of firms, or in this case councils, in the model. An input-oriented DEA assumes that a firm attempts to minimise the level of inputs to produce a given level of output, whereas an output-oriented model assumes that a firm attempts to maximise its outputs for a given level of inputs.

*Box 2 Output and input orientation*

**Figure 20 Output and input orientation**

![Diagram](source: coelli (2019))

Figure 20 above demonstrates the difference between an output and input orientation. In an output-oriented model, for firm A, the maximum amount possible to produce for a given level of inputs, therefore firm A’s output-oriented technical efficiency is defined as the ratio of the distance AD to BD. Similarly, in an input-oriented model, firm A’s input-oriented technical efficiency is defined as the ratio of the distance EC to EA.

Given that local councils are obliged to service the residents, ratepayers and roads that are within their jurisdiction, an input-oriented model is likely to be more appropriate for an analysis of local government efficiency as council management have more control over input levels than output levels.

**Estimating productivity and efficiency change over time**

DEA efficiency measures are defined relative to the efficiency frontier of the sample under consideration. It is therefore not meaningful to compare efficiency scores across different samples as all calculations are based on different efficiency frontiers. This also means that it is not possible to directly compare estimated efficiency scores over different time periods, even for the same underlying sample.

One way of comparing efficiency through time is to construct a Malmquist TFP index, which can be decomposed into measures of changes in technical efficiency (catch up to the frontier), changes in scale efficiency and technical change (shifts in the frontier). A full discussion of how Malmquist indexes are calculated can be found in the Economic Insights report.
Appendix 8: Performance improvement

BACKGROUND
Since 2017, the Cities of Marion, Charles Sturt and Port Adelaide Enfield have been working collaboratively on performance improvement. The three councils partnered based on the shared values of the Chief Executive Officers (CEO’s) and their collective aspiration to contain rate increases and do more for their communities.

The councils jointly funded a performance improvement resource to lead a program across the councils to identify, justify and deliver performance improvement into the three organisations.

GOVERNANCE | ACHIEVEMENTS
Initial stages of the program focussed on financial governance, supporting the finance teams to drive increased ownership of financial outcomes, trimming funds from budgets that were no longer required and increasing rigour around project delivery to ensure commitments to the community were both met and achieved as cost effectively as possible.

This activity has driven greater engagement in how community funds are used at all levels of the organisations. Budgets have been reduced by more than three per cent to date (with more possible as the change process continues) and two of the councils achieved record low rate rises in 2018 and 2019. Two of the three councils were in the lowest four rate increases in South Australia in 2019, with Charles Sturt achieving its lowest ever rate rise since amalgamation 22 years ago. Project delivery has increased by more than 80% at one of the councils with all having greater data-driven focus on delivery than two years prior.

PROCESS IMPROVEMENT | ACHIEVEMENTS
The second phase of the program has focussed on sustainable performance improvement through process change. This has been informed by detailed activity and driver analysis which has enabled benchmarking and identification of an opportunity pipeline.

This critical phase was undertaken centrally for the three councils to ensure comparability and meaningfulness of the data from the ground up. The benchmarking is sufficiently detailed to not only point to areas where difference in performance or costs exists, but to inform each
council on what to focus on to improve. Improvements are generated by taking the best of each council’s performance, and then testing the functions under review against criteria designed to find further improvement opportunities.

Initiatives implemented to date include open space transformation at Marion, shared procurement between Charles Sturt and Marion and a cross-council irrigation construction crew operating across all three council boundaries. A further three initiatives are underway and will be implemented by the end of the 19/20 financial year.

To date less than 10% of the costs of the organisations have been subject to detailed optimisation reviews. Outcomes range from 11-22% improvement in costs and capacity (17% overall) with reviews typically identifying around 20% improvement. These improvements have been achieved with minimal disruption to staff and an increase in service levels delivered. The additional optimisation analysis has seen even the “better” performing areas of the three councils improve by up to 20% again, demonstrating good sector performance can be improved upon. Collaboration has also allowed the councils to deliver benefits beyond what the any of the councils could achieve alone.

**Challenges**

Key challenges have been:

- Reliance on key individuals, in particular the CEO’s to drive the program. Driving performance is more challenging in the public sector than the private sector due to the absence of dynamic price signals to provide rapid performance feedback. With a focus on rate stability and avoiding price shocks, an unintended consequence can be an organisational reluctance to vigorously pursue performance improvement.
- The magnitude of change the program has driven has at times been underestimated and required effort and consistency of vision to remain on track.
- Being equipped with change and collaboration capabilities throughout the organisations at a level that actively supports the program, combined with a willingness to be humble and open to new ways of doing things cannot be underestimated.

The ability to attract, develop and retain highly developed analytical and commercial skills to the public sector on scale is also expected to be a challenge.

**Support for the Sector**

The experience of the councils and the sector to date has highlighted that league table benchmarks alone will not drive sector performance. They can typically lead to defensiveness rather than encouraging people to be open to improvement and actively seeking the best solution.

Detailed, comparable, data-based benchmarking is considered an important foundation to performance improvement. This needs to be supported in turn by the skills and capability to convert observations to realised performance outcomes, and these skills need to be accessible and affordable to all councils.

Additionally, measurement needs to be supported by motivators for good performance (and consequences for poor performance) and active change management in order to drive deep and sustainable sector wide improvement.
### Benchmarking | Sector Experience

Different models appear to drive performance to different degrees

<table>
<thead>
<tr>
<th>Method Comparison</th>
<th>Budget assurance / rate capping</th>
<th>PCP</th>
<th>Know your council</th>
<th>AG</th>
<th>Grants Commission</th>
<th>Cross Council</th>
<th>Published Value Driver Analysis</th>
<th>Supported performance improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Irrefutable comparisons</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drives performance</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustainable performance improvement</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better than sector performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>External drivers</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community needs considered</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Transparent performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Able to be supported/effected by individual councils</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>
Recommendation

That Council receives and notes the community and stakeholder feedback received from the community consultation process in relation to the proposed redevelopment of the Walkerville Oval Sports Hub, which was conducted from 22 October 2019 to 6 January 2020.

Summary

The Walkerville Oval Precinct Masterplan was recognised as Council’s long-term strategic vision for the site at its meeting held on 16 March 2015. A budget allocation of $3m towards the project was included in Council’s long term financial plan in March 2019.

Council was presented with a comprehensive report on 19 August 2019, outlining actions and resolutions of Council since October 2012, in relation to the Walkerville Oval Precinct Masterplan.

As part of the community consultation process, Mark Band from ‘One Eighty Sport & Leisure Solutions’ conducted an on-line survey on Council’s behalf.

Background

On 19 August 2019, following a number of Elected Member workshops, Council resolved to adopt guiding principles, a communication process and proposed timeline for the Walkerville Oval Precinct Masterplan (CNC33/19-20).

On 22 October 2019 the Mayor held an open consultation forum with key stakeholder of the site and facility. A further meeting was held on 23 October 2019, which was open to the general public. At both meetings, the Mayor explained Councils intentions with the site and actively sought feedback from the users and community. Attendees at both meeting were encouraged to provide written submissions and / or complete an on-line survey seeking feedback.

The consultation process, which began on 22 October 2019 concluded on 6 January 2020.
The Mayor and CEO have also met with numerous state and federal politicians since October 2019 to promote and gain support for the project as well as canvass funding opportunities.

Next Steps

In accordance with the proposed timeline, adopted by Council on 19 August 2019, it is proposed that a Council workshop be held to consider facility design concepts, which will eventually be released for public consultation.

Attachment

| Attachment A | Stage 2 - Survey results – consultation report – February 2020 |

568
Walkerville Oval
Master Plan
Stage 2

Consultation Report
For internal use only

February 2020
Contents

Section One: About Consultation 1
1.1 Consultation Purpose 1
1.2 Consultation Methodology 1

Section Two: Community Survey 2
2.1 Survey Responses 2
2.2 Oval Use 2
2.3 Club Affiliation 3
2.4 Multi Use Facility 3
2.5 Facility Location 4
2.6 Other Facility Uses 4
2.7 General Comments 5
2.8 Respondent Profile 6

Section Three: Community Organisation Survey 8
3.1 Membership 8
3.2 Multi Use Facility Support 9
3.3 Centralised Management Support 10
3.4 Short, Medium and Long Term Needs 10
3.5 Central Facility Needs 12
3.6 Specific Facility Requirements 12
3.7 Preferred Location 15
3.8 Other Comments 15
Section One: About Consultation

1.1 Consultation Purpose

The purpose of consultation is to solicit the expressed demands or concerns of the community and stakeholders which will assist in the development of the central facility at the Walkerville Oval Precinct.

Whilst consultation may highlight aspirational and visionary requests geared around an individual’s or organisation’s needs; understanding localised concerns and demands will, when balanced against latent demands such as societal trends, participation in sport and recreation, modern planning and design, demographic shifts and other influencing factors outside the control of Council, paint a clear picture as to where its priorities should be focussed in the coming years.

The following report is therefore the findings from consultation with both the community as individuals and sporting and recreation clubs and organisations with an interest in the use of facilities at Walkerville Oval.

1.2 Consultation Methodology

Consultation was undertaken through:

- Community Information Session (facilitated by the Mayor)
- Community Organisation Survey
- Community Survey

The following is a summary of the surveys and will be used as a basis of information to be presented to Council prior.
Section Two: Community Survey

2.1 Survey Responses

The Community survey was initially open for a period of four weeks from 4th November to 5th December 2019. The survey was then extended to the 6th January 2020 which provided respondents with almost 8 weeks to provide their feedback.

The survey yielded 75 responses with findings summarised as follows:

2.2 Oval Use

Almost 75% of respondents stated that they used Walkerville Oval for their own leisure with walking or exercising being the most popular form of activity, closely followed by dog exercising and playground use. The ‘Other’ category was due to an error in the survey which only allowed one response for the question and therefore people stated they used the oval in many capacities but most favouring the top three and therefore supporting these as the most popular forms of use.
2.3 Club Affiliation

The vast majority of respondents (88%) were not aligned or affiliated with sporting groups at the site. Of those that were (12% or 9 people), 4 were members of the football club, 3 the cricket club, 2 junior football, and 1 each for the Inner North East Adelaide Young Men’s Christian Association (INEA YMCA) gymnastics, softball and bowls clubs.

2.4 Multi Use Facility

Respondents were asked whether they supported the concept of a shared multi use facility at the site with 41 (55%) stating they did, a further 15 (20%) not sure and 19 (25%) stating that they did not support. Of those opposed, the majority of comments were in relation to the INEA YMCA which was not a focus of the survey or indeed the Walkerville Oval Precinct. Other concerns were aspects such as traffic and car parking impacts and these obviously need to be considered in any facility concept.
2.5 Facility Location

Respondents were asked for their opinion regarding the location of a new facility with the majority stating that a new building joining both the bowls and football club would be optimal. Those that were opposed generally favoured the retention of the INEA YMCA, with approximately the same number seeking to retain it in its current location. Other comments were around the need to view plans and the viability of the facility, with these concerns/questions to be an outcome of this stage of the project.

2.6 Other Facility Uses

This question sought opinion on what other uses could be included at the proposed facility with the majority relating back to the potential closure of the INEA YMCA and the need to include these facilities/offers in the new site. This included basketball courts, gymnastic areas, squash courts and a pool.

Again, this is not an aspect of this study/facility and previous reports have highlighted that a facility the size of the INEA YMCA is not a viable proposition for the Walkerville Oval Precinct.
Other suggestions which could however be considered / included were:

- Multi use space for functions
- Martial Arts areas
- Childcare centre
- Gymnasium / Fitness equipment) internally and externally)
- Female friendly facilities
- Netball and tennis courts
- Dog park
- Inclusion of the RSL
- Space for public events (external)

2.7 General Comments
Fifty-four (54) comments were received with many comprising a number of elements but with a summary being as follows:

<table>
<thead>
<tr>
<th>Issue</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>INEA YMCA Importance / retention</td>
<td>26</td>
</tr>
<tr>
<td>Fund existing facilities and clubs over a new hub</td>
<td>6</td>
</tr>
<tr>
<td>Community land revocation concern</td>
<td>4</td>
</tr>
<tr>
<td>A new facility isn’t necessary</td>
<td>5</td>
</tr>
<tr>
<td>More community use / access and facilities</td>
<td>6</td>
</tr>
<tr>
<td>Support the development of a new modern facility</td>
<td>8</td>
</tr>
<tr>
<td>Parking and encourage active transport</td>
<td>2</td>
</tr>
<tr>
<td>Impacts associated with noise / Environment</td>
<td>2</td>
</tr>
</tbody>
</table>

These findings show an interest in relation to INEA YMCA’s pending closure. Whilst this is acknowledged, it must again be reiterated that the purpose of this project is that of a multi-use sporting and community facility that will be different to that of an indoor recreation centre.
2.8 Respondent Profile

Over a half of those that responded were female, a third (29%) were male and 13% preferring not to say. Age profile was predominantly middle aged with 51% being over the age of 50. This is reflected in the household structure whereby the majority had children not living at home (27%) with a further 25% having children under the age of 12 at home.

The majority of respondents (67%) were from Walkerville with 17% from the neighbouring Council of Norwood, Payneham and St Peters, 8% from Port Adelaide Enfield, 3% from Burnside and Prospect respectively and 1% from both Campbelltown and West Torrens Councils.
Children not at home
Children 6-12 at home
Single
Children U-6 at home
Children 12+ at home
Married no children
Prefer not to say

Family Status

PAE 8%
West Torrens 1%
Campbelltown 1%
Burnside 3%
NPSP 17%
Walkerville 67%
Prospect 3%

578
Section Three: Community Organisation Survey

Five community groups responded to the survey and include:

1. Walkerville Sports Club
2. Walkerville Junior Football Club
3. Walkerville Bowling Club
4. Walkerville Netball Club
5. Walkerville Softball Club

All clubs with the exception of softball, stated that their membership is increasing and all with the exception of Netball currently use facilities at the site. Netball would like to use the site as their home base as they have stated that they are one of the fastest growing clubs in the State and 4th largest in the Adelaide Metropolitan Netball Division.

Four of the five clubs have Junior male and female sides with only the bowling club having seniors only.

A summary of responses can be seen as follows, with a table highlighting each club's needs and desires to follow.

3.1 Membership

Junior participation dominates Walkerville clubs with an average 270 members across the four clubs as opposed to 178 seniors. This is encouraging and supports the notion that with a growing junior membership, the need for well-designed facilities is evident.
### 3.2 Multi Use Facility Support

All clubs support the notion of a centralised multi use facility at Walkerville Oval with reasoning being:

<table>
<thead>
<tr>
<th>Club</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walkerville Softball Club</td>
<td>We would like the sporting precinct to be a shared facility with better female facilities and greater and fairer governance</td>
</tr>
<tr>
<td>Walkerville Sports Club</td>
<td>Any development needs to be commercially viable and this can only happen in a multi use facility. The main driver of the development needs to be a commercial revenue stream with the sports clubs revenue almost being incidental to the revenue being cash flow positive if the facility is to go from strength to strength and ensure it is maintained in an as new manner.</td>
</tr>
<tr>
<td>Walkerville Junior football Club</td>
<td>The WJFC supports a multi-use facility because we feel that we would be able to train and warm up on the other sporting spaces (in addition to using the grassed areas). High usage, wet weather and out junior teams could train on a synthetic grassed surface or similar if this was developed for cricket nets, for example.</td>
</tr>
<tr>
<td>Walkerville Bowling Club</td>
<td>The Current Bowls Club rooms are in need of Major Upgrades/Repairs to Kitchen, Ladies Toilets, Bar, Roof.</td>
</tr>
<tr>
<td>Walkerville Netball Club</td>
<td>Provides a mutual benefit for all Walkerville Clubs and the community. There is limited land available so we need to ensure we use the space wisely and the utility of the space will be maximised though a shared arrangement.</td>
</tr>
</tbody>
</table>
3.3 Centralised Management Support

Three of the groups supported the concept of the centralised management model, with the Walkerville Sports Club uncertain and the Bowling Club not supporting it. Rationale behind these opinions were:

<table>
<thead>
<tr>
<th>Club</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walkerville Softball Club</td>
<td>Currently the softball club do not feel that there is a fair level of management of the facility and good consideration on what each section use the club for. We would like to see a more stable leadership model of the facility.</td>
</tr>
<tr>
<td>Walkerville Sports Club</td>
<td>I would need to see the model, the cost of having that and the benefits to the facility, the clubs and members involved and more so the commercial acumen of those tasked to run that centralised management model.</td>
</tr>
<tr>
<td>Walkerville Junior football Club</td>
<td>In theory, as long as the price remains at an acceptable level.</td>
</tr>
<tr>
<td>Walkerville Bowling Club</td>
<td>We are currently Financial. We have a successful Model to run our Club &amp; wish to run our own Club, Functions and Bar</td>
</tr>
<tr>
<td>Walkerville Netball Club</td>
<td>Appears to be the only sensible way of ensuring all Clubs have access to the facility and an equal say.</td>
</tr>
</tbody>
</table>

Any proposed management model is a long-term strategy that must be based on sustainability of both the club and the model itself. Stakeholders need to be consulted throughout and the benefits of any new and proposed model clearly articulated.

3.4 Short, Medium and Long Term Needs

Three of the groups wish to use the oval / field space and 2 respectively for courts and events. Short, medium- and long-term needs for the clubs are as follows.
<table>
<thead>
<tr>
<th>Organisation</th>
<th>Short</th>
<th>Medium</th>
<th>Long</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walkerville Softball Club</td>
<td>Oval use, storage of equipment facilities, female amenities,</td>
<td>As above</td>
<td>As above</td>
</tr>
<tr>
<td></td>
<td>Disability access, Social Function use</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walkerville Sports Club</td>
<td>Greater multi use facilities for cricket training, softball use,</td>
<td>as above, we are land locked and can only do so much.</td>
<td>As above</td>
</tr>
<tr>
<td></td>
<td>bocce, junior football. The same with netball, tennis and bowls</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walkerville Junior football Club</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walkerville Bowling Club</td>
<td></td>
<td>Use of our existing Greens, A function areas, Bar facilities, Office</td>
<td></td>
</tr>
<tr>
<td>Walkerville Netball Club</td>
<td>lines being painted on the outdoor tennis courts and removable goal</td>
<td>lighted being installed on the outdoor tennis courts (as we train at night and our main season runs over winter). This would create a second training base for some of our teams</td>
<td>6 netball courts (within walking distance of each other) being available for use at the oval with lighting. This would mean we could move our 30 teams to train at WSC every week and WSC would become our home base.</td>
</tr>
</tbody>
</table>

Short – Long Term Needs
3.5 Central Facility Needs

All clubs need female changerooms, club rooms, kitchen, bar and storage areas. Other needs were identified as:

<table>
<thead>
<tr>
<th>Club</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walkerville Softball Club</td>
<td>-</td>
</tr>
<tr>
<td>Walkerville Sports Club</td>
<td>Cafe, commercial physio rooms, massage services, flexible function room in terms of size, children's playroom or zone, smaller function/gathering rooms with basic bar/kitchen facilities,</td>
</tr>
<tr>
<td>Walkerville Junior football Club</td>
<td>BBQ cooking area, digital scoreboard, coaches' boxes, changerooms &amp; toilets appropriate for children from 7 - 15</td>
</tr>
<tr>
<td>Walkerville Bowling Club</td>
<td>Green Keeper, Soil &amp; equipment Sheds, Shower</td>
</tr>
<tr>
<td>Walkerville Netball Club</td>
<td>-</td>
</tr>
</tbody>
</table>

Other Facility Requirements

3.6 Specific Facility Requirements

The table on the following page highlights specific comments in relation to each club’s specific needs and as is normal for not for profit community organisations, most are not in a position to contribute financially to any development, but some do have financial reserves and other means to assist Council in any way possible to realise the vision for the project.
<table>
<thead>
<tr>
<th>Organisation</th>
<th>Specific Facility Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walkerville Softball Club</td>
<td>We have a much larger female base than male so however we are introducing more males into the junior softball ranks so at the moment we require female toilets and change room facilities. We require about a 10 ft container worth of storage area so that we can store our equipment all year round. We like to have our social functions at the club we aim for 3-4 a year including our Presentation night.</td>
</tr>
<tr>
<td></td>
<td>We would like to have somewhere to have our committee meeting once a month and potentially coaches meetings also once a month. We are not able to support the bar as much as we would like at the moment given all games are held offsite but a bar facility when having social functions is desirable. Sometimes we do cater our own functions so the use of a kitchen facility is also attractive.</td>
</tr>
<tr>
<td></td>
<td>Currently we use half the oval twice a week for training and we will require this to continue as we require this for our 6-8 teams each year. We use the lights for about 30 minutes for 4-5 weeks when daylight saving is just starting as the nights get darker quicker at the beginning and end of our season.</td>
</tr>
</tbody>
</table>
| Walkerville Sports Club    | - 4 change rooms uni sex (One of these to be large for home football team)  
- Umpires change rooms with direct access.  
- Coaches boxes  
- Electronic Scoreboard large enough to use for film nights  
- Trainers and physio rooms x 6  
- Grandstand as per current structure or similar  
- Multi sex toilet areas in change rooms  
- Substantial Storage space on ground and first floor levels  
- Quality but practical furniture (stacking chairs and rackable tables) fixtures and fittings  
- NO lift, ramp for wheelchair access and delivery of goods, removal and storage of additional furniture from downstairs for larger functions  
- Five netball courts/tennis courts  
- Two bowling greens astro for 365-day use, with retractable sun cover and lights for use at night  
- multiple function areas for different groups of different sizes where they can be catered for from a central kitchen. One main room with retractable walls for multi-use.  
- 12 astroturf cricket wickets as a multi-use facility, located off the oval (possibly in the existing net and playground space and off the oval so it does not impact football and other oval use. Fully caged but with retractable wicket nets so the facility can be used for softball training in hitting tunnels, bocce, junior football training in non-sprigged boots, use by local schools for ball sports. Flood lit to allow for winter and summer use into the darker periods. Power for use of bowling and other sports training devices.  
- x turf wickets fully caged for cricket practice |
- Upgrade of oval lights and lights on all sporting areas to ensure best and elongated use and hiring options.
- Allowance for other clubs like bridge, darts, poker, reading, poetry, book clubs
- Male and female community toilets or more unisex community toilets with better lighting, better air flow, easily hosed down, access in a very well lit and obvious location with security cameras
- Security cameras - Undercroft and underground parking under sports club, netball court and bowls courts/greens. Maximise this asset as you only have one chance to do it and it will pay back over time in spades
- Locate playground next to new club rooms and add basketball hoops for 3 on 3, skating areas etc (See Churchill Rd or Gaza developments)
- BBQ facilities for use by the clubs built in with cover
- Multiple deck areas coming off the side of the new structure to allow for more functions, outside dining and drinking, with sun cover and easily secured or stored furniture (with wiring and speakers for music)
- quality AV system throughout to allow for multi room hire for functions needing sound and visual access.

<table>
<thead>
<tr>
<th>Walkerville Junior football Club</th>
<th>Walkerville Bowling Club</th>
<th>Walkerville Netball Club</th>
</tr>
</thead>
<tbody>
<tr>
<td>- 4 change rooms (flexible layout preferred - 10m x 8m per room)</td>
<td>- Male Changeroom 25m square</td>
<td>For storage, we would just need a room where we can store (say) 25 ball bags containing about 7 balls each. For functions, we would require a space that seats 190 attendees for a sit down dinner (for presentation night).</td>
</tr>
<tr>
<td>- 1 x umpires room with external access</td>
<td>- Female Changerooms 35m square</td>
<td></td>
</tr>
<tr>
<td>- first aid room in each change room</td>
<td>- Handicap 6m square</td>
<td></td>
</tr>
<tr>
<td>- storage room 6m x 5m approx) + storage for goalposts and other larger items</td>
<td>- Selection office 15m square x 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Board Meeting room 20m square</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Bar 30m square</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Kitchen 50m square</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Storage rm</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Coldroom for Bar 20m square</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Green Keeper, Soil and equipment sheds 100m square</td>
</tr>
</tbody>
</table>
3.7 Preferred Location

The Bowls club would prefer the facility to be built on their site with the Junior Football and Netball clubs suggesting it be at the existing site and the softball and Sports Club suggesting a larger facility joining the two.

3.8 Other Comments

Comment raised by the clubs included the following
<table>
<thead>
<tr>
<th>Organisation</th>
<th>Other Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walkerville Softball Club</td>
<td>The Softball Club has been a part of the Walkerville Sports Club for 71 years now. We have a very proud and successful history. We are looking forward to being a part of this new development and hope that we can generate more community engagement with better facilities. We are very keen to have a different management model of the facility than what is there now as at times we do not feel that we are considered equally in decisions. Looking forward to hearing what the next steps are for this project development.</td>
</tr>
<tr>
<td>Walkerville Sports Club</td>
<td>We need to consider this build as being one for 50 years not 5. The facility has to be multi functional and the sporting areas multi use. The basis of any design has to be about the commercial reality of the facility and how it can generate significant income over and above running costs. It needs to be designed to ensure it creates a demand for its space and every space needs to be looked at as having to pay for its self 24 hrs a day. It needs to be structured around functions whilst at the same time ensuring that all the functions that are held do not impact the clubs negatively as it may do if they can then never access &quot;their&quot; club due to the commercial activities that need to be taking place as often as possible. So flexibility in room sizes and outdoor deck space etc is critical. Parking will be a real driver in terms of daily use, make it easy for people and then it will be used during the quieter day time hours for meeting at the cafe, seeing the physio, having a massage, doing a gym class/yoga/etc. Additionally the hire of some of these spaces for park and ride city workers is a good revenue stream. The sports facilities need to be multi use, flood lit and secure. They need to be built so that they can also be used 365 days a year be it by the clubs or hired out to other organisations.</td>
</tr>
<tr>
<td>Club</td>
<td>Request</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Walkerville Junior football Club</td>
<td>The WJFC would like some of the investment to include: lengthening the oval so we can fit more junior games on the oval, better quality lighting suitable for games as well as training, more money spent on ground maintenance and the quality of the grass on the playing surface. The WJFC plays its games on Friday nights and Sunday mornings. Training is every night during the football season. On any given Sunday, we would have 150+ players and their families who visit the area and the oval. This brings enormous economic development opportunities for the businesses on Walkerville Terrace currently and could be attractive for other businesses in the area. The WJFC are committed to developing young footballers (both male and female) and offer a community service that is not offered by the Walkerville Primary School and other schools from outside the area. They don’t currently offer football as a school sport. We are aware of the positive impacts that sport and exercise has on young people. We are a very well run, self-funded and popular junior football club. If we could offer better amenities to our players and their families, we could grow quicker. Based on our membership size, gender diversity and the reasons above, we would like to be seen by Council as a significant key stakeholder in any decisions made regarding the facility and the surrounds.</td>
</tr>
<tr>
<td>Walkerville Bowling Club</td>
<td>Ample off-street parking essential. Temporary Clubrooms - if existing location of the Bowls Club is to be used (for the period of Construction on C Green). Compensation for Bowling Club as Club will not be able to run Functions during the Construction period.</td>
</tr>
<tr>
<td>Walkerville Netball Club</td>
<td>We are one of the fastest growing netball clubs in South Australia and we are now the 4th largest club in the Adelaide Metropolitan Netball Division (which includes Clubs such as Contax and Matrics). We have teams from AMND League down to GO (under 9s). This year we also plan to introduce an inclusive sports team for women with an integration difficulty. We would really appreciate as much support from Council as possible as the costs associated with running such a large netball club are high. Our registration fees are approximately half the price of other AMND netball clubs so we can ensure we are affordable. Court hire is a significant expense for our Club so we would appreciate Council's support in constructing netball courts on site so we can use WSC as a training base (but we would need 6 outdoor courts within a couple minutes' walk of one another for this to be feasible). Many of our juniors attend Wilderness School so having a training facility at WSC would be attractive for those parents.</td>
</tr>
</tbody>
</table>
Meeting: Council
Title: Contributory Items Review Project Update
Responsible Manager: Group Manager Planning Environment & Regulatory Services, Andreea Caddy
Author: Group Manager Planning Environment & Regulatory Services, Andreea Caddy
Key Focus Area: Strategic Community Plan Focus area 2- Sustainable and resilient future
Key Focus Area: Financial Guiding Principle 2 –Invest sustainably in community assets for the future
Type of Report: Information Only

Recommendation
That Council receives and notes the Contributory Items Review Project update report.

Summary
On 29 November 2019 and in accordance with CNC98/19-20, Administration lodged the Heritage Development Plan Amendment Statement of Intent for the elevation of 34 existing Contributory Items to Local Heritage status with the Department of Planning, Transport & Infrastructure (DPTI). On 9 December 2019, a representative of DPTI wrote to Council seeking further information in relation to the 34 Contributory Items. The further information sought by the Department relates to the extent of listing and the historical ties between the proposed Local Heritage Places and the progressive development of the Walkerville Township. Under the Planning, Development and Infrastructure Act 2016, there will be a greater emphasis on the provision of accurate historical description of Local Heritage Places. This is intended to simplify the assessment pathways of developments affecting heritage places and development that occurs in historic policy areas, under the new Planning & Design Code.

Background
In accordance with CNC 401/18-19, Administration undertook an internal review of the 545 Contributory Items within the Walkerville Development Plan. Of the 545 Contributory Item, a total of 34 places that had been previously recommended for heritage listing, in the context of past Heritage Surveys were deemed to warrant elevation to Local Heritage status by virtue of their accurate representation of development progress within the Walkerville Township.

The 34 existing Contributory Items are among a number of places that were identified during previous heritage surveys, namely the 1988 Heritage Survey and the 2004/05 Heritage Survey as places deserving of Local Heritage designation under the Development Act 1993. For a variety of reasons, these places did not make the Local Heritage list, in some cases due to Ministerial decision on merit or owners’ opposition to such listings. Notwithstanding, these places have been previously assessed against the Development Act 1993 criteria for local heritage listing and were recommended for listing at the time. Under the new regime of planning assessments, further information is sought to support
such listings. As such, DPTI are seeking extensive verification of historical significance prior to progressing the Statement of Intent for the Heritage DPA being approved. In order for Council to acquiesce this request from the Minister and in order for it to meet the DPA timeline obligations, the external consultant that had been selected for the peer review of the investigative phase of the DPA has also been engaged to prepare a response to the Minister, on Council's behalf.

**Next Step**

A further report will be presented to Council, once the peer review of the investigation phase of the DPA has been finalised.
Meeting: Council
Title: Monthly Financial Report
Responsible Manager: Chief Executive Officer, Kiki Magro
Author: Group Manager, Corporate Services, Katy Bone
Key Focus Area: Strategic Community Plan Focus area 3 - Transparent and accountable local tier of Government
Key Focus Area: Financial Guiding Principle 1- Finances managed responsibly
Type of Report: Information Only

Recommendation


Summary

The report provides Elected Members with information regarding Council’s financial performance and financial position as at 31 January 2020.

Background

The Local Government Act 1999 – Sec 124—Accounting records to be kept:

(1) A council must: -

a) keep such accounting records as correctly and adequately record and explain the revenues, expenses, assets and liabilities of the council; and

b) keep its accounting records in such manner as will enable: -

i. the preparation and provision of statements that present fairly financial and other information; and

ii. the financial statements of the council to be conveniently and properly audited

Cash and loan balances as at 31 January 2020
Cash at bank as per Bank SA $108,651.93
Deposits at LGFA - General $81,597.15
Levi Caravan Park $170,951.64
Debenture loans $85,426.23
Drawdown loan balance $5,531,633.64

At the 31 January 2020 rates outstanding are $3,355,591.73
Line of credit Monthly Movement

- 2017/18
- 2018/19
- 2019/20
- Cash Advance

Attachment/s

Attachment A | Monthly Financials – January 2020
## Statement of Comprehensive Income

**For Period Ending:** 31/01/2020  
**Year:** 19/20

<table>
<thead>
<tr>
<th></th>
<th>Original Budget</th>
<th>Current Budget</th>
<th>Budget YTD</th>
<th>Actual YTD</th>
<th>Variance $ (YTD)</th>
<th>Variance % (YTD)</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rates</td>
<td>8,995,703</td>
<td>8,995,703</td>
<td>9,021,040</td>
<td>9,064,975</td>
<td>43,935</td>
<td>0</td>
<td>69,272</td>
<td>1</td>
</tr>
<tr>
<td>Statutory Charges *1</td>
<td>263,811</td>
<td>263,811</td>
<td>165,433</td>
<td>202,320</td>
<td>36,887</td>
<td>(23)</td>
<td>(61,491)</td>
<td>106</td>
</tr>
<tr>
<td>User Charges *2</td>
<td>551,412</td>
<td>551,412</td>
<td>361,648</td>
<td>397,282</td>
<td>35,634</td>
<td>9</td>
<td>(154,129)</td>
<td>28</td>
</tr>
<tr>
<td>Reimbursements *3</td>
<td>17,533</td>
<td>17,533</td>
<td>10,220</td>
<td>36,058</td>
<td>25,838</td>
<td>(33)</td>
<td>18,526</td>
<td>106</td>
</tr>
<tr>
<td>Other Income *4</td>
<td>119,204</td>
<td>119,204</td>
<td>79,524</td>
<td>158,031</td>
<td>78,507</td>
<td>9</td>
<td>38,827</td>
<td>33</td>
</tr>
<tr>
<td>Grants subsidies &amp; contributions</td>
<td>534,356</td>
<td>534,356</td>
<td>455,369</td>
<td>459,573</td>
<td>4,204</td>
<td>1</td>
<td>(74,783)</td>
<td>(14)</td>
</tr>
<tr>
<td>Investment Income</td>
<td>8,841</td>
<td>8,841</td>
<td>4,421</td>
<td>3,944</td>
<td>(477)</td>
<td>(11)</td>
<td>(4,897)</td>
<td>(55)</td>
</tr>
<tr>
<td>Net gain-equity accounted council businesses</td>
<td>4,500</td>
<td>4,500</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4,500</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total Operating Income</strong></td>
<td>10,486,359</td>
<td>10,486,359</td>
<td>10,097,655</td>
<td>10,322,183</td>
<td>224,527</td>
<td>2</td>
<td>164,176</td>
<td>2</td>
</tr>
<tr>
<td><strong>Operating Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Costs</td>
<td>3,272,919</td>
<td>3,230,915</td>
<td>1,930,589</td>
<td>1,817,112</td>
<td>113,477</td>
<td>6</td>
<td>1,413,803</td>
<td>44</td>
</tr>
<tr>
<td>Finance Costs</td>
<td>250,000</td>
<td>250,000</td>
<td>125,000</td>
<td>92,491</td>
<td>32,509</td>
<td>26</td>
<td>157,509</td>
<td>63</td>
</tr>
<tr>
<td>Depreciation Amortisation &amp; Impairment</td>
<td>2,142,332</td>
<td>2,142,332</td>
<td>1,071,166</td>
<td>1,071,166</td>
<td>0</td>
<td>0</td>
<td>1,071,166</td>
<td>50</td>
</tr>
<tr>
<td>Materials contracts &amp; other expenses *5</td>
<td>4,802,296</td>
<td>4,844,300</td>
<td>3,036,830</td>
<td>2,341,957</td>
<td>694,873</td>
<td>127</td>
<td>5,144,821</td>
<td>49</td>
</tr>
<tr>
<td><strong>Total Operating Expenditure</strong></td>
<td>10,467,547</td>
<td>10,467,547</td>
<td>6,163,585</td>
<td>5,322,726</td>
<td>840,859</td>
<td>14</td>
<td>5,144,821</td>
<td>49</td>
</tr>
<tr>
<td><strong>Operating Surplus/(Deficit)</strong></td>
<td>18,812</td>
<td>18,812</td>
<td>3,934,070</td>
<td>4,999,457</td>
<td>1,065,386</td>
<td>127</td>
<td>4,980,645</td>
<td>26,476</td>
</tr>
<tr>
<td>Amounts received specifically for new or upgraded assets</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Asset disposal and fair value adjustments</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,386</td>
<td>(1,386)</td>
<td>0</td>
<td>(1,386)</td>
<td>0</td>
</tr>
<tr>
<td>Physical resources received free of charge</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Net Surplus/(Deficit)</strong></td>
<td>18,812</td>
<td>18,812</td>
<td>3,934,070</td>
<td>5,000,843</td>
<td>1,066,773</td>
<td>27</td>
<td>4,982,031</td>
<td>26,483</td>
</tr>
</tbody>
</table>
Notes:

1. **Statutory Charges:** Increase in parking expiations

2. **User Charges:** Hoarding permits for Sarah Constructions – Wilderness School Project, Lease of transportable buildings at Fuller Street – City of Prospect

3. **Reimbursements:** New treatment for reimbursement of outgoings for leased properties – Insurance, ESL etc – Previously offset against Materials, Contracts and Other Expenses

4. **Other Income:** WHS Rebate received, LGRS Special Distribution, Refund from SA Power Network for over-charging of public lighting costs

5. **Materials, Contracts & Other Expenses:** Timing of invoices received for provision of goods and services
## Summary of Financial Performance by Business Unit

**For Period Ending: 31/01/2020**  
**Year:** 19/20

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>Original Budget</th>
<th>Current Budget</th>
<th>Budget YTD</th>
<th>Actual YTD</th>
<th>Variance $ (YTD)</th>
<th>Variance % (YTD)</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy &amp; Governance</td>
<td>(400,569)</td>
<td>(400,569)</td>
<td>(252,441)</td>
<td>(235,763)</td>
<td>16,678</td>
<td>7</td>
<td>164,806</td>
<td>41</td>
</tr>
<tr>
<td>Planning and Environment</td>
<td>(135,249)</td>
<td>(135,249)</td>
<td>(122,234)</td>
<td>(46,283)</td>
<td>75,951</td>
<td>62</td>
<td>88,966</td>
<td>66</td>
</tr>
<tr>
<td>Community Services</td>
<td>(72,000)</td>
<td>(72,000)</td>
<td>(36,148)</td>
<td>(22,731)</td>
<td>13,417</td>
<td>37</td>
<td>49,269</td>
<td>68</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>4,451,987</td>
<td>4,493,991</td>
<td>6,337,826</td>
<td>6,662,658</td>
<td>324,832</td>
<td>5</td>
<td>2,168,667</td>
<td>48</td>
</tr>
<tr>
<td>Environment &amp; Waste</td>
<td>(848,217)</td>
<td>(848,217)</td>
<td>(587,295)</td>
<td>(527,055)</td>
<td>60,240</td>
<td>10</td>
<td>321,162</td>
<td>38</td>
</tr>
<tr>
<td>Assets &amp; Infrastructure</td>
<td>(670,188)</td>
<td>(670,188)</td>
<td>(250,642)</td>
<td>53,967</td>
<td>304,609</td>
<td>122</td>
<td>724,155</td>
<td>108</td>
</tr>
<tr>
<td>Customer Experience</td>
<td>(37,700)</td>
<td>(54,318)</td>
<td>(20,339)</td>
<td>(21,855)</td>
<td>(1,516)</td>
<td>(7)</td>
<td>32,463</td>
<td>60</td>
</tr>
<tr>
<td>Comms &amp; Marketing</td>
<td>(146,000)</td>
<td>(140,000)</td>
<td>(83,824)</td>
<td>(56,891)</td>
<td>26,933</td>
<td>32</td>
<td>89,109</td>
<td>61</td>
</tr>
<tr>
<td>Public Order</td>
<td>(34,397)</td>
<td>(34,397)</td>
<td>(2,923)</td>
<td>93,619</td>
<td>96,542</td>
<td>3,303</td>
<td>128,016</td>
<td>372</td>
</tr>
<tr>
<td>Property &amp; Contracts</td>
<td>160,977</td>
<td>160,977</td>
<td>125,437</td>
<td>261,976</td>
<td>136,540</td>
<td>109</td>
<td>100,999</td>
<td>63</td>
</tr>
<tr>
<td>Programmes and Events</td>
<td>(107,500)</td>
<td>(132,886)</td>
<td>(102,180)</td>
<td>(91,020)</td>
<td>11,160</td>
<td>11</td>
<td>41,866</td>
<td>32</td>
</tr>
</tbody>
</table>

**Sub-Total (excluding depreciation)**  
| Amounts received specifically for new or upgraded assets. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Asset disposal and fair value adjustments | 0 | 0 | 0 | 1,386 | (1,386) | 0 | (1,386) | 0 |
| Depreciation Amortization and Impairment | (2,142,332) | (2,142,332) | (1,071,166) | (1,071,166) | 0 | 0 | 1,071,166 | 50 |
| Physical resources received free of charge | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

**Net Surplus/(Deficit)**  
| 18,812 | 18,812 | 3,934,070 | 5,000,843 | 1,066,773 | 27 | 4,982,031 | 26,485 |

**Notes:**

1. The full year budget for Corporate Services is net revenue of $4.4m,- this is because all the rates revenue is recorded in this Business Unit. The year to date budget for Corporate Services is net revenue of $8m - this is because all of the rates revenue is recognised at the start of the year when it is invoiced but most of the costs that are incurred in this Business Unit (primarily salaries) are recognised throughout the year when they occur.
# 20. Capital Performance Report

**TOWN OF WALKERVILLE**

**For Period Ending: 31/01/2020**  
**Year: 19/20**

## TOWN OF WALKERVILLE

### Current Budget

#### YTD Actual

Orders

YTD Total

Variance $

Variance %

<table>
<thead>
<tr>
<th>Business Unit: 902 Buildings &amp; Other Structures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1101000100 - Civic Center</td>
</tr>
<tr>
<td>10108 - Solar Panels - Civic Centre</td>
</tr>
<tr>
<td>10109 - Signage and Display - Civic Centre</td>
</tr>
<tr>
<td>110100100 - Civic Center</td>
</tr>
<tr>
<td>121200300 - Vale House</td>
</tr>
<tr>
<td>122205000 - Rapid Response Shed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Original Budget</th>
<th>Current Budget</th>
<th>Budget YTD</th>
<th>YTD Actual</th>
<th>Orders</th>
<th>YTD Total</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>80,000</td>
<td>80,000</td>
<td>46,669</td>
<td>0</td>
<td>7,000</td>
<td>7,000</td>
<td>73,000</td>
<td>91.25</td>
</tr>
<tr>
<td>10108 - Solar Panels - Civic Centre</td>
<td>15,000</td>
<td>15,000</td>
<td>8,750</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>15,000</td>
<td>100.00</td>
</tr>
<tr>
<td>110100100 - Civic Center</td>
<td>95,000</td>
<td>95,000</td>
<td>55,419</td>
<td>0</td>
<td>7,000</td>
<td>7,000</td>
<td>88,000</td>
<td>92.63</td>
</tr>
<tr>
<td>121200300 - Vale House</td>
<td>309,000</td>
<td>309,000</td>
<td>180,250</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>309,000</td>
<td>100.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Act Type: CAPITAL EXPENDITURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1101000100 - Civic Center</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Business Unit: Buildings &amp; Other Structures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1101000100 - Civic Center</td>
</tr>
</tbody>
</table>

## Business Unit: 903 Infrastructure-Cap

### Parks, Gardens & Reserves

#### Infrastructure-Cap

<table>
<thead>
<tr>
<th>116300800 - Parks, Gardens &amp; Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>16367 - Hamilton Reserve</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>116300800 - Parks, Gardens &amp; Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>16367 - Hamilton Reserve</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>120000000 - Transport Program - Reconstruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>20003 - Herbert Street</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>120000000 - Transport Program - Reconstruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>20003 - Herbert Street</td>
</tr>
</tbody>
</table>

## Business Unit: 903 Infrastructure-Cap

### Parks, Gardens & Reserves

#### Infrastructure-Cap

<table>
<thead>
<tr>
<th>116300800 - Parks, Gardens &amp; Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>16367 - Hamilton Reserve</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>116300800 - Parks, Gardens &amp; Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>16367 - Hamilton Reserve</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>120000000 - Transport Program - Reconstruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>20003 - Herbert Street</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>120000000 - Transport Program - Reconstruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>20003 - Herbert Street</td>
</tr>
</tbody>
</table>

## Business Unit: 903 Infrastructure-Cap

### Parks, Gardens & Reserves

#### Infrastructure-Cap

<table>
<thead>
<tr>
<th>116300800 - Parks, Gardens &amp; Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>16367 - Hamilton Reserve</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>116300800 - Parks, Gardens &amp; Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>16367 - Hamilton Reserve</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>120000000 - Transport Program - Reconstruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>20003 - Herbert Street</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>120000000 - Transport Program - Reconstruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>20003 - Herbert Street</td>
</tr>
</tbody>
</table>

## Business Unit: 903 Infrastructure-Cap

### Parks, Gardens & Reserves

#### Infrastructure-Cap

<table>
<thead>
<tr>
<th>116300800 - Parks, Gardens &amp; Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>16367 - Hamilton Reserve</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>116300800 - Parks, Gardens &amp; Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>16367 - Hamilton Reserve</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>120000000 - Transport Program - Reconstruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>20003 - Herbert Street</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>120000000 - Transport Program - Reconstruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>20003 - Herbert Street</td>
</tr>
</tbody>
</table>

## Business Unit: 903 Infrastructure-Cap

### Parks, Gardens & Reserves

#### Infrastructure-Cap

<table>
<thead>
<tr>
<th>116300800 - Parks, Gardens &amp; Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>16367 - Hamilton Reserve</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>116300800 - Parks, Gardens &amp; Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>16367 - Hamilton Reserve</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>120000000 - Transport Program - Reconstruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>20003 - Herbert Street</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>120000000 - Transport Program - Reconstruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>20003 - Herbert Street</td>
</tr>
</tbody>
</table>

## Business Unit: 903 Infrastructure-Cap

### Parks, Gardens & Reserves

#### Infrastructure-Cap

<table>
<thead>
<tr>
<th>116300800 - Parks, Gardens &amp; Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>16367 - Hamilton Reserve</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>116300800 - Parks, Gardens &amp; Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>16367 - Hamilton Reserve</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>120000000 - Transport Program - Reconstruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>20003 - Herbert Street</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>120000000 - Transport Program - Reconstruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>20003 - Herbert Street</td>
</tr>
</tbody>
</table>
## 20. Capital Performance Report

**TOWN OF WALKERVILLE**

**For Period Ending: 31/01/2020**  
**Year: 19/20**

<table>
<thead>
<tr>
<th>Original Budget</th>
<th>Current Budget</th>
<th>Budget YTD</th>
<th>YTD Actual</th>
<th>Orders</th>
<th>YTD Total</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>120011000 - Transport Program - Reseal</td>
<td>571,000</td>
<td>571,000</td>
<td>333,081</td>
<td>0</td>
<td>496,346</td>
<td>496,346</td>
<td>74,654</td>
</tr>
<tr>
<td>120012000 - Transport Program</td>
<td>202,000</td>
<td>202,000</td>
<td>117,831</td>
<td>10,789</td>
<td>16,239</td>
<td>185,761</td>
<td>91.96</td>
</tr>
</tbody>
</table>

**Total Act Type: CAPITAL EXPENDITURE**

| 2,050,000 | 2,050,000 | 1,195,831 | 10,789 | 16,239 | 1,456,975 | 71.07 |

**Total Business Unit: Infrastructure-Cap**

| 95,000 | 95,000 | 55,419 | 34,568 | 3,098 | 37,666 | 57,334 | 60.35 |

**Total Act Type: CAPITAL EXPENDITURE**

| 95,000 | 95,000 | 55,419 | 34,568 | 3,098 | 37,666 | 57,334 | 60.35 |

**Total Business Unit: Stormwater Drainage**

| 95,000 | 95,000 | 55,419 | 34,568 | 3,098 | 37,666 | 57,334 | 60.35 |

**Business Unit: 904 Stormwater Drainage**

| 120200000 - Storm Water Renewal Program | 95,000 | 95,000 | 55,419 | 34,568 | 3,098 | 37,666 | 57,334 | 60.35 |

**Business Unit: 905 Plant & Equipment**

| 122100000 - Depot Plant & Equipment Program | 145,000 | 145,000 | 84,581 | 42,476 | 0 | 42,476 | 102,524 | 70.71 |

**Business Unit: 906 Furniture & Fittings**

| 110900400 - Furniture & Fittings Renewal Program | 65,000 | 65,000 | 37,919 | 14,705 | 19,305 | 34,010 | 30,990 | 47.68 |

**Business Unit: 907 Library -Furniture & Fittings**

| 16200 - Furniture & Fittings | 13,000 | 13,000 | 7,581 | 9,681 | 9,681 | 3,319 | 25.53 |

| 16203 - RFID Self Check Out System | 9,000 | 9,000 | 5,250 | 7,746 | 7,746 | 1,254 | 13.93 |
## 20. Capital Performance Report

**TOWN OF WALKERVILLE**

### Year: 19/20

**For Period Ending: 31/01/2020**

<table>
<thead>
<tr>
<th>Original Budget</th>
<th>Current Budget</th>
<th>Budget YTD</th>
<th>YTD Actual</th>
<th>Orders</th>
<th>YTD Total</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>116100400 - Library - Furniture &amp; Fittings</td>
<td>22,000</td>
<td>22,000</td>
<td>12,831</td>
<td>0</td>
<td>17,427</td>
<td>17,427</td>
<td>4,573</td>
</tr>
<tr>
<td><strong>Total Act Type: CAPITAL EXPENDITURE</strong></td>
<td><strong>87,000</strong></td>
<td><strong>87,000</strong></td>
<td><strong>50,750</strong></td>
<td><strong>14,705</strong></td>
<td><strong>36,732</strong></td>
<td><strong>51,437</strong></td>
<td><strong>35,563</strong></td>
</tr>
<tr>
<td><strong>Total Business Unit: Furniture &amp; Fittings</strong></td>
<td>(87,000)</td>
<td>(87,000)</td>
<td>(50,750)</td>
<td>(14,705)</td>
<td>(36,732)</td>
<td>(51,437)</td>
<td>(35,563)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Unit: 908 Library Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Business Unit: Library Materials</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Unit: 909 Structures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>114000000 - Wesleyan Cemetery Upgrade</strong></td>
</tr>
<tr>
<td><strong>116300900 - Reserves Infrastructure Program</strong></td>
</tr>
<tr>
<td>16372 - Linear Park Lighting Upgrade</td>
</tr>
<tr>
<td>16378 - Open Space Upgrades</td>
</tr>
<tr>
<td>16400 - Open Space Irrigation</td>
</tr>
<tr>
<td><strong>116300900 - Reserves Infrastructure Program</strong></td>
</tr>
<tr>
<td><strong>Total Act Type: CAPITAL EXPENDITURE</strong></td>
</tr>
<tr>
<td><strong>Total Business Unit: Structures</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Unit: 910 Reserve Furniture</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>116300100 - Reserve Furniture Renewal Program</strong></td>
</tr>
<tr>
<td><strong>Total Act Type: CAPITAL EXPENDITURE</strong></td>
</tr>
<tr>
<td><strong>Total Business Unit: Reserve Furniture</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Unit: 911 Irrigation Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Business Unit: Irrigation Infrastructure</strong></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
</tr>
</tbody>
</table>
Meeting: Council
Title: 2020 / 21 Budget Timetable
Responsible Manager: Chief Executive Officer, Kiki Cristol
Author: Group Manager Corporate Services, Katy Bone
Key Focus Area: Financial Guiding Principle 1- Finances managed responsibly
Key Focus Area: Strategic Community Plan Focus area 3- Transparent and accountable local tier of Government
Type of Report: Information Only

Recommendation

That Council receives and notes the proposed Annual Business Plan & Budget Process Timetable for the 2020 / 2021 financial year.

Summary

To provide Council with the proposed Annual Business Plan & Budget Process Timetable for the 2020 /2021 financial year.

Background

The provisional plan for the budget setting process is detailed in Attachment A. This is a provisional working document and is subject to change, the dates specified in it are no more than indicative.

Council requested at its ordinary meeting held on 20 May 2019, that Administration provide Elected Members with examples of project rating methods that can be used to develop future budgets, with the intent to commence a project ranking system for the 2020/21 budget (CNC 358/18-19).

As part of the 2020/21 budget workshop one (1) Councillor’s will be provided the opportunity to discuss ranking methods that would be used for future projects. A project proposal template has been included in Attachment B to provide the base information on proposed projects including what would be delivered and costs.

Ranking Method

One of the most common methods of determining if a project should or should not be done is by undertaking a point ranking system. Points / scoring help articulate the business value and provide a visible means of showing the relative value of each project. The higher the points / score the more valuable the project is to Council.

The scoring methodology can be as simple as using a high (5 point), Medium (3 points) and Low (1 point) approach. It is important to assign a weight to each criterion, with greater weight given to critical...
criteria. For example, regulatory might receive double weighting. It is also helpful to list ranking criteria in order of importance and then assign weights.

To provide an overall impact of proposed projects, the ranking will need to consider both financial impacts and non-financial impact on residents. To assist with discussion the following suggested criteria for rankings are presented for consideration.

- **Rate payer impact** – is the project likely to have a positive impact more rate payers? For example:
  - Less than 100
  - Between 100-1,000
  - Between 1,000-3,000
  - All rate payers

- **Legislation/Regulatory Compliance requirement** – will the project address or respond to a compliance requirement under legislation, which may include but not be limited to WHS, the Local Government Act, Development Act etc?

- **Alignment to Strategic Plan** – does the proposed project align with the current Strategic Plan? What parts of the Strategic plan, if any, are considered a high priority or do they all have the same ranking value?

- **Risk mitigation Rating** – Is there a risk we are mitigation or avoiding that should be considered such as safety to the community or staff?

- **Asset management ranking** – Is the project for replacement of an asset? If so, is it on the Asset Management Plan and what is the current asset life?

- **Dependency on other projects** – are there any other projects that need to be completed first that should be considered?

- **Length of project timeline** - will the project be completed within the current financial year?

- **Financial impact** – will this have a direct impact on rates? Will it have a direct impact on Councils borrowing capacity? Is there a grant that can fund this project?

### Attachments

<table>
<thead>
<tr>
<th>Attachment A</th>
<th>2020 / 21 Budget Timetable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attachment B</td>
<td>Project Proposal template</td>
</tr>
<tr>
<td>Key Dates</td>
<td>Event Description</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>3 March 2020</td>
<td>Elected Member Financial Strategy Workshop -1</td>
</tr>
<tr>
<td>4:00pm – 6:00pm</td>
<td>• Draft Budget 2020/2021</td>
</tr>
<tr>
<td></td>
<td>• Project ranking method</td>
</tr>
<tr>
<td>16 March 2020</td>
<td>Council Meeting – Ordinary</td>
</tr>
<tr>
<td>7:00pm – 10:00pm</td>
<td></td>
</tr>
<tr>
<td>30 March 2020</td>
<td>Elected Member Financial Strategy Workshop -2</td>
</tr>
<tr>
<td>4:00pm – 6:00pm</td>
<td>• Project evaluation</td>
</tr>
<tr>
<td></td>
<td>• Rate options</td>
</tr>
<tr>
<td>20 April 2020</td>
<td>Council Meeting – Ordinary</td>
</tr>
<tr>
<td>7:00pm – 10:00pm</td>
<td></td>
</tr>
<tr>
<td>22 April 2020</td>
<td>Elected Member Financial Strategy Workshop -3</td>
</tr>
<tr>
<td>4:00pm-6:00pm</td>
<td>• Draft Budget 2020/2021</td>
</tr>
<tr>
<td></td>
<td>• Rates options</td>
</tr>
<tr>
<td>4 May 2020</td>
<td>Audit Committee Meeting</td>
</tr>
<tr>
<td>9:30am – 12:00pm</td>
<td>• Draft Annual Business Plan 2020/2021</td>
</tr>
<tr>
<td></td>
<td>• Budget Policy</td>
</tr>
<tr>
<td></td>
<td>• Budget Review 3</td>
</tr>
<tr>
<td></td>
<td>• Treasury Report</td>
</tr>
<tr>
<td></td>
<td>• Rating Policy</td>
</tr>
<tr>
<td>18 May 2020</td>
<td>Council Meeting – Ordinary</td>
</tr>
<tr>
<td>7:00pm – 10:00pm</td>
<td>• Draft Annual Business Plan 2020/2021 – commence public consultation</td>
</tr>
<tr>
<td></td>
<td>• Budget Policy</td>
</tr>
<tr>
<td></td>
<td>• Budget Review 3</td>
</tr>
<tr>
<td></td>
<td>• Treasury Report</td>
</tr>
<tr>
<td></td>
<td>• Rating Policy</td>
</tr>
<tr>
<td>25 May 2020</td>
<td>Consultation period begins with placement on Council website notification will be placed in the Advertiser week commencing 25 May 2020 distributed to households by 27 May 2020.</td>
</tr>
<tr>
<td>15 June 2020</td>
<td>Council Meeting – Ordinary</td>
</tr>
<tr>
<td>7:00pm – 10:00pm</td>
<td></td>
</tr>
</tbody>
</table>
### 2020/21 ANNUAL BUSINESS PLAN AND BUDGET PROCESS

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 June 2020</td>
<td>Annual Business Plan Public Meeting</td>
</tr>
<tr>
<td>3 July 2020</td>
<td>Public consultation closes</td>
</tr>
<tr>
<td>20 July 2020</td>
<td>Council Meeting – Ordinary</td>
</tr>
<tr>
<td></td>
<td>● Annual Business Plan and Budget - Adoption</td>
</tr>
</tbody>
</table>

Please note:

- Adelaide Cup Day: Monday 9 March 2020
- Easter Holiday: Friday 10 March 2020 - Monday 13 March 2020
- ANZAC Day: 25 April 2020
- Queen’s Birthday: Monday 8 June 2020
# Project Proposal

## Department

## Proposal Name

<table>
<thead>
<tr>
<th>Step 1</th>
<th>Objective</th>
<th>What do we want to do?</th>
</tr>
</thead>
</table>

## Step 2

### Problem Statement

What happens now, how do we currently overcome this issue or is it a new project or upgrade?

## Step 3

### Strategic Plan

Why should we do this?

## Step 4

### Success Measures

How will we know it worked?

## Step 5

### Deliverables

What will we deliver?

## Step 6

### Scope

What is the scope of the project?

## Step 7

### Assumptions

Who needs to be involved in this?

## Resources, ICT requirements

### Constraints

Who needs to know about and support this initiative?

## Step 8

### Costs

<table>
<thead>
<tr>
<th>2019/20</th>
<th>2020/21</th>
<th>2021/22</th>
<th>2022/23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing budget</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational ongoing requirements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Budget</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Additional Budget Estimate</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

## Step 9

### Time Estimate

Recommended Date of Project Commencement:

Length of Project Implementation (in months, for)

## Step 10

### Key Stakeholders

Stakeholders:
Meeting: Council

Title: 2019/2020 CAPEX Projects Status Report, end of January 2020

Responsible Manager: Chief Executive Officer, Kiki Cristol

Author: Group Manager, Assets & Infrastructure, Joshua Bowen

Key Focus Area: Strategic Community Plan Focus area 3 - Transparent and accountable local tier of Government

Key Focus Area: Financial Guiding Principle 2 – Invest sustainably in community assets for the future

Type of Report: Information Only

Recommendation

That Council receive and note the 2019/20 CAPEX Projects Status Report, as at the end of January 2020.

Summary

To provide Elected Members with a status report on Council’s ‘Funded Projects, Programs and Activities’ as included in Council’s approved Annual Business Plan and Budget for 2019/20.

Background

Monthly reports are provided to Council on its Capital Expenditure Program.

This report provides a status report on Projects, Programs and Activities being delivered in 2019/20 refer Attachment A.

Attachment/s

Attachment A  CAPEX Report as at end of January 2020
<table>
<thead>
<tr>
<th>GL Account Job No</th>
<th>Project Name</th>
<th>Department</th>
<th>Original Budget</th>
<th>Total Budget</th>
<th>Phase</th>
<th>YTD Actuals</th>
<th>Orders</th>
<th>YTD Total</th>
<th>Expected Year End</th>
</tr>
</thead>
<tbody>
<tr>
<td>10500</td>
<td>11 Capital Expenditure</td>
<td>Corporate Services</td>
<td>$30,000.00</td>
<td>$30,000.00</td>
<td>Completed</td>
<td>$14,704.66</td>
<td>$19,300.45</td>
<td>$34,010.10</td>
<td>$34,010.10</td>
</tr>
<tr>
<td>10501</td>
<td>Furniture &amp; Fixings General</td>
<td>Corporate Services</td>
<td>$35,000.00</td>
<td>$35,000.00</td>
<td>Completed</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>10108</td>
<td>Solar Panels - Civic Centre</td>
<td>Assets &amp; Infrastructure</td>
<td>$80,000.00</td>
<td>$80,000.00</td>
<td>Planning/Design</td>
<td>$-</td>
<td>$7,000.00</td>
<td>$7,000.00</td>
<td>$80,000.00</td>
</tr>
<tr>
<td>10109</td>
<td>Signage And Display - Civic Centre</td>
<td>Customer Experience</td>
<td>$15,000.00</td>
<td>$15,000.00</td>
<td>Tender</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>140000</td>
<td>Mulveyan Cemetery Upgrade</td>
<td>Corporate Services</td>
<td>$50,000.00</td>
<td>$50,000.00</td>
<td>Completed</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>16200</td>
<td>Furniture &amp; Fixings Customer Experience</td>
<td>$13,000.00</td>
<td>$13,000.00</td>
<td>Construction / Implementation</td>
<td>$-</td>
<td>$6,981.00</td>
<td>$6,981.00</td>
<td>$6,981.00</td>
<td></td>
</tr>
<tr>
<td>16203</td>
<td>Pest Self Check Out System</td>
<td>Customer Experience</td>
<td>$9,000.00</td>
<td>$9,000.00</td>
<td>Construction / Implementation</td>
<td>$-</td>
<td>$7,748.00</td>
<td>$7,748.00</td>
<td>$17,776.00</td>
</tr>
<tr>
<td>210030</td>
<td>Vale House</td>
<td>Corporate Services</td>
<td>$309,000.00</td>
<td>$309,000.00</td>
<td>Not Commenced</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>220030</td>
<td>Rapid Response Shed</td>
<td>Assets &amp; Infrastructure</td>
<td>$-</td>
<td>$-</td>
<td>Construction / Implementation</td>
<td>$15,692.94</td>
<td>$165,686.15</td>
<td>$161,359.09</td>
<td>$161,359.09</td>
</tr>
<tr>
<td>16307</td>
<td>Hamilton Reserve</td>
<td>Planning, Environment &amp; Regulatory Services</td>
<td>$675,000.00</td>
<td>$675,000.00</td>
<td>Planning/Design</td>
<td>$6,300.00</td>
<td>$-</td>
<td>$6,300.00</td>
<td>$6,300.00</td>
</tr>
<tr>
<td>16312</td>
<td>Linen Park Lighting Upgrade</td>
<td>Assets &amp; Infrastructure</td>
<td>$245,000.00</td>
<td>$245,000.00</td>
<td>Completed</td>
<td>$194,018.00</td>
<td>$-</td>
<td>$194,018.00</td>
<td>$194,018.00</td>
</tr>
<tr>
<td>16378</td>
<td>Open Space Upgrades</td>
<td>Assets &amp; Infrastructure</td>
<td>$122,000.00</td>
<td>$122,000.00</td>
<td>Planning/Design</td>
<td>$6,490.00</td>
<td>$6,490.00</td>
<td>$100,000.00</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>16400</td>
<td>Open Space Irrigation</td>
<td>Assets &amp; Infrastructure</td>
<td>$20,000.00</td>
<td>$20,000.00</td>
<td>Construction / Implementation</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>1630010</td>
<td>Reserve Furniture Renewal Program</td>
<td>Assets &amp; Infrastructure</td>
<td>$30,000.00</td>
<td>$30,000.00</td>
<td>Construction / Implementation</td>
<td>$-</td>
<td>$18,300.00</td>
<td>$18,300.00</td>
<td>$18,300.00</td>
</tr>
<tr>
<td>16442</td>
<td>Malvern Oval - Netball Courts</td>
<td>Assets &amp; Infrastructure</td>
<td>$60,000.00</td>
<td>$60,000.00</td>
<td>Planning/Design</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$60,000.00</td>
</tr>
<tr>
<td>16443</td>
<td>Malvern Oval - Dressway</td>
<td>Assets &amp; Infrastructure</td>
<td>$25,000.00</td>
<td>$25,000.00</td>
<td>Completed</td>
<td>$-</td>
<td>$10,931.11</td>
<td>$10,931.11</td>
<td>$10,931.11</td>
</tr>
<tr>
<td>20003</td>
<td>Herbert Street</td>
<td>Assets &amp; Infrastructure</td>
<td>$416,000.00</td>
<td>$416,000.00</td>
<td>Construction / Implementation</td>
<td>$2,731.25</td>
<td>$1,820.25</td>
<td>$4,351.50</td>
<td>$385,000.00</td>
</tr>
<tr>
<td>20465</td>
<td>JFK Various Locations</td>
<td>Assets &amp; Infrastructure</td>
<td>$68,000.00</td>
<td>$68,000.00</td>
<td>Construction / Implementation</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$68,782.44</td>
</tr>
<tr>
<td>20066</td>
<td>Foundation Renewal</td>
<td>Assets &amp; Infrastructure</td>
<td>$120,000.00</td>
<td>$120,000.00</td>
<td>Construction / Implementation</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>20044</td>
<td>Hornet Street</td>
<td>Assets &amp; Infrastructure</td>
<td>$58,000.00</td>
<td>$58,000.00</td>
<td>Completed</td>
<td>$-</td>
<td>$52,000.00</td>
<td>$52,000.00</td>
<td>$52,000.00</td>
</tr>
<tr>
<td>20046</td>
<td>Victoria Terrace</td>
<td>Assets &amp; Infrastructure</td>
<td>$59,000.00</td>
<td>$59,000.00</td>
<td>Completed</td>
<td>$-</td>
<td>$53,638.36</td>
<td>$53,638.36</td>
<td>$53,638.36</td>
</tr>
<tr>
<td>20447</td>
<td>Sunny Avenue</td>
<td>Assets &amp; Infrastructure</td>
<td>$52,000.00</td>
<td>$52,000.00</td>
<td>Completed</td>
<td>$-</td>
<td>$44,710.00</td>
<td>$44,710.00</td>
<td>$44,710.00</td>
</tr>
<tr>
<td>20470</td>
<td>Crosswell Court</td>
<td>Assets &amp; Infrastructure</td>
<td>$23,000.00</td>
<td>$23,000.00</td>
<td>Completed</td>
<td>$-</td>
<td>$27,000.00</td>
<td>$27,000.00</td>
<td>$27,000.00</td>
</tr>
<tr>
<td>20471</td>
<td>More Street</td>
<td>Assets &amp; Infrastructure</td>
<td>$37,000.00</td>
<td>$37,000.00</td>
<td>Completed</td>
<td>$-</td>
<td>$30,000.00</td>
<td>$30,000.00</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>20472</td>
<td>Hill Court</td>
<td>Assets &amp; Infrastructure</td>
<td>$22,000.00</td>
<td>$22,000.00</td>
<td>Completed</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>20475</td>
<td>Hill Street</td>
<td>Assets &amp; Infrastructure</td>
<td>$33,000.00</td>
<td>$33,000.00</td>
<td>Completed</td>
<td>$-</td>
<td>$31,700.00</td>
<td>$31,700.00</td>
<td>$31,700.00</td>
</tr>
<tr>
<td>20476</td>
<td>McArthur Street</td>
<td>Assets &amp; Infrastructure</td>
<td>$44,000.00</td>
<td>$44,000.00</td>
<td>Completed</td>
<td>$-</td>
<td>$41,990.00</td>
<td>$41,990.00</td>
<td>$41,990.00</td>
</tr>
<tr>
<td>20477</td>
<td>Cooper Avenue</td>
<td>Assets &amp; Infrastructure</td>
<td>$185,000.00</td>
<td>$185,000.00</td>
<td>Completed</td>
<td>$-</td>
<td>$158,000.00</td>
<td>$158,000.00</td>
<td>$158,000.00</td>
</tr>
<tr>
<td>20066</td>
<td>Traffic Management Devices</td>
<td>Assets &amp; Infrastructure</td>
<td>$51,000.00</td>
<td>$51,000.00</td>
<td>Tender</td>
<td>$9,400.00</td>
<td>$5,400.00</td>
<td>$17,800.00</td>
<td>$51,000.00</td>
</tr>
<tr>
<td>20068</td>
<td>Parking Ward And Traffic Calming Device</td>
<td>Assets &amp; Infrastructure</td>
<td>$100,000.00</td>
<td>$100,000.00</td>
<td>Not Commenced</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>20416</td>
<td>Parking And Traffic</td>
<td>Assets &amp; Infrastructure</td>
<td>$51,000.00</td>
<td>$51,000.00</td>
<td>Tender</td>
<td>$4,388.80</td>
<td>$-</td>
<td>$4,388.80</td>
<td>$40,000.00</td>
</tr>
<tr>
<td>20200</td>
<td>Stormwater Infrastructure</td>
<td>Assets &amp; Infrastructure</td>
<td>$95,000.00</td>
<td>$95,000.00</td>
<td>Tender</td>
<td>$34,563.04</td>
<td>$3,098.11</td>
<td>$37,662.15</td>
<td>$77,662.15</td>
</tr>
<tr>
<td>22101</td>
<td>Plant, Machinery &amp; Light Fleet</td>
<td>Assets &amp; Infrastructure</td>
<td>$145,000.00</td>
<td>$145,000.00</td>
<td>Construction / Implementation</td>
<td>$42,476.01</td>
<td>$-</td>
<td>$42,476.01</td>
<td>$153,422.00</td>
</tr>
</tbody>
</table>

**Totals**: 3,342,000.00

**Notes**: Total Budget $330,000 for upgrading the virtual servers and migrations to Office 365. Budget shortfall of $4,510 to be offset against Furniture and Fixings. 100% On Time, Not Commenced Not Commenced. 35% On Time, Over Budget. 35% On Time, On Budget. 100% Ahead, On Budget. 0% Not Commenced, Not Commenced. 100% Ahead, On Budget. 100% Ahead, Over Budget. 100% Ahead, Not Commenced. 100% Ahead, Not Commenced. 90% Ahead, Not Commenced. 100% Ahead, Not Commenced. 100% Ahead, Not Commenced. 100% Ahead, Not Commenced. 90% Ahead, Not Commenced. 100% Ahead, Not Commenced.
Meeting: Council

Title: Women of Walkerville Proceeds from Raffle Held at the Walkervillage Christmas Fair

Responsible Manager: Manager Community Development & Engagement, Fiona Deckert

Author: Manager Community Development & Engagement, Fiona Deckert

Key Focus Area: Strategic Community Plan Focus area 4 – Healthy, connected and inspired community

Key Focus Area: Strategic Community Plan Focus area 1- Vibrant local culture, inspired by diversity and inclusivity

Type of Report: Information Only

Recommendation

That the information on proceeds raised by the Women of Walkerville (WOW) at the Walkervillage Christmas Fair be received and noted.

Summary

This report provides Council with an update on the fund raising activities of WOW at the Walkervillage Christmas Fair raffle. A total of $630 was raised, which will be kept as seed funding for future events.

Background

The Women of Walkerville Committee was formed pursuant to Section 41 of the Local Government Act, 1999. As per the terms of reference, the role of the committee is to:

- identify opportunities for the enhancement and benefit of the community;
- initiate and deliver fund raising activities that support a range of social (non-political) endeavour’s that directly benefit people in the community;
- raise additional funds for Councils annual Community Fund, so that more people in the community can benefit from a grant;
- ensure that all fund raising activities are self-funded (all costs must be covered);
- apply for grants as and where appropriate;
- seek corporate and private sponsorships to support the Committee’s activities;
- report to Council on its activities;
- liaise and engage with members of the broader community, local schools and organisations who have an interest in community wellbeing and engaging collaboratively with the Committee on its fund raising activities;
- donate funds and / or establish relationships with charitable groups that reflect the overarching purpose of the Committee.
Meeting: Council
Title: Walkerville Library 2018 /2019 Australian Library and Information Association (ALIA) Standards Report
Responsible Manager: Group Manager Customer Experience, Danielle Garvey
Author: Group Manager Customer Experience, Danielle Garvey
Key Focus Area: Strategic Community Plan Focus area 4 – Healthy, connected and inspired community
Key Focus Area: Strategic Community Plan Focus are 5 – Positive and respectful customer service experience
Type of Report: Information Only

Recommendation


Summary

This report provides Council with results of Walkerville Library performance in 2018/2019 and compared with other South Australian metropolitan public library services for the same period, based on the Australian Library and Information Association (ALIA) Standards.

Background

Public libraries collect considerable data about their own performance based on membership, visits, loans, access to computers, provision of public programs and other measures. Comparing one library’s results against others can be both helpful and problematic, depending on how the data is used and the context in which the library operates. Libraries may be comparative in terms of their type or population base but will always operate with different council priorities, community demographic, geography, and service models.

With this caveat in mind the profession has developed a range of public library standards in an attempt to provide a set of benchmarks for library managers to use as a guide. There is a data set developed by the Australian Library and Information Association (ALIA) and other various standards developed in several Australian States. The ALIA standards were revised during 2016 and Public Library Services (PLS) has adopted this current set for the KPI calculations. It is likely that these standards will continue to be reviewed and updated as libraries increasingly need to develop qualitative value measures.

The Libraries Board of South Australia has decided to use the 2016 ALIA national standards to provide some comparative feedback to public libraries in South Australia. The Board has information which can be used to measure eleven of the ALIA standards. At current, information cannot be provided
for standard 6 – age of each library’s collections, standard 10 – website visits per capita per annum and standard 14 – internet downloads per capita per annum, as the relevant data is incomplete.

The report tables Walkerville Library’s position for each measure compared with other South Australian metropolitan library services; and dashboard for each Standard providing figures and commentary about how Walkerville Library services performed in 2018/19 against the ALIA benchmarks as well as the averages achieved by metropolitan public libraries across Adelaide and the averages for all public libraries in South Australia.

**Attachments**

<table>
<thead>
<tr>
<th>Attachment A</th>
<th>Walkerville Library 2018_19 ALIA Standards KPI Position Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attachment B</td>
<td>Walkerville Library 2018_19 ALIA Standards Dashboard Report</td>
</tr>
</tbody>
</table>
Public libraries collect considerable data about their own performance based on membership, visits, loans, access to computers, provision of public programs and other measures. Comparing one library’s results against others can be both helpful and problematic, depending on how the data is used and the context in which the library operates. Libraries may be comparative in terms of their type or population base but will always operate with different council priorities, community demographic, geography, and service models.

With this caveat in mind the profession has developed a range of public library standards in an attempt to provide a set of benchmarks for library managers to use as a guide. There is a data set developed by the Australian Library and Information Association (ALIA) which can be found here and other various standards developed in several Australian States; see NSW here and Queensland here. The ALIA standards were revised during 2016 and PLS has adopted this current set for the KPI calculations. It is likely that these standards will continue to be reviewed and updated as libraries increasingly need to develop qualitative value measures.

The Libraries Board of South Australia has decided to use the 2016 ALIA national standards to provide some comparative feedback to public libraries in South Australia. The Board has information which can be used to measure eleven of the ALIA standards. At current, information cannot be provided for, standard 6 – age of each library’s collections, standard 10 – website visits per capita per annum and standard 14 – internet downloads per capita per annum as the relevant data is incomplete.

The attached dashboards provide figures and commentary about how your library service performed in 2018/19 against the ALIA benchmarks as well as the averages achieved by metropolitan public libraries across Adelaide and the averages for all public libraries in South Australia.

As well as providing your results in the attached, the table below provides your position for each measure amongst other metropolitan library services. This information may be useful when interpreting your performance in specific areas.

<table>
<thead>
<tr>
<th>ALIA STANDARD</th>
<th>Position 16/17</th>
<th>Position 17/18</th>
<th>Position 18/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>S.1 Library Expenditure per Capita per annum (excl library materials)</td>
<td>5</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>S.2 Population served per FTE</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>S.3 Population served by qualified library position</td>
<td>5</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>S.4 Library Materials Expenditure per Capita</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>S.5 Collection Items per Capita</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>S.7 Population Served by internet device</td>
<td>3</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td>S.8 Membership as % of population</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>S.9 Visits per capita per annum</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>S.11 Circulation (loans per capita per annum)</td>
<td>3</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>S.12 Turnover of stock (loans per collection item)</td>
<td>12</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>S.13 % of Population that Attended Library Events</td>
<td>3</td>
<td>5</td>
<td>2</td>
</tr>
</tbody>
</table>
**ALIA STANDARD S.1 - Library Expenditure per Capita (excluding library materials)**

<table>
<thead>
<tr>
<th></th>
<th>ALIA Enhanced Target</th>
<th>ALIA Baseline Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>16/17 Walkerville</td>
<td>$53.58</td>
<td></td>
</tr>
<tr>
<td>17/18 Walkerville</td>
<td>$48.97</td>
<td></td>
</tr>
<tr>
<td>18/19 Walkerville</td>
<td>$55.87</td>
<td></td>
</tr>
<tr>
<td>18/19 Metro Libraries</td>
<td>$50.97</td>
<td></td>
</tr>
<tr>
<td>18/19 All SA Libraries</td>
<td>$52.80</td>
<td></td>
</tr>
<tr>
<td>ALIA Baseline Target</td>
<td>$40.36</td>
<td></td>
</tr>
<tr>
<td>ALIA Enhanced Target</td>
<td>$49.10</td>
<td></td>
</tr>
</tbody>
</table>

This figure is a relatively unsophisticated measure of the value a community is prepared to assign to the operation of its library service. The amount is generated from data councils report to the Libraries Board. Expenditure for the metropolitan library services range from a high of $121.07 to a low of $24.08.

Fifteen metropolitan councils meet or exceed the ALIA baseline standard. These figures incorporate operating funding provided by the Libraries Board of $3.18 per capita.

Using a per capita figure allows for some approximate comparison between councils, however differing service models (number of branches, opening hours etc. — based on local geography and other factors) will alter operating costs without necessarily translating into changes to the level of service provision.

**ALIA STANDARD S.2 - Population Served by FTE**

<table>
<thead>
<tr>
<th></th>
<th>ALIA Enhanced Target</th>
<th>ALIA Baseline Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>16/17 Walkerville</td>
<td>1,764</td>
<td></td>
</tr>
<tr>
<td>17/18 Walkerville</td>
<td>1,924</td>
<td></td>
</tr>
<tr>
<td>18/19 Walkerville</td>
<td>1,088</td>
<td></td>
</tr>
<tr>
<td>18/19 Metro Libraries</td>
<td>2,696</td>
<td></td>
</tr>
<tr>
<td>18/19 All SA Libraries</td>
<td>2,504</td>
<td></td>
</tr>
<tr>
<td>ALIA Baseline Target</td>
<td>3,030</td>
<td></td>
</tr>
<tr>
<td>ALIA Enhanced Target</td>
<td>2,435</td>
<td></td>
</tr>
</tbody>
</table>

This figure divides the total council population by the number of full-time equivalent staff the library employs. This measure is seen as a proxy for whether the service received by customers is highly tailored to user needs, with staff providing more than just a book lending function. For example some libraries offer extensive public programs which requires additional staff input. The number of branches within a library service is also a factor, as generally each library opening hour requires a minimum of two staff.

It should be noted that the ALIA standard is based on a council having a single library branch. Obviously, running a service with multiple branches will require more staff than is envisaged by this standard.

This measure should be read that a smaller number is more desirable. Fourteen metropolitan libraries exceed the ALIA baseline standard with the figures ranging from 1,088 to 4,868 people serviced by each FTE.

**ALIA STANDARD S.3 Population Served by qualified library positions**

<table>
<thead>
<tr>
<th></th>
<th>ALIA Enhanced Target</th>
<th>ALIA Baseline Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>16/17 Walkerville</td>
<td>7,673</td>
<td></td>
</tr>
<tr>
<td>17/18 Walkerville</td>
<td>7,694</td>
<td></td>
</tr>
<tr>
<td>18/19 Walkerville</td>
<td>7,908</td>
<td></td>
</tr>
<tr>
<td>18/19 Metro Libraries</td>
<td>5,144</td>
<td></td>
</tr>
<tr>
<td>18/19 All SA Libraries</td>
<td>4,981</td>
<td></td>
</tr>
<tr>
<td>ALIA Baseline Target</td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td>ALIA Enhanced Target</td>
<td>8,333</td>
<td></td>
</tr>
</tbody>
</table>

Librarians and library technicians are professionally qualified people who bring a higher level of understanding, skill and knowledge to the operation of public libraries, as well as a greater level of skill in delivering information services to the community. It is essential that all libraries employ appropriately qualified staff. While such qualified staff may be more expensive to employ, they bring the specialist skills needed to ensure the best possible library outcomes for the community. Given the different disciplines of librarianship it is likely that libraries will employ a number of librarians to manage the various library functions.

This standard counts the number of positions that require a library qualification, not the number of staff who hold a library qualification. The measure should be read that a smaller number is preferred.

Fourteen metropolitan libraries meet or exceed ALIA’s baseline standard with figures ranging from 2,347 to 15,365 people being served by a qualified librarian and/or library technician.
Collections are at the heart of libraries therefore having sufficient funds to purchase materials to meet the needs of the community is important. Materials expenditure also ensures that older stock can be replaced while still ensuring that customers can find relevant and interesting collection items.

The Libraries Board provides a grant of $3.18 per capita for metropolitan libraries, with most councils providing additional funds to purchase materials for the collection. Eleven metropolitan libraries meet or exceed the ALIA baseline standard with figures ranging from $3.72 to $6.94.

Collections need to be of a sufficient size and diversity to meet community expectations, with the aim of providing requested items within a reasonable time frame. In an effort to make space for public programs and seating etc. Some libraries have decreased the size of their collections to the point where they are well below the ALIA baseline standard.

The metropolitan average of 1.57 items per capita is 0.13 below the ALIA baseline standard. 9 metropolitan libraries meet or exceed the ALIA baseline standard with the figures ranging from 0.98 to 2.54 items per capita.

Collections are at the heart of libraries therefore having sufficient funds to purchase materials to meet the needs of the community is important. Materials expenditure also ensures that older stock can be replaced while still ensuring that customers can find relevant and interesting collection items.

The Libraries Board provides a grant of $3.18 per capita for metropolitan libraries, with most councils providing additional funds to purchase materials for the collection. Eleven metropolitan libraries meet or exceed the ALIA baseline standard with figures ranging from $3.72 to $6.94.

Collections need to be of a sufficient size and diversity to meet community expectations, with the aim of providing requested items within a reasonable time frame. In an effort to make space for public programs and seating etc. Some libraries have decreased the size of their collections to the point where they are well below the ALIA baseline standard.

The metropolitan average of 1.57 items per capita is 0.13 below the ALIA baseline standard. 9 metropolitan libraries meet or exceed the ALIA baseline standard with the figures ranging from 0.98 to 2.54 items per capita.
**ALIA STANDARD S.8 Membership as a % of Population at 30 June 2016**

This figure gives an indication of the penetration of the library into community awareness. A council with a higher cost per capita (S1 above) but a much higher user participation rate may be offering a more valuable service to the community than one with low input costs but low community use.

The ALIA standards were created for individual library services, rather than the consortium approach used in SA. The SA figures are generally well below the ALIA figure because of the single library card approach used in SA, where there has been an active campaign to reduce the number of users with duplicate cards.

3 metropolitan libraries meet or exceed the ALIA baseline standard, with the range of membership figures for metropolitan libraries being between 21% to 46%.

**ALIA STANDARD S.9 Visits per Capita**

This measure provides a broad indicator of how useful and relevant library users find their library. Frequency of use can often indicate that the community finds real value in regular, repeated visits to the library. Sometimes repeated visits are linked to highly attended public programs.

This figure needs to be read in conjunction with S1 and S2 above. Where a library has a relatively low membership rate, this is often reflected in low visits per capita. A library with high per capita use may be providing a very valuable and effective service even if its running costs per capita are relatively high.

11 metropolitan libraries meet or exceed the ALIA baseline standard with the range of figures being 2.39 to 8.84.

It should be noted that the addition of online services such as digital magazines and books means that some customers have their reading needs met without ever visiting the library. Measures of digital services need to be added to future ALIA standards.

**ALIA STANDARD S.11 Loans per Capita**

This measure attempts to indicate whether the collections are matching the needs of the community.

Included in these loan figures are items which are lent to local customers, but are owned by other library services. These items are provided as part of the network’s longstanding Inter-Library Loan policy.

Fourteen metropolitan libraries meet or exceed the ALIA baseline standard. The loans per capita figures range from a low of 3.61 to a high of 15.02.
The quality of a library’s collection is often reflected in the frequency of its use. However, popularity needs to be balanced against ensuring that less popular items are available to meet the information needs of a diverse range of customers, some of whom have very specific requirements.

This measure indicates that seventeen metropolitan libraries meet or exceed the ALIA baseline standard with the figures ranging from 3.10 to 7.40. This needs to be read in conjunction with S5 above, where some of the larger libraries in Adelaide have collections much smaller than the ALIA standard. This means that these smaller collections generate many loans.

While ALIA has included a standard relating to public attendance at public programs, national comparative data is not yet available.

It is recognised that the figure of “percentage of population attending programs” is not an accurate measure as many people are repeat visitors to programs. However, it is one way of turning raw numbers into some consistent comparison between libraries of differing populations.

It is recognised that some libraries place great importance on public programs as a way of connecting the community to learning through the library. While there is no direct correlation between programs attendance and other indicators such as membership and visits, it is not surprising that many libraries report some alignment between these indicators.

The average figure for all metropolitan libraries is 31%, with the range being from 8% to 57%.
Meeting: Council
Title: Audit Committee Meeting Minutes
Responsible Manager: Chief Executive Officer, Kiki Cristol
Author: Council Secretariat, Vanessa Davidson
Key Focus Area: Strategic Community Plan Focus area 3- Transparent and accountable local tier of Government
Type of Report: Information Only

Recommendation

That Council receives and notes the Audit Committee minutes for the meeting convened on 3 February 2020.

Summary

To provide Members with the minutes of the Audit Committee meeting convened on 3 February 2020.

Background

The Town of Walkerville Audit Committee (Committee) convened on 3 February 2020. Meetings are held at least four times a year in accordance with the Committee’s Terms of Reference.

The functions of the Committee are to review annual financial statements, propose and provide information relevant to a review of the Council’s strategic management plans or annual business plan, liaise with Council’s auditor, review the adequacy of the accounting, internal controls, reporting and other financial management systems and practices of Council on a regular basis and make recommendations to Council as appropriate.

At the meeting of 3 February 2020 the Committee considered the following matters:

- Budget Review 2 2019 / 20
- Eastern Health Authority Budget Review One
- ERA Water Budget Review One
- Fraud and Corruption Policy
- Long Term Financial Plan
- Procurement Policy Review
Members should note that the minutes of the meeting (appearing as Attachment A to this report) will be ratified by the Audit Committee at its next meeting on 4 May 2020.

Attachment

| Attachment A | Audit Committee Minutes – 3 February 2020 |
MINUTES

of

AUDIT COMMITTEE MEETING

held in

WALKERVILLE COUNCIL CIVIC CENTRE
COUNCIL CHAMBER
66 WALKERVILLE TERRACE GILBERTON

on

MONDAY 3 FEBRUARY 2020 AT 3.30PM
The meeting was declared open at 3.32pm

1. ATTENDANCE RECORD

1.1 Present

G Connor
Cr Wilkins
C Garrett
D Hitchcock
Cr Ashby AM from 3.34pm

In Attendance

Kiki Cristol Chief Executive Officer
Katy Bone, Group Manager Corporate Services
Vanessa Davidson, Council Secretariat
Mayor Elizabeth Fricker from 4.38pm

1.2 Apologies

Cr Furlan

1.3 Not Present / Leave of Absence

2. CONFIRMATION OF MINUTES

Moved: D Hitchcock
Seconded: Cr Wilkins

AC17/19-20

That the minutes of the Audit Committee Meeting held on 21 October 2019 be confirmed as a true and accurate record of the proceedings.

CARRIED

3. DECLARATIONS OF INTEREST

3.1 David Hitchcock declared a perceived conflict of interest in Item 5.1 Internal Audit Program 2019 / 2020 as he is the Executive Officer of an entity which has engaged Dean, Newbery and Partners to undertake external audits in their behalf. David advised that he will remain in the room and participate in the debate and vote.

3.2 Greg Connor declared a perceived conflict of interest in Item 5.1 Internal Audit Program 2019 / 2020 as Dean, Newbery and Partners undertake work for SRWRA of which Greg is Chair of the Audit Committee. Greg advised that he would remain in the room and participate in the discussion and debate. As Chair of the Audit Committee he is not required to vote.

The time being 3.34pm Cr Rob Ashby entered the meeting
The Chairman sought leave of the meeting to bring forward item 5.1 Internal Audit Program 2019 / 2020.

5.1 Internal Audit Program 2019 / 2020

Moved: Cr Wilkins
Seconded: D Hitchcock

AC18/19-20

That the Audit Committee receives and notes the Internal Audit Program 2019/20 - 2022/23 that will be completed by Dean Newbery & Partners Chartered Accountants.

CARRIED

4. STAFF REPORTS REQUIRING DECISION OF COMMITTEE

4.1 Budget Review 2 2019 / 20

Moved: Cr Ashby
Seconded: Cr Wilkins

AC19/19-20

That the Audit Committee receives and notes Budget Review Two (2) for the 2019 / 20 financial year and the variances contained within it and recommends that the adjustments be presented to Council for their consideration and / or adoption noting that the money received from SAPN has prevented a forecasted budget deficit.

CARRIED

4.2 Eastern Health Authority Budget Review One

Moved: C Garrett
Seconded: D Hitchcock

AC20/19-20

That the Audit Committee recommend to Council:

1. That the Chair and CEO of Eastern Health Authority be invited to attend a meeting of the Audit Committee in order for the Committee to interrogate costings and service delivery.

2. That Council authorise Administration to undertake an independent review of EHA services to determine if Council is receiving value for money;

3. That Council approves the Eastern Health Authority’s Budget Review Report as at September 2019 and amendments made to the Budgeted Financial Statements for the year ended 30 June 2020 as detailed in Attachment B.

4. That Council requests information from EHA regarding the lack of revenue from fines, the change to cash flow of $109,000 and expresses concern about the reference to the legal advice about budget reporting.

The time being 4.38pm Mayor Fricker entered the meeting.

CARRIED
4.3 ERA Water Budget Review One

**Moved:** Cr Wilkins  
**Seconded:** D Hitchcock

**AC21/19-20**

That the Audit Committee, having considered ERA Water’s First Budget review for 2019 / 20 and Budgeted Financial Statements as detailed in Attachment B to this report, provides the following comments for Council’s consideration:

- The Audit Committee are most concerned with the short term solvency of the subsidiary.
- That the Mayor’s and CEO’s of the constituents Councils of ERA Water meet with the Chairman of ERA Water to consider the short term (3 years) strategic direction of ERA Water as a matter of urgency.
- That the Council has not as yet received an update on the proposal for third party investment from ERA Water that was requested in October 2019.

**CARRIED**

4.4 Fraud and Corruption Policy

**Moved:** Cr Wilkins  
**Seconded:** C Garrett

**AC22/19-20**

That the Audit Committee:

1. Receives and notes the Fraud and Corruption Policy; and
2. Recommends the Fraud and Corruption Policy to Council for adoption.

**CARRIED**

4.5 Long Term Financial Plan

**Moved:** C Garrett  
**Seconded:** Cr Ashby

**AC23/19-20**

1. That the Audit Committee recommends the following to Council:
   - 10 Year Long Term Financial Plan (Attachment A)
   - Operating surplus ratio target to remain at 0 - 15%
   - Net financial liability ratio target to remain at 0 - 120%
   - Asset sustainability ratio to remain at 90 - 110%.

2. That the Audit Committee provides the following comments for Council’s consideration:
   - That the operating surplus ratio be reviewed by Administration.
   - That the net financial liability ratio be reviewed to reflect the maximum amount of borrowings.

**CARRIED**
4.6 Procurement Policy Review

Moved: C Garrett  
Seconded: D Hitchcock

AC24/19-20

That the Audit Committee:

1. receives and notes the revised Procurement Policy; and
2. refers the revised Procurement Policy to Council for consideration and adoption with the following amendments:
   • That clause 14.2, under Policy Exemption, be amended to include that a review should occur after three instances of the contract being awarded.
   • Clause 3.14 – definition of end to end process be included at clause 9.1.
   • Clause 9.2.1 remove three written quotes for amounts above $100, 000.
   • Clause 9.2.1 – amounts over $100, 000 requests for tender. If select process is chosen CEO is to inform Council of the reasons.

CARRIED

5. STAFF REPORTS PRESENTED FOR INFORMATION

5.2 GST Class Ruling – Fees and Charges

Moved: D Hitchcock  
Seconded: Cr Ashby

AC25/19-20

That the Audit Committee receives and notes the report on the impact of the ATO GST Class Ruling -CR2019/61 on Council’s current fees and charges schedule.

CARRIED

5.3 LGRS Cyber Risk Assessment Update

Moved: Cr Wilkins  
Seconded: Cr Ashby

AC26/19-20

That the Audit Committee receives and notes the LGRS Cyber Risk Assessment Update report as detailed in Attachment A.

CARRIED
5.4 Tender External Auditor

**Moved:** D Hitchcock  
**Seconded:** Cr Ashby

**AC27/19-20**

1. That the Audit Committee receives and notes the tender process for the appointment of Council’s External Auditor.

2. That the Audit Committee recommends to Council that the Audit Committee review the draft tender evaluation matrix and draft scope of works prior to the tender process proceeding to market and that the Audit Committee is involved in the selection process.

**CARRIED**

6. **STANDING AGENDA ITEMS**

6.1 Audit Committee Work Program

**Moved:** C Garrett  
**Seconded:** Cr Wilkins

**AC28/19-20**

That the Audit Committee receives and notes the Audit Committee Work Program for 2019/20.

**CARRIED**

6.2 Outstanding Audit Committee Resolutions / Action Report

**Moved:** Cr Wilkins  
**Seconded:** Cr Ashby

**AC29/19-20**

That the Committee receives and notes the list of Audit Committee resolutions currently being processed as at 24 January 2020.

**CARRIED**

7. **CORRESPONDENCE**

Nil

8. **CONFIDENTIAL REPORTS**

Nil.

9. **URGENT OTHER BUSINESS**

Nil

10. **CLOSURE**

*The next meeting will be held on Monday 4 May 2020 at 9.30am.  
The meeting was closed at 5.56pm.*
Meeting: Council
Title: Women of Walkerville Committee Minutes
Responsible Manager: Manager Community Development & Engagement, Fiona Deckert
Author: Council Secretariat, Vanessa Davidson
Key Focus Area: Strategic Community Plan Focus area 3- Transparent and accountable local tier of Government
Type of Report: Information Only

Recommendation

That Council receives and notes the minutes of the Women of Walkerville Committee meeting held on 4 February 2020.

Summary

The Women of Walkerville Committee meet on 4 February 2020 and their minutes are hereby provided for Council’s interest.

Background

The Women of Walkerville Committee is formed pursuant to Section 41 of the Local Government Act, 1999. As per the Committee’s Terms of Reference, the role of the Committee is to:

- identify opportunities for the enhancement and benefit of the community;
- initiate and deliver fund raising activities that support a range of social (non-political) endeavours that directly benefit people in the community;
- raise additional funds for Council’s annual Community Fund, so that more people in the community can benefit from a grant;
- ensure that all fund raising activities are self-funded (all costs must be covered);
- apply for grants as and where appropriate;
- seek corporate and private sponsorships to support the Committee’s activities;
- report to Council on its activities;
- liaise and engage with members of the broader community, local schools and organisations who have an interest in community wellbeing and engaging collaboratively with the Committee on its fund raising activities;
- donate funds and / or establish relationships with charitable groups that reflect the overarching purpose of the Committee.

Minutes of the Women of Walkerville Committee meeting held on 4 February 2020 appear as Attachment A for Members information.
At this meeting the Committee considered:

- A drinking water fundraising activity
- The May High Tea 2020
- Proposed Speakers May / June Talks 2020

Members are to note that the minutes of the Women of Walkerville Committee meeting held on 4 February 2020 will be confirmed at its next meeting.

**Attachment**

| Attachment A | Women of Walkerville Committee Meeting Minutes – 4 February 2020 |
MINUTES

of

WOMEN OF WALKERVILLE
COMMITTEE MEETING

held in the

WALKERVILLE CIVIC CENTRE
COUNCIL CHAMBERS
66 WALKERVILLE TERRACE GILBERTON

on

TUESDAY 4 FEBRUARY 2020 AT 2:15PM
MINUTES
4 February 2020

The meeting was declared open at 2.15 pm

1. ATTENDANCE RECORD

1.1 Present
Mayor Elizabeth Fricker
Margot Vowles OAM (Patron)
Deputy Mayor Cr MaryLou Bishop
Cr Jennifer Joshi
Rebeca Petrucco
Fiona Raptis
Lyn O’Grady

Staff in Attendance
Manager Community Development & Engagement, Fiona Deckert
Council Secretariat, Vanessa Davidson
Programs and Events Officer, Adriane Dade

1.2 Apologies

1.3 Not Present / Leave of Absence

2. CONFIRMATION OF MINUTES

Moved: Lyn O’Grady
Seconded: Rebecca Petrucco

WOW11/19-20

That the minutes of the Women of Walkerville Committee meeting held on 7 November 2019 be confirmed as a true and accurate record of the proceedings.

CARRIED

3. DECLARATIONS OF INTEREST (material, actual, perceived)
4. REPORTS REQUIRING DECISION OF COMMITTEE TO COUNCIL

4.1 Drinking Water

Moved: Margot Vowles  
Seconded: Cr Joshi

WOW12/19-20

That the Women of Walkerville (WOW) Committee does not undertake fundraising for drinking water for drought stricken South Australian towns as the cost of purchasing and delivering water is too onerous.  
CARRIED

4.2 May High Tea 2020

Moved: Margot Vowles  
Seconded: Fiona Raptis

WOW13/19-20

That the Women of Walkerville Committee (WOW) hold the May High Tea event on 5 May 2020 with the:

- Speaker proposed to be Keith Conlon or James or Mina Mueke
- Venue being the Town Hall.
- Catering to be provided by The Caterers.
- Ticket prices being $100 per ticket.

The time being 2.25pm Cr Bishop left the meeting
CARRIED

4.3 Proposed Speakers May / June Talks 2020

The time being 2.26pm Cr Bishop returned to the meeting.

Moved: Fiona Raptis  
Seconded: Rebecca Petrucco

WOW14/19-20

1. That the Women of Walkerville Committee approve the below speakers for the ‘May/June Talks’ on the following dates in 2020:

- 20/5/2020 – Lyn O’Grady – Willyama, the Silver King and the Countess
- 27/5/2020 – National Trust (CEO Darren Peacock) – Heritage at Risk
- 10/6/2020 – Patricia Michell – Marble Hill Part 2 (to be confirmed)

2. That the May talks are advertised as part of South Australia’s History Festival.

CARRIED
4.4 Name Badges for Committee Members

**Moved:** Cr Joshi  
**Seconded:** Fiona Raptis

**WOW15/19-20**

That the Women of Walkerville Committee (WOW) purchase their own name badges for the WOW Committee.  

**CARRIED**

4.5 Work / Events Program 2020

**Moved:** Lyn O’Grady  
**Seconded:** Rebecca Petrucco

**WOW16/19-20**

That the Committee adopt the following work / events program for 2020.  

**CARRIED**

5. REPORTS PRESENTED FOR INFORMATION

Nil.

6. OTHER BUSINESS

**Motion**

**Moved:** Cr Joshi  
**Seconded:** Cr Bishop

**WOW17/19-20**

That Standing Orders be suspended for a period of 20 minutes in order to discuss future events.  

**CARRIED**

6.1 Dinner Dance to Raise Funds for St Andrews Bell Tower Restoration Works

6.2 Open Gardens – Walk/ Talk to Raise Funds for St Andrews Bell Tower Restoration Works

*The time being 2.58pm Standing Orders were resumed.*
Motion

Moved: Cr Joshi
Seconded: Lyn O’Grady

WOW18/19-20

1. The Committee agrees to pursue the concept of a dinner dance in 2020 / 2021 with a future report to be provided to the next meeting of the Committee.

2. That the Committee investigate the possibility of running an open garden event with three gardens in Briar Avenue Medindie in November 2020.

CARRIED

6.3 Heather Wright will be opening Rosemeath during History Month on 2, 3 and 6 of May 2020 from 11am - 2pm. Proceeds raised will be donated to the Women of Walkerville Committee.

Motion

Moved: Cr Bishop
Seconded: Margot Vowles

WOW19/19-20

That Administration present a fundraising report to Council detailing the success of the Women of Walkerville raffle at the Christmas fair.

CARRIED

7. CONFIDENTIAL ITEMS

Nil.

8. CLOSURE

The meeting was closed at 3.13pm

The next meeting (Informal Gathering) will be held on Tuesday 3 March 2020 at 2.15pm
Meeting: Council

Title: Community Development & Engagement Report

Responsible Manager: Manager Community Development & Engagement, Fiona Deckert

Author: Manager Community Development & Engagement, Fiona Deckert

Key Focus Area: Strategic Community Plan Focus area 1- Vibrant local culture, inspired by diversity and inclusivity

Key Focus Area: Strategic Community Plan Focus area 4 – Healthy, connected and inspired community

Type of Report: Information Only

Recommendation

That Council receive and note the Community Development & Engagement Report for the period July 2019 to 31 January 2020.

Summary

This report provides Council with an update on community development and engagement activities and initiatives being undertaken in the Township.

Background

Currently individual reports are produced for Community Development and Engagement and Customer Experience. It is intended in future that Administration will combine these reports to provide Council with one report inclusive of all Council program and event activities.

Attachment

| Attachment A | Community Development & Engagement Report |
COMMUNITY DEVELOPMENT & ENGAGEMENT ACTIVITIES

As part of Council's wellbeing strategy *Living Walkerville: wellbeing for every age and stage* wellbeing programs are held throughout the year:

**Heart Foundation Walking Program**

Walkerville Council is a host organisation and local co-ordinator for the Heart Foundation walking program.

Walking groups meet on Mondays at 8:30 am. This has proven to be very successful with numbers increasing and friendships developed. Occasionally the Mayor and our CEO have breakfast with the group following their walk. The breakfast session is followed by speakers on different topics the group has suggested i.e. dietician/nutritionist, brain health and basic health checks.
Nourishing Table

Students from Vale Park Primary School cook and prepare food for senior residents some of who are socially isolated. The children then sit down and eat with the residents and everyone is encouraged to bring along a favourite recipe.

Ukes for libraries and Ukulele classes

As part of Council's wellbeing programming, the Library became the first Australian library to be part of the Ukes for Libraries program, which donated three ukulele kits for our community.

Council has now contributed another 3 ukulele kits as the program is has grown in popularity. In addition this is supported by weekly ukulele classes for the community hosted by Rick Whitehead. Following each term of classes a showcase event is held in the Town Hall for participants to show their ‘uke’ skills and for other members of the community to join in.
**Beeswax Wrap workshop**

KESAB’s beeswax wrap workshop is a great opportunity for participants to make their own personalised plastic-free alternative to cling wrap, reduce waste and create something beautiful, practical and eco-friendly! Each participant takes home their own wrap, plus care instructions and a DIY manual so they can make their own!
Decluttering Presentation

This presentation provided practical advice on transforming your home into a calm and organised space. Content included:

- Are you worried that you are a hoarder? What “hoarding” really means.
- What are the benefits of being organised?
- Principles of decluttering and how to apply them in your home.
- 10 decluttering tips that you can easily use in your home.

Presenter, Tracey Warren, is a professional organiser who shows people from all walks of life how to declutter and organise their homes. Reduce stress, regain control and discover why less can really mean more! Everyone received a handout summary.

CPR session

Community CPR30 is a free 30 minute session presented by the SA Ambulance Services. The session teaches you compressions only CPR and includes Automated External Defibrillator (AED) familiarisation and activation.
Worm Farm workshop

Facilitated by KESAB, this workshop was run by organic and sustainable gardener Alan Shepard and provided a theoretical and practical understanding of composting and worm farm systems.

Compost worms are efficient at recycling food scraps and the resultant castings and worm juice will add nutrients to the soil. At this session participants learnt how to set up various systems, what to feed and what not to feed the worms, how to use the castings and juice and most importantly how to keep compost worms alive in hot weather.
Movie Matinee - Finding your Feet

A feel good movie for adults featuring a stellar cast of British talent including Imelda Staunton, Celia Imrie, Timothy Spall and AbFab's Joanna Lumley. Finding your Feet follows the lives of two very different sisters whose lives are transformed through dance classes. A heartwarming comedy that proves it's never too late start again and find your feet. Attendees enjoyed morning tea and a laugh!

Meditation & Yoga

The age old practice of yoga and meditation enables us to calm the mind, relax the body, and ease away stress and tension which improves both physical and mental wellbeing. Classes are for adults and conducted by practitioners from the Australian School of Meditation and Yoga. These classes are held weekly and now have a dedicated community following.

Osteoarthritic pain presentation

This presentation by Back in Motion Physiotherapy focused on what is osteoarthritis and how does it happens. As well as how it can impact you and what can you do prevent this including some practical tips.

Community Bus

This service collects local residents from their homes and takes them to Sefton Park Shopping Centre to shop for over an hour and then drives them home. The service is primarily aimed at assisting the elderly without transport and those more socially isolated.

Exercise classes

Classes are held weekly in the Town Hall for Commonwealth Home Support clients to assist in maintain and developing better mobility in a safe environment with a qualified fitness Instructor.

Walkerville Uniting Church

Walkerville Council has collaborated with the Uniting Church in providing facilities and advertising for wellbeing programs.
Citizenship ceremonies

12 July 2019 Citizenship ceremony was held in the Town Hall with the Mayor conferring citizenship on 22 people from Australia, China, India, Pakistan, Oman, The Philippines and Sri Lanka.
Citizenship Day - 17 September 2019 a Citizenship Ceremony was held in the Town Hall with the Mayor conferring citizenship on 19 people from China, England, France, India, Italy, New Zealand, Pakistan, Spain, the United Kingdom, and the former Yugoslavia.
Australia Day Citizenship ceremony

The Hon. Senator Simon Birmingham was the special guest at a citizenship ceremony held on 26 January 2020. Mayor Elizabeth Fricker conferred citizenship on 25 individuals. Over one hundred people attended the ceremony. Although the ceremony is primarily intended for new citizens and their families, it is also an opportunity for them to meet representatives from local community groups as well as their Elected Members.
Brian Hern accepting the Walkerville Citizen of the Year Award for his countless hours of contribution and support to the local community and Clayton Church Homes.
Grant Funding

Sight for All fundraiser held in the Town Hall free of charge courtesy of Council’s community fund program. Community funding was also provided to 5 individuals and 2 community groups to assist with representing South Australia in sporting events and for projects or programs for the community.

Wilderness School mock Council meeting

Two classes from Wilderness took part in ‘mock’ Council meetings on the 1 August 2019. Administration worked with teachers and students to help them develop Council reports to be debated and resolved at the meeting. The idea was to give students hands-on experience in developing and presenting reports, negotiating different points of view and examining complex issues from a range of perspectives. The CEO, Kiki Cristol and Mayor Elizabeth Fricker took part in the meetings in their respective roles to help guide the students.
Commonwealth Home Support Program (CHSP)

Town of Walkerville and City of Prospect provides services to assist older residents live independently in their homes. Partnering with a neighbouring Council is a cost efficient way to offer a diverse range of programs and services and for domestic assistance, home maintenance and modifications and social participation.

<table>
<thead>
<tr>
<th>Walkerville - Statistics from SMS Data Report</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1/7/2019 - 31/12/2019</strong></td>
</tr>
<tr>
<td><strong>Total persons assisted - 234</strong></td>
</tr>
<tr>
<td>Number of Clients</td>
</tr>
<tr>
<td>-------------------</td>
</tr>
<tr>
<td><strong>Social Support Group</strong></td>
</tr>
<tr>
<td>Men’s Shed</td>
</tr>
<tr>
<td>Central Market Trip</td>
</tr>
<tr>
<td>Collinswood Friendship Group</td>
</tr>
<tr>
<td>Community Lunch</td>
</tr>
<tr>
<td>Exercise Group at Walkerville</td>
</tr>
<tr>
<td>Zoo Group</td>
</tr>
<tr>
<td>Strength For Life</td>
</tr>
<tr>
<td>Lunch Group</td>
</tr>
<tr>
<td>Social Programs - other</td>
</tr>
<tr>
<td>Explore Monday</td>
</tr>
<tr>
<td>Wellness Wednesday</td>
</tr>
<tr>
<td>Active Thursday</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td><strong>Domestic Assistance</strong></td>
</tr>
<tr>
<td>Cleaning - Ongoing</td>
</tr>
<tr>
<td>Cleaning - Short Term</td>
</tr>
<tr>
<td>Spring Clean</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td><strong>Home Garden &amp; Maintenance</strong></td>
</tr>
<tr>
<td>Electrical</td>
</tr>
<tr>
<td>Gardening</td>
</tr>
<tr>
<td>General House Maintenance</td>
</tr>
<tr>
<td>Rubbish Removal</td>
</tr>
<tr>
<td>Gutter Clean</td>
</tr>
<tr>
<td>Plumbing</td>
</tr>
<tr>
<td>Window Clean</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td><strong>Home Modifications</strong></td>
</tr>
</tbody>
</table>

642
<table>
<thead>
<tr>
<th></th>
<th>Qty</th>
<th>Unit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Modification</td>
<td>1</td>
<td>1</td>
<td>$451.50</td>
</tr>
<tr>
<td>Grab Rails</td>
<td>4</td>
<td>4</td>
<td>$891.00</td>
</tr>
<tr>
<td>Smoke Detector Batteries</td>
<td>1</td>
<td>1</td>
<td>$47.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6</td>
<td>6</td>
<td>$1,389.50</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Qty</th>
<th>Unit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transport</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxi Vouchers</td>
<td>2</td>
<td>6</td>
<td>5.00</td>
</tr>
<tr>
<td>Transport To Activity</td>
<td>9</td>
<td>50</td>
<td>40.50</td>
</tr>
<tr>
<td>Transport From Activity</td>
<td>10</td>
<td>51</td>
<td>43.50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>21</td>
<td>107</td>
<td>89.00</td>
</tr>
</tbody>
</table>

---

**Walkerville recycling initiatives - Use a kitchen caddy to collect your food scraps.**

Council distributed free Food and Organics bins and bin liners from the Civic Centre and held several information sessions and displays in the foyer with tips on all things waste!
Daily Moves program

Daily Moves is a free supportive physical activity program for adults aged 65 years and above. The program aims to encourage participants to move their bodies daily for 30 minutes. Daily movement, including things like taking out the bins, can go a long way to maintaining independence, preventing frailty, managing chronic pain, keeping us socially connected, lifting our mood, along with many other benefits.

The program provides support to adults who are mostly inactive, with priority given to people who are mobility impaired, managing chronic pain, socially isolated, caring for someone, living with dementia or have other specific needs.

The City of Unley coordinates the Daily Moves Program for the Councils within the Eastern Adelaide region.
Walkervillage Christmas Fair

The event was held on Saturday 16 November 2020 between 11am and 4.30pm. The day itself saw an exceptional turn out with beautiful weather and it was estimated that throughout the event there were in the order of 2,000 attendees who joined in the activities.
Meeting: Council
Title: Works Report for January 2020
Responsible Manager: Group Manager Assets & Infrastructure, Joshua Bowen
Author: Group Manager Assets & Infrastructure, Joshua Bowen
Key Focus Area: Strategic Community Plan Focus area 2- Sustainable and resilient future
Key Focus Area: Financial Guiding Principle 4 – Robust and transparent allocation and prioritisation of resources
Type of Report: Information Only

Recommendation

Summary
This report provides Council with an update on various operational and maintenance activities being undertaken in the Township.

Background
Monthly reports are provided to Elected Members relating to various operational and maintenance activities across the Township.

Open Space and Beautification Services

**Gardening**
- Airbrooming at Frome Reserve, Harris Street, Tonkin Street, Waterman Avenue, Yandra Street and INEA
- Boundary cut back at Walkerville Oval
- Removal palm fronds on Levi Oval
- Hedge Trimming General Gardening – Civic Centre
- Tidy up of leaf litter on footpath on Horrocks Street, Lansdowne Terrace and Vale Street
- General Gardening on Gawler Terrace, Gilberton Pump Station, Howie Reserve, Ilford Street, Mary P Harris Reserve, Mersey Street, Walkerville Streetscape, Watson Reserve, Willow Bend
- Hedging at Walkerville Wesleyan Cemetery
- Weed Control carried out on Fuller Street, Memorial Gardens and the Wesleyan Cemetery

**Graffiti Removal**
- Various locations

**Irrigation**
- Hamilton Reserve
• IPOS Water meter readings
• Levi Oval
• Repairs carried out on Walkerville Lawn Tennis Club
• Walkerville Oval

**Mowing**
• Fuller Street
• Howie Reserve
• Mary P Harris Reserve
• Memorial Reserve
• View Road
• Walkerville Oval Surrounds
• Walkerville Oval Playground
• Wesleyan Cemetery
• INEA

**Other**
• Clean-up of fuel spill in Vale Park
• Dog bag replacement – Various locations
• Illegal dumping collections in various locations
• Installation of new street litter bin at Memorial Reserve

**Tree Maintenance**
• Branch collection throughout the township
• Pedestrian clearance on Clarke Street and Horrocks Street
• Maintenance on Clarke Street and Hay Street
• General pruning in Angas Street, Church Terrace, Memorial Gardens, Robe Terrace, Street, Stephens Terrace and Wesleyan Cemetery
• Tree removal in Creswell Reserve
• Sucker pruning – Brunswick Street and Walkerville Terrace
• Watering & maintenance throughout Township (1-3 year old trees)

**Civil Maintenance**

**Footpath Maintenance**
• Footpath audits undertaken in various streets for maintenance program.

**Other**
• Side Entry Pit (SEP) Maintenance at Willow Bend
• Event set up for Australia Day at Mary P Harris Reserve
• Blocked SEP on Vale Street, ongoing works to clear blockage.

**Sign Maintenance**
• Street sign maintenance carried out in various locations within the township.
Meeting: Council

Title: ERA Water Operations Progress Report

Responsible Manager: Chief Executive Officer, Kiki Cristol

Author: Chief Executive Officer, Kiki Cristol

Key Focus Area: Strategic Community Plan Focus area 3- Transparent and accountable local tier of Government

Type of Report: Information Only

Recommendation

That Council receives and notes the ERA Water Operations Progress Reports appearing as Attachment A to this report.

Summary

The Operations Progress report is prepared for the ERA Water Board by WGA (Wallbridge, Gilbert & Aztec) in order to keep the Board informed on progress. The January 2020 report was prepared based on the status of the project up to and including 20 January 2020 and was presented to ERA Water Board at their meeting held on 31 January 2020.

The Board Representative was listed as an apology at the 31 January 2020 due to being on annual leave. The Deputy Board Member was in attendance.

Background

ERA Water is a regional subsidiary established pursuant to the Local Government Act, 1999 and came into operation in July 2015. The Constituent Councils are:

- Corporation of the Town of Walkerville
- City of Burnside
- City of Norwood Payneham & St Peters.

ERA Water has been established to capture stormwater, clean it in wetlands and bio filter beds, disinfect and store in aquifers for subsequent delivery to customers. The water is non-potable and must meet EPA and SA Health standards. The storage of water in aquifers must comply with the Water Allocation Plan for the area and the Environmental Health Act.

The area covered by ERA Water encompasses the three (3) Constituent Councils and parts of Port Adelaide Enfield and Campbelltown Councils, as well as including schools and other identified customers.

ERA Water has acquired an approved licence to supply water from ESCOSA, which is the independent technical and financial regulator.
The key objectives of ERA Water are:

- Offsetting the Constituent Councils potable water demands through the supply of non-potable water through a distribution trunk main;
- Harvesting, treating, storage and distribution of treated non potable stormwater within the Constituent Council areas;
- To deliver a technically sound waterproofing solution with a high delivery certainty to meet the project outcomes;
- To be environmentally friendly and to minimise the amount of harm to the environment during construction;
- To deliver an energy efficient system;
- To demonstrate value for money;
- To deliver the project on time in accordance with the project milestones and agreed contract program as set out in the funding agreement with the Commonwealth Government and AMLNRM.

The Operation Reports focuses on the following elements of the scheme:

- Climate conditions and water supply
- Reserve Connections
- Increase injection capacity
- Status of permits / licences / authorisations
- Rainfall, harvest and injection volumes
- Extraction volumes
- Delivered / supplied water volumes
- Risk management – systems issues
- Wetland / Reserve issues
- Customer complaints
- Key activities completed in the reporting period
- Budget status (contracts)

Of interest, Walkerville has been supplied with a total of 28,000 kL of harvested / recycled water in the 2019/20 irrigation season, since commissioning of the water meters up to 20 January 2020.

**Next Steps**

Further updates will be presented to Council post ERA Water Board Meetings.

**Attachment**

ATTACHMENT A

200131 BOARD 4.1 OPERATIONS REPORT - Summary up to and including 20 January 2020

EXECUTIVE SUMMARY

Climate Conditions and Water Supply
Rainfall in December 2019 was below average over most of South Australia, including some areas which were the driest on record. December continued the run of 13 consecutive months of less than average rainfall for South Australia as a whole. The state has already received more rainfall in January 2020 than December 2019 despite being typically dryer with a single 9.6mm event on the 20th (BoM 2020). The amount injected this period (26 November 2019 to 20 January 2020) was 7.6 ML.

As a result of the dry and hot climate conditions, and as the Stage 2 reserves start to use ERA Water, the amount extracted in January 2020 is the highest since commissioning of the scheme. The remaining supply volume for the 2019/20 irrigation season is between 133.1 and 188.0 ML. It is noted that this range is highly dependent on the efficiencies of the wells. In total, ERA Water have injected 258.3 ML and extracted 41.6 ML. Therefore, the current water balance is 216.7 ML (as of 20 January 2020).

The volume of water supplied to the Constituent Councils is summarised below.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Burnside Subtotal</td>
<td>100,000</td>
<td>2,027.8</td>
<td>765.9</td>
</tr>
<tr>
<td>Town of Walkerville Subtotal</td>
<td>28,000</td>
<td>6,979.2</td>
<td>2,016.9</td>
</tr>
<tr>
<td>City of Norwood, Payneham &amp; St Peters Subtotal</td>
<td>76,700</td>
<td>6,364.3</td>
<td>3,113.5</td>
</tr>
<tr>
<td>Total[1][2]</td>
<td>204,700</td>
<td>15,371.3</td>
<td>5,896.3</td>
</tr>
</tbody>
</table>

[1]Volumes don’t include commissioning water used (approximately 65 kL of water).
[2]Meter readings don’t include Stage 2 reserves. These amounts will be captured in the next meter readings.

Stage 1 Reserve Connections
On 6 January 2020, GO and CoB identified that the ERA system was not able to provide sufficient pressure to operate the expected two irrigation zones at Glenunga Webb Oval. The flow was measured to be approximately 16 L/s, significantly higher than the design volume of 8 L/s. GO subsequently measured the flow for a single zone which was approximately 8 L/s as per the design. Therefore, it has been confirmed that the ERA system is able to meet the design pressure and flow to Glenunga Webb Oval. As requested by CoB, GO will provide a quote to upgrade the ERA connection to operate two irrigation zones.

On 31 December 2019, NPSP reported significant drops in pressure at Stage 1 reserves. On 9 January 2020, GO adjusted the pressure settings of the booster pump stations as instructed by WGA. NPSP has advised that pressures at Stage 1 reserves are sufficient.

Stage 2 Reserve Connections
Team Civil have completed all connections except four (Hazelwood Park, Tusmore Park, Norwood Pioneer Park and Payneham Swimming). Installation of the remaining reserves have commenced and are expected to be completed by the end of January 2020. Although completed sites are ready to use ERA Water, in light of the Stage 1 issues, CoB are still using SA Water as they would like GO to be on site to turn on the ERA connections and adjust the PRVs if necessary. NPSP are using ERA Water, although have advised that they haven’t been able to irrigate at Glenbrook Close, Willow Bend Marden and Scott Street Reserves. GO and WGA are currently investigating. All ToW connections have been completed and are operating with no technical issues.
Increase Injection Capacity

Olympic Boring commenced drilling works on 20 January 2020. Due to unpredictability of drilling, 5-7 days is estimated for completion of each bore. Completion is expected within January or early February 2020. The production wells are expected to be available for the upcoming 2020 winter injection season.

An application for new licences to include the two additional wells will be prepared and submitted to EPA following completion of the two wells as this information is required to support the application. WGA met with ERA Water in December 2019 to discuss the application, process and supporting information.

APCI and GO have commenced work on design for the additional well. It is anticipated this will be completed mid-February 2020. Part of the electrical design works include assessing the existing capacity of the Hamilton pump station site to accommodate the additional load of the additional well. This will determine if an application to SAPN is required.
1. STATUS OF PERMITS / LICENCES / AUTHORISATIONS

Table 1: Summary of Permits / Licences / Authorisations

<table>
<thead>
<tr>
<th>Licence / Authorisation</th>
<th>Governing Department</th>
<th>Number</th>
<th>Expiry Date</th>
<th>Volume (ML/a)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Injection Licence</td>
<td>Environment Protection Authority</td>
<td>50332</td>
<td>30/9/2022</td>
<td>650</td>
<td>Annual licence return is required to be submitted by 30 June 2020. Application to amend the Licence to include the additional production wells has commenced.</td>
</tr>
<tr>
<td>Section 128 Authorisation under the NRM Act</td>
<td>Department of Environment and Water</td>
<td>-</td>
<td>30/6/2021</td>
<td>500 (125 per well)</td>
<td>Renewal of Authorisation can take greater than 6 months.</td>
</tr>
</tbody>
</table>

2. SYSTEM OPERATION

2.1 Rainfall

Rainfall in December 2019 was below average over most of South Australia, including some areas which were driest on record. December continued the run of 13 consecutive months of less than average rainfall for South Australia as a whole. The state has already received more rainfall in January 2020 than December 2019 despite being typically dryer with a single 9.6mm event on the 20th (BoM 2020). The amount injected this period (26 November 2019 to 20 January 2020) was 7.6 ML

Figure 1: Monthly Rainfall and Injection Volumes for the 2019/20 Injection Season
2.2 Harvest and Injection Volumes

Figure 2 presents the monthly harvest and injection volumes for the 2019/20 recharge season. This season, the system has harvested 229.0 ML and injected 170.6 ML.

![Graph showing harvest and injection volumes](image)

Figure 2: Monthly Harvest and Injection Volumes for the 2019/20 Recharge Season

2.3 Injection and Predicted Supply Volumes

As a result of the dry and hot climate conditions, and as the Stage 2 reserves start to use ERA Water, the amount extracted in January 2020 is the highest since commissioning of the scheme. The remaining supply volume for the 2019/20 irrigation season is between 133.1 and 188.0 ML. It is noted that this range is highly dependent on the efficiencies of the wells. In total, ERA Water have injected 258.3 ML and extracted 41.6 ML. The current water balance is 216.7 ML (as of 20 January 2020).

2.4 Extraction Volumes

Extraction from storage can occur where there is demand (refer to Section 3), for scouring of the production wells and commissioning. 15 ML has been used for irrigation on Stage 1, 61 kL has been used for commissioning, and a volume to be determined has been used for Stage 2. Please note that although water is being supplied to several Stage 2 reserves, the water meters have not been read. These amounts will be reported in the next period. Refer Table 2 for further details on water supplied.

2.5 Water Quality Exceedances

There have been no exceedances of the EPA Licence for inline parameters (pH or turbidity) due to pre-set limits in the SCADA system. No water quality samples of supplied water were collected during the reporting period.
3. DELIVERED / SUPPLIED VOLUME

The volume of water supplied to the Constituent Councils is summarised in Table 3.

Table 3: Supplied Water to Constituent Councils

<table>
<thead>
<tr>
<th>Reserve Location</th>
<th>19/20 Irrigation Season Allocation (kL)</th>
<th>Supplied Volume (kL) (between 24/4 &amp; 6/01)</th>
<th>Supplied Volume (kL) December 2019 (between 2/12 &amp; 6/01)</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Burnside</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AE Cousins Reserve</td>
<td></td>
<td>988.8</td>
<td>493.2</td>
</tr>
<tr>
<td>Beaumont Common</td>
<td></td>
<td>0.1</td>
<td>0.0</td>
</tr>
<tr>
<td>Glenunga Webb Oval</td>
<td></td>
<td>301.7</td>
<td>0.0</td>
</tr>
<tr>
<td>Newland Park[3]</td>
<td></td>
<td>580.9</td>
<td>272.7</td>
</tr>
<tr>
<td>Penfold Park</td>
<td></td>
<td>156.2</td>
<td>0.0</td>
</tr>
<tr>
<td>Symons &amp; Symons Reserve[2]</td>
<td></td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Subtotal[4]</strong></td>
<td></td>
<td><strong>100,000</strong></td>
<td><strong>2,027.7</strong></td>
</tr>
<tr>
<td>Town of Walkerville</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Willow Bend</td>
<td></td>
<td>2,392.8</td>
<td>1049.4</td>
</tr>
<tr>
<td>Howie / Mary Harris</td>
<td></td>
<td>178.1</td>
<td>178.1</td>
</tr>
<tr>
<td>Levi Park</td>
<td></td>
<td>3,491.6</td>
<td>375.7</td>
</tr>
<tr>
<td>Webster Reserve</td>
<td></td>
<td>916.7</td>
<td>413.7</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td><strong>28,000</strong></td>
<td><strong>6,979.2</strong></td>
</tr>
<tr>
<td>City of Norwood, Payneham &amp; St Peters</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bridge Reserve</td>
<td></td>
<td>124.0</td>
<td>124.0</td>
</tr>
<tr>
<td>Borthwick Park</td>
<td></td>
<td>215.5</td>
<td>81.2</td>
</tr>
<tr>
<td>Dunstan Adventure Park</td>
<td></td>
<td>960.4</td>
<td>290.0</td>
</tr>
<tr>
<td>Felixstow Reserve</td>
<td></td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Patterson Sports Ground</td>
<td></td>
<td>2,292.8</td>
<td>1125.3</td>
</tr>
<tr>
<td>Payneham Memorial Reserve</td>
<td></td>
<td>2,771.5</td>
<td>1493.0</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td><strong>76,700</strong></td>
<td><strong>6,364.2</strong></td>
</tr>
<tr>
<td><strong>Total[1,2,3]</strong></td>
<td></td>
<td><strong>204,700</strong></td>
<td><strong>15,371.1</strong></td>
</tr>
</tbody>
</table>

[1]Volumes don’t include commissioning water used (approximately 65 kL of water).
[2]Although no usage, CoB have confirmed that there are no issues with the Symons & Symons reserve connection. CoB have advised that they will start using ERA Water.
[3]Meter readings don’t include Stage 2 reserves. These amounts will be captured in the next meter readings.
[4]Minimal usages are due to pressure issues at Glenunga Webb Oval, and several other reserves not using ERA Water as a result of the dirty water issue which has since been resolved. CoB have advised that they will start using ERA Water at these reserves.

4. RISK MANAGEMENT / SYSTEM ISSUES

4.1 Weed Removal

As requested by GO, LCS will provide a quote to undertake weeding at Hamilton treatment site and Scales pump station. Works are likely to occur early February 2020.

4.2 Felixstow Wetlands Final Pond Leak

The past two rain events have not provided sufficient "in specification" water quality to enter the final pond. GO have advised that they are unable to confirm if there is a leak. GO are planning to manually fill the pond and monitor evaporation with a test bucket on the week commencing 20 January 2020.
4.3 Stage 1 Reserves – Outstanding Issues

4.3.1 Glenunga Webb Oval, Burnside

On 30 December 2019, CoB reported a leak at Glenunga Webb Oval. Upon investigation, GO measured the static pressure to be significant. As a result, GO reset the in line PRV at Sturdee St, and later confirmed that the static pressure at Glenunga Webb was appropriate. It was later identified that the in line PRV at Sturdee St stopped operating. SADB carried out repairs of the in line PRV from 13 January 2020 to 16 January 2020.

It was identified that the ERA system was no longer able to provide sufficient pressure to operate the expected two irrigation zones. On 8 January 2020, GO measured the flow at Glenunga Webb Oval to be approximately 16 L/s, significantly higher than the design volume of 8 L/s. GO then measured the flow for a single zone which was approximately 8 L/s as per the design. Therefore, it has been confirmed that the ERA system is able to supply pressure and flow to Glenunga Webb Oval as per the design. As requested by CoB, GO will provide a quote to upgrade the ERA connection to operate two irrigation zones.

4.3.2 Patterson Reserve, Norwood Payneham & St Peters

On 31 December 2019, NPSP reported significant drops in pressure at their reserves. On 9 January 2020, GO adjusted the pressure settings of the booster pump stations as instructed by WGA to achieve adequate pressures at reserves. NPSP advised that pressures were sufficient.

4.4 Felixstow Wetlands Carp Issue

GO have been requested to provide a quote to drain the wetlands and remove the carp. WGA will liaise with ERA Water and NPSP to discuss filling of the wetlands (either wait for rain or fill manually).

5. CUSTOMER COMPLAINTS

a) Distribution Main Burst at Maesbury St, Kensington. On 17 January 2020, NPSP reported a burst in the distribution main at 70 Maesbury St, Kensington. On 20 January 2020, SADB repaired the main, and advised that the cause of failure may have derived from “scuffs” on the pipe as shown in Figure 3 circled in red. SADB advised that the black oval shaped ring as highlighted in yellow is the result of the water pressure exiting from the pipe with sand/aggregate acting as an abrasive agent until the pipeline was isolated. Regarding the ‘scuffs’, SADB advised that the pipeline would have passed inspection prior to installation as it would have fallen within the ‘Scratch Depth Tolerance’ of visible surface scratch being less than 10% of the HDPE wall thickness. SADB advised that the “scuff” this has become a weak point in the pipeline structural properties whether a result of pipe shutter or pipeline purging. Although pipe failure within 2 years is rare, unfortunately, we cannot determine the cause for the burst.

Figure 3: Photo of Pipeline Failure at Maesbury St, Kensington.
b) **CoB Safety Concern.** On 30 December 2019, CoB reported safety concerns at Tusmore Park. On 8 January 2020, Team Civil reinstated the barrier mesh.

c) **Third Creek Contamination Concern.** On 14 January 2019, CoB Mayor, Anne Monceaux, reported concerns of contaminated water in Third Creek at the Drage extraction point. The cause of contaminated water was apparently the result of a road clean up. On 14 January 2019, WGA confirmed that water was not harvested on that day, and that the specific contamination event did not impact our stored water quality. The system has water quality monitoring in the form of Turbidity, Salinity and pH at the extraction points. If any of the limits are exceeded, the system ceases to inject and extract water automatically.

![Figure 4: Photo of Contaminated Water in Third Creek at Drage Extraction Point.](image)
6. **ACTIVITIES CARRIED OUT DURING PREVIOUS PERIOD**

6.1 **Operations and Maintenance**

6.1.1 **Felixstow Biofilter Overflows**

GO have completed installation of the biofilter overflows at Felixstow and Hamilton. On 20 January 2020, GO started filling the biofilters at both sites with the harvested water to confirm overflow levels.

6.2 **Stage 2 Reserve Connections**

Team Civil have completed all CoB connections except two (Hazelwood Park and Tusmore Park). Hazelwood Park commenced on 16 January 2020, and Tusmore Park is just awaiting the receipt of a 3-way valve. Team Civil has advised that both reserves will be completed by end of January 2020. Although completed sites are ready to use ERA Water, CoB are still using SA Water as they would like GO to be on site to turn on the ERA connections and adjust the PRVs if necessary in light of the Stage 1 issues. The connection is currently being organised between WGA and GO, and is expected to commence late January 2020.

All NPSP connections have been completed except two (Norwood Pioneer Park and Payneham Swimming). Norwood Pioneer Park commenced on 16 January 2020 and Payneham Swimming on 20 January 2020. Team Civil advised both reserves will be completed by end of January 2020. NPSP are using ERA Water, although have advised that they haven’t been able to irrigate at Glenbrook Close, Willow Bend Marden and Scott Street Reserves. GO and WGA are currently investigating.

All connections have been completed, and ToW have confirmed that all reserves are using ERA Water with no issues.

6.2.1 **Telstra Data Loggers**

On 5 December 2019, Telstra advised that they are preparing the contract amendment regarding the LPWAN services. On 20 January 2020, Telstra provided WGA with the draft contract for their information, and advised that the final contract for signing will be issued soon. Once the contract has been finalised by Telstra and signed by ERA Water, the data loggers will able to be ordered via Telstra’s online “Order Express” platform. Since Telstra have advised that a signature box is only to be added, it is expected that the contract will be issued in January 2020. Once ordered, Telstra have advised that the data loggers are currently on a two to three week lead-time.

6.3 **Increase in Injection Capacity**

Olympic Boring have commenced onsite works on 20 January 2020. Due to unpredictability of drilling, 5-7 days is estimated for completion of each bore. Providing all goes well, completion is expected within January or early February 2020. The production wells are expected to be available for the upcoming 2020 winter injection season if viable yields are recorded.

An application for a new licences to include the two additional wells will be prepared and submitted to EPA following completion of the two wells as this information is required to support the application. WGA met with EPA in December 2019 to discuss the application, process and supporting information.

APCI and GO have commenced work on design for the additional well. It is anticipated this will be completed mid-February 2020. Part of the electrical design works include assessing the existing capacity of the Hamilton pump station site to accommodate the additional load of the additional well. This will determine if an application to SAPN is required.
### 7. BUDGET STATUS

Table 4: Status of Contracts – 2019/20 Financial Year

<table>
<thead>
<tr>
<th>Period</th>
<th>Budgeted</th>
<th>Actual</th>
<th>Budgeted</th>
<th>Actual</th>
<th>Budgeted</th>
<th>Actual</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr 2019</td>
<td>$17,232.21</td>
<td>$18,148.20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>May 2019</td>
<td>$17,232.21</td>
<td>$12,777.50</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jun 2019</td>
<td>$17,232.21</td>
<td>$13,034.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jul 2019</td>
<td>$17,232.21</td>
<td>$13,034.00</td>
<td></td>
<td></td>
<td>$22,864.95</td>
<td>$32,618.95</td>
<td>GO July invoice over budget by $9,754 due to manual operation during Telstra outage, CoB reserve connection investigations and changes to Hamilton PRV</td>
</tr>
<tr>
<td>Aug 2019</td>
<td>$17,232.21</td>
<td>$16,392.50</td>
<td></td>
<td></td>
<td>$22,864.95</td>
<td>$30,454.67</td>
<td>GO August invoice over budget by $7,564.96 due to turbidity analyser service and repair, UV System service, Hamilton injection pump repair and Scales Well automation.</td>
</tr>
<tr>
<td>Sep 2019</td>
<td>$17,232.21</td>
<td>$16,392.50</td>
<td></td>
<td></td>
<td>$22,864.95</td>
<td>$27,686.16</td>
<td>GO September invoice over budget by $4,821.21 due to Hamilton injection pump repair, Scales generator, Drage electrical investigations and UV System service.</td>
</tr>
<tr>
<td>Oct 2019</td>
<td>$10,693.21</td>
<td>$19,751.00</td>
<td>$955.00</td>
<td>$955.00</td>
<td>$14,065.46</td>
<td>$15,363.38</td>
<td>GO October invoice over budget by $1,297.92 due to Hamilton final injection pump repair and Beaumont Common filter replacement.</td>
</tr>
<tr>
<td>Nov 2019</td>
<td>$10,693.21</td>
<td>$16,845.00</td>
<td>$1,910.00</td>
<td>$1,910.00</td>
<td>$14,065.46</td>
<td>$12,270.97</td>
<td></td>
</tr>
<tr>
<td>Dec 2019</td>
<td>$6,495.08</td>
<td>$12,645.00</td>
<td>TBA</td>
<td></td>
<td>$14,065.46</td>
<td>$8,332.01</td>
<td></td>
</tr>
<tr>
<td>Jan 2020</td>
<td>$6,495.08</td>
<td></td>
<td></td>
<td></td>
<td>$14,065.46</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feb 2020</td>
<td>$6,495.08</td>
<td></td>
<td></td>
<td></td>
<td>$14,065.46</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mar 2020</td>
<td>$6,495.08</td>
<td></td>
<td></td>
<td></td>
<td>$14,065.46</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apr 2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$14,065.46</td>
<td></td>
<td></td>
</tr>
<tr>
<td>May 2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$14,065.46</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jun 2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$14,065.46</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>$150,760.00</td>
<td>$139,019.60</td>
<td>$30,000.00</td>
<td>$2,865.00</td>
<td>$195,184.00</td>
<td>$126,726.14</td>
<td></td>
</tr>
</tbody>
</table>

(1) It should be noted that the Future Extension to Lead Design Consultant Contract is currently over budget. Since the extension to the Contract in April 2019, approximately $47,300 of services has not been charged. WGA will not exceed the $150,760.00 budget up for scheme and reserve connections supervision to 30 March 2020.

Table 5: Variations – 2019/20 Financial Year

<table>
<thead>
<tr>
<th>Contractor</th>
<th>VO#</th>
<th>Description</th>
<th>Fee submitted (ex. GST)</th>
<th>Amount paid (ex. GST)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WGA</td>
<td>1</td>
<td>Increase Injection Capacity – Drilling of additional production wells</td>
<td>$28,800.00</td>
<td>$8,440.00</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Application to vary EPA Licence</td>
<td>$5,000.00</td>
<td>$540.00</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>DEW Water Efficiency Project</td>
<td>Hourly rates</td>
<td>$2,040.00</td>
</tr>
<tr>
<td>GO</td>
<td>4</td>
<td>Felixstow Wetland final pond repair</td>
<td>$7,522.60</td>
<td>$7,522.60</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Scales consumer mains repair</td>
<td>$19,751.71</td>
<td>$19,751.71</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>Hamilton and Felixstow biofilter overflows</td>
<td>$4,102.00</td>
<td>$4,102.00</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Design work for additional bore</td>
<td>$19,603.90</td>
<td>$0.00</td>
</tr>
<tr>
<td>Contractor</td>
<td>VO#</td>
<td>Description</td>
<td>Fee submitted (ex. GST)</td>
<td>Amount paid (ex. GST)</td>
</tr>
<tr>
<td>---------------------</td>
<td>-----</td>
<td>----------------------------------</td>
<td>-------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Olympic Boring</td>
<td>8</td>
<td>Drilling of two wells</td>
<td>$90,000.00*</td>
<td>$285.00</td>
</tr>
<tr>
<td>Contractor to be advised</td>
<td>9</td>
<td>Pump testing of two wells</td>
<td>$20,000.00*</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Contingency (10%)</td>
<td>$11,000.00*</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Total</strong></td>
<td><strong>$121,000.00</strong>*</td>
<td><strong>$285.00</strong></td>
</tr>
</tbody>
</table>

*Estimates only due to the complexity of drilling into Fractured Rock Aquifers and GO only provided an estimate for budgeting purposes.

Table 6: Other costs – 2019/20 Financial Year

<table>
<thead>
<tr>
<th>Contractor</th>
<th>Item#</th>
<th>Description</th>
<th>Fee submitted (ex. GST)</th>
<th>Amount paid (ex. GST)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SADB</td>
<td>1</td>
<td>Investigations into reported leak at Glenside</td>
<td>$5,775.00</td>
<td>$5,775.00</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Investigations into Sturdee St in line PRV</td>
<td>$1,257.50</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Pipeline repair at Masebury St, Kensington</td>
<td>$4,700.60</td>
<td>$0.00</td>
</tr>
<tr>
<td>WGA</td>
<td>4</td>
<td>Preparation of MARART report[^1^]</td>
<td>$7,230.00</td>
<td>$7,230.00</td>
</tr>
</tbody>
</table>

[^1^]No variation to existing Contract.

Table 7: Reserve Connections Stage 2 Budget Status (up to 31 December 2019) (including GST and CITB)

<table>
<thead>
<tr>
<th></th>
<th>CoB</th>
<th>NPSP</th>
<th>ToW</th>
<th>ERAW</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original Contract sum</td>
<td>$195,721.55</td>
<td>$145,916.72</td>
<td>$17,514.58</td>
<td>$20,891.60</td>
<td>$380,044.45</td>
</tr>
<tr>
<td>Approved variations</td>
<td>$4,149.65</td>
<td>$17,630.58</td>
<td>$23,182.71</td>
<td>$9,964.12</td>
<td>$54,927.05</td>
</tr>
<tr>
<td>Revised Contract sum</td>
<td>$199,871.20</td>
<td>$163,547.30</td>
<td>$40,697.29</td>
<td>$30,855.72</td>
<td>$434,971.50</td>
</tr>
<tr>
<td>Total claimed</td>
<td>$165,592.50</td>
<td>$120,596.20</td>
<td>$38,709.83</td>
<td>$25,581.85</td>
<td>$350,480.38</td>
</tr>
<tr>
<td>Retention held</td>
<td>$9,761.67</td>
<td>$7,277.64</td>
<td>$873.55</td>
<td>$1,041.98</td>
<td>$18,954.84</td>
</tr>
<tr>
<td>Left to claim</td>
<td>$34,278.69</td>
<td>$42,951.10</td>
<td>$1,987.46</td>
<td>$5,273.86</td>
<td>$84,491.12</td>
</tr>
</tbody>
</table>

Table 8: Potential Improvements – 2019/20 Financial Year (not approved and for information only)

<table>
<thead>
<tr>
<th>Contractor</th>
<th>Item#</th>
<th>Description</th>
<th>Fee submitted (ex. GST)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guidera O’Connor</td>
<td>1</td>
<td>Supply, Installation &amp; Commissioning of Media Filters at Hamilton</td>
<td>$212,057.00</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Installation of second UV</td>
<td>$176,000.00</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Fourth Creek Extraction Inlet Upgrade</td>
<td>$36,810.80</td>
</tr>
</tbody>
</table>

[^1^]No variation to existing Contract.
### Mean Rainfall (mm) (Station 023090)

<table>
<thead>
<tr>
<th>Month</th>
<th>Mean Rainfall (mm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>May</td>
<td>61.5</td>
</tr>
<tr>
<td>June</td>
<td>78.1</td>
</tr>
<tr>
<td>July</td>
<td>76.6</td>
</tr>
<tr>
<td>August</td>
<td>67.7</td>
</tr>
<tr>
<td>September</td>
<td>58.5</td>
</tr>
<tr>
<td>October</td>
<td>41.4</td>
</tr>
<tr>
<td>November</td>
<td>29.9</td>
</tr>
<tr>
<td>December</td>
<td>28.9</td>
</tr>
<tr>
<td>January*</td>
<td>20.1</td>
</tr>
<tr>
<td>February</td>
<td>15.5</td>
</tr>
<tr>
<td>March</td>
<td>26.4</td>
</tr>
<tr>
<td>April</td>
<td>38.2</td>
</tr>
<tr>
<td>Annual</td>
<td>551.4</td>
</tr>
</tbody>
</table>

### Difference between Mean and Actual [mm]

<table>
<thead>
<tr>
<th>Month</th>
<th>Difference between Mean and Actual [mm]</th>
</tr>
</thead>
<tbody>
<tr>
<td>May</td>
<td>25.9</td>
</tr>
<tr>
<td>June</td>
<td>4.5</td>
</tr>
<tr>
<td>July</td>
<td>-37.4</td>
</tr>
<tr>
<td>August</td>
<td>-17.1</td>
</tr>
<tr>
<td>September</td>
<td>-10.3</td>
</tr>
<tr>
<td>October</td>
<td>-22.8</td>
</tr>
<tr>
<td>November</td>
<td>-34.5</td>
</tr>
<tr>
<td>December</td>
<td>-19.5</td>
</tr>
<tr>
<td>January*</td>
<td>-4.5</td>
</tr>
</tbody>
</table>

### % of Rainfall under Intense Conditions (>10 mm)

<table>
<thead>
<tr>
<th>Month</th>
<th>% of Rainfall under Intense Conditions (&gt;10 mm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>May</td>
<td>43.7%</td>
</tr>
<tr>
<td>June</td>
<td>82.3%</td>
</tr>
<tr>
<td>July</td>
<td>0%</td>
</tr>
<tr>
<td>August</td>
<td>38%</td>
</tr>
<tr>
<td>September</td>
<td>0%</td>
</tr>
<tr>
<td>October</td>
<td>0%</td>
</tr>
<tr>
<td>November</td>
<td>0%</td>
</tr>
<tr>
<td>December</td>
<td>0%</td>
</tr>
</tbody>
</table>

### Cumulative Mean Rainfall (mm)

<table>
<thead>
<tr>
<th>Month</th>
<th>Cumulative Mean Rainfall (mm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>May</td>
<td>61.5</td>
</tr>
<tr>
<td>June</td>
<td>139.6</td>
</tr>
<tr>
<td>July</td>
<td>216.2</td>
</tr>
<tr>
<td>August</td>
<td>283.9</td>
</tr>
<tr>
<td>September</td>
<td>342.4</td>
</tr>
<tr>
<td>October</td>
<td>413.7</td>
</tr>
<tr>
<td>November</td>
<td>483.8</td>
</tr>
<tr>
<td>December</td>
<td>542.8</td>
</tr>
</tbody>
</table>

### Recorded Rainfall (mm) (Station 023090)

<table>
<thead>
<tr>
<th>Month</th>
<th>Recorded Rainfall (mm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>May</td>
<td>87.4</td>
</tr>
<tr>
<td>June</td>
<td>82.6</td>
</tr>
<tr>
<td>July</td>
<td>39.2</td>
</tr>
<tr>
<td>August</td>
<td>50.6</td>
</tr>
<tr>
<td>September</td>
<td>48.2</td>
</tr>
<tr>
<td>October</td>
<td>18.6</td>
</tr>
<tr>
<td>November</td>
<td>15.4</td>
</tr>
<tr>
<td>December</td>
<td>9.4</td>
</tr>
<tr>
<td>January*</td>
<td>15.8</td>
</tr>
</tbody>
</table>

### No rain days

- May: *Up to 20/01/2020* 367
- June: 367
- July: 367
- August: 367
- September: 367
- October: 367
- November: 367
- December: 367
- January*: 367
- February: 367
- March: 367
- April: 367
- Annual: 367

### Rainfall Conditions

<table>
<thead>
<tr>
<th>Month</th>
<th>Rainfall Conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>May</td>
<td>61.5</td>
</tr>
<tr>
<td>June</td>
<td>78.1</td>
</tr>
<tr>
<td>July</td>
<td>76.6</td>
</tr>
<tr>
<td>August</td>
<td>67.7</td>
</tr>
<tr>
<td>September</td>
<td>58.5</td>
</tr>
<tr>
<td>October</td>
<td>41.4</td>
</tr>
<tr>
<td>November</td>
<td>29.9</td>
</tr>
<tr>
<td>December</td>
<td>28.9</td>
</tr>
<tr>
<td>January*</td>
<td>20.1</td>
</tr>
<tr>
<td>February</td>
<td>15.5</td>
</tr>
<tr>
<td>March</td>
<td>26.4</td>
</tr>
<tr>
<td>April</td>
<td>38.2</td>
</tr>
<tr>
<td>Annual</td>
<td>551.4</td>
</tr>
</tbody>
</table>

### Harvest Conditions

- Designed Harvest Volume (ML): 600
- Actual Harvest Volume - Fradshot Total (ML): 0
- Actual Harvest Volume - Droge Total (ML): 0
- Total Actual Harvest Volume (ML): 0

### Injection Conditions

- Designed Injection Volume (ML): 600
- Modified Injection Volume - Lower Bound (ML): 29.3
- Modified Injection Volume - Upper Bound (ML): 52.8
- Total Injection (ML): 6.2
- Cumulative Injection Volume (ML): 6.2
- Cumulative Modified Injection Volume - Lower Bound (ML): 170.6
- Cumulative Modified Injection Volume - Upper Bound (ML): 170.6

### Extraction Conditions

- Designed Extraction Volume (ML): 454
- Modified Extraction Volume (ML): 255
- Extraction - Hamilton Well (ML): 0.162
- Extraction - Marden 1 Well (ML): 0.557
- Extraction - Marden 2 Well (ML): 0.470
- Extraction - Scales Well (ML): 0.000
- Total Extraction (ML): 1.189

### Methodology 1 - Gradual Increase in Recovery Efficiency

<table>
<thead>
<tr>
<th>Year</th>
<th>Recharge Efficiency (%)</th>
<th>Available Volume (ML)</th>
<th>Total Extracted Volume (ML)</th>
<th>Remaining Supply Volume IRR Season - Lower Limit (ML)</th>
<th>Remaining Supply Volume IRR Season - Upper Limit (ML)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1 - May 2018- April 2019</td>
<td>40%</td>
<td>35.1</td>
<td>16.2</td>
<td>18.9</td>
<td>13140</td>
</tr>
<tr>
<td>Year 2 - 1st May 2019 - 31st April 2020</td>
<td>70%</td>
<td>119.4</td>
<td>37.4</td>
<td>158</td>
<td>1471</td>
</tr>
</tbody>
</table>

### Methodology 2 - 70% Recovery Efficiency on Banked Storage Volume

<table>
<thead>
<tr>
<th>Storage Volume</th>
<th>Recharge Efficiency (%)</th>
<th>Available Volume (ML)</th>
<th>Total Extracted Volume (ML)</th>
<th>Remaining Supply Volume IRR Season - Lower Limit (ML)</th>
<th>Remaining Supply Volume IRR Season - Upper Limit (ML)</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 2018-20th August 2019</td>
<td>70%</td>
<td>150.3</td>
<td>43.7</td>
<td>150.3</td>
<td>170.4</td>
</tr>
<tr>
<td>June 2020-20th August 2020</td>
<td>70%</td>
<td>150.3</td>
<td>43.7</td>
<td>150.3</td>
<td>170.4</td>
</tr>
</tbody>
</table>
Monthly Rainfall and Injection Volumes

- **Mean Rainfall (mm) (Station 023090)**
- **Recorded Rainfall (mm) (Station 023090)**
- **Total Injection (ML)**

- **Rainfall (mm):**
  - May: 60
  - June: 70
  - July: 80
  - August: 90
  - September: 100
  - October: 90
  - November: 80
  - December: 70
  - January: 60
  - February: 50
  - March: 40
  - April: 30

- **Injection Volume (ML):**
  - May: 60
  - June: 70
  - July: 80
  - August: 90
  - September: 100
  - October: 90
  - November: 80
  - December: 70
  - January*: 60
  - February: 50
  - March: 40
  - April: 30
Cumulative Rainfall and Injection Volumes

- Cumulative Mean Rainfall (mm)
- Cumulative Recorded Rainfall (mm)
- Total Injection (ML)
Cumulative Injection Volumes and Lower / Upper Limit Predictions

- Total Injection (ML)
- Cumulative Modified Injection Volume (ML) - Lower Bound
- Cumulative Modified Injection Volume (ML) - Upper Bound
Meeting: Council
Title: ERA Water Board Minutes
Responsible Manager: Chief Executive Officer, Kiki Cristol
Author: Council Secretariat, Vanessa Davidson
Key Focus Area 3: Transparent and accountable local tier of government that is respected for its forward thinking approaches and cross-council collaborations
Type of Report: Information Only

Recommendation
That Council receives and notes the ERA Water Board Minutes for the meeting convened on 31 January 2020.

Summary
To provide Members with the minutes of the ERA Water Board meeting convened on 31 January 2020.

Background
Walkerville is a Constituent Council of ERA Water. Meetings are held in accordance with the Charter and the matters discussed are reported back to the respective Councils via the minutes of these meetings.

The minutes of the ERA Water Board meeting convened on 31 January 2020 are attached, in full, for Member’s information.

Matters considered by the ERA Water Board at the meeting included:

- Budget Review 2
- Impairment
- Strategic Planning.

Members are to note that these minutes are to be confirmed at the Board’s next meeting.

Any items requiring a decision of Constituent Council’s will, upon receipt from ERA Water, be presented to Council for consideration.

Attachment

| Attachment A | ERA Water Board Minutes 31 January 2020 |
MINUTES
of
ERA WATER BOARD MEETING
held at the
COUNCIL CHAMBER
66 WALKERVILLE TERRACE GILBERTON
On
FRIDAY 31 JANUARY 2020 AT 9.30AM
The meeting was declared open at 9.31am.

1. ATTENDANCE RECORD

1.1 Present
Bryan Jenkins, Independent Chairman
Cr John Minney (City of Norwood, Payneham & St Peters)
Cr Sarah Hughes (City of Burnside)
Deputy Mayor Cr MaryLou Bishop (Town of Walkerville)

1.2 In attendance
Robin English, General Manager
Nathan Silby (WGA)
Vanessa Davidson, Secretariat
Michael Richardson, BRM Advisory

1.3 Apologies
Kiki Magro (Town of Walkerville)

3. DECLARATIONS OF INTEREST – Material, Actual, Perceived

Nil.

2. ADOPTION OF MINUTES

Moved: Cr Sarah Hughes
Seconded: Cr John Minney

ERAW51/19-20

That the minutes from the Board meeting held on 13 December 2019 be confirmed as a true and accurate record of the proceedings.

CARRIED

4. PRESENTATIONS

4.1 Operations Update

Moved: Cr John Minney
Seconded: Cr MaryLou Bishop

ERAW52/19-20

That the Board note the Operations Report attached hereto.

CARRIED
4.2 Work, Health and Safety

Moved: Cr John Minney  
Seconded: Cr MaryLou Bishop

ERAW53/19-20

That the Board note the verbal Work, Health and Safety update.

CARRIED

The time being 10.45am Nathan Silby left the meeting.

5. REPORTS REQUIRING DECISION OF COMMITTEE

5.1 Appointment of Audit Committee Member

Moved: Cr John Minney  
Seconded: Cr MaryLou Bishop

ERAW54/19-20

The Board requests that the General Manager ERA Water writes to the Town of Walkerville requesting that they consider their appointment to the ERA Water Audit Committee.

CARRIED

5.2 Second Budget Review 2020

Moved: Cr MaryLou Bishop  
Seconded: Cr Sarah Hughes

ERAW55/19-20

That the Board request that BRM prepare a revised Budget Review 2 to presented to a future meeting of the Board for approval at a Special Meeting of the Board at a date and time to be determined.

CARRIED

5.3 Impairment

Moved: Cr John Minney  
Seconded: Cr Sarah Hughes

ERAW56/19-20

That the Board note the attached BRM Advisory paper on impairment of the assets that pursuant to the Australian Accounting Standards, the value of the assets of ERAW should not be impaired now.

CARRIED
Motion

Moved: Cr John Minney
Seconded: Cr MaryLou Bishop

ERAW57/19-20

An assets revaluation period of every five years is appropriate for ERA Water’s assets (being long life and stable water infrastructure assets. The first asset revaluation, in the absence of any events occurring that would justify shortening the revaluation period, is recommended to occur during financial year 2024, to be reflected in financial statements for the year ending 30 June 2024.

CARRIED

6. REPORTS PRESENTED FOR INFORMATION

6.1 Financial Statements

Moved: Cr Sarah Hughes
Seconded: Cr John Minney

ERAW58/19-20

That the Board note the December 2019 Financial Statements tabled at the meeting.

CARRIED

Michael Richardson left the meeting at 11.59am.

6.2 Strategic Planning

Moved: Cr John Minney
Seconded: Cr MaryLou Bishop

ERAW59/19-20

That the verbal strategic planning report be received.

CARRIED

6.3 General Manager’s Report

Moved: Cr Sarah Hughes
Seconded: Cr John Minney

ERAW60/19-20

That the Board review the attached General Manager’s Report.

CARRIED
6.4 Action Items Report  

Moved: Cr John Minney  
Seconded: Cr Sarah Hughes  

ERAW61/19-20  

That the Board note the Action Item Report.  

CARRIED  

7. CORRESPONDECE  
Nil.  

8. OTHER BUSINESS  

8.1 Timing of Meetings  

9. CONFIDENTIAL REPORTS  
Nil.  

10. CLOSURE  

The meeting was declared closed at 12.20pm  

The next meeting will be held on Friday 27 March 2020 at 9.30am.
Meeting: Council
Title: East Waste Board Minutes
Responsible Manager: Chief Executive Officer, Kiki Cristol
Author: Council Secretariat, Vanessa Davidson
Key Focus Area 3: Transparent and accountable local tier of government that is respected for its forward thinking approaches and cross-council collaborations
Type of Report: Information Only

Recommendation
That Council receives and notes the East Waste Board minutes of the special meeting convened on 4 February 2020.

Summary
This report provides Elected Members with the minutes of the East Waste Board meeting convened on 4 February 2020.

Background
Walkerville is a Constituent Council of East Waste. Meetings are held in accordance with the Charter and reported back to the respective Councils. The minutes of the special East Waste Board meeting convened on 4 February 2020 (Attachment A) are attached for Member’s information.

At this meeting the East Waste Board, having received absolute majority from the Constituent Councils formally ratified the appointment of Mr Fraser Bell to the position of East waste Independent Chairperson for a period of two years commencing on 10 February 2020.

Councillor Ashby is Councils representative on East Waste Board.

Members are to note that these minutes are to be confirmed at the Board’s next meeting.

Attachment

| Attachment A | East Waste Board Minutes of the Special Meeting held on 4 February 2020 |
1. PRESENT
Directors:
Mr P Di Iulio Campbelltown City Council
Cr J Carbone City of Burnside
Cr R Ashby Corporation of the Town of Walkerville
Mayor H Holmes-Ross City of Mitcham
Mr M Barone City of Norwood, Payneham & St Peters
Mr S Bradley City of Prospect
Mr J McArthur Adelaide Hills Council

In Attendance:
Mr R Gregory General Manager
Mr S Raymond Manager, Corporate Services
Ms K Vandermoer Finance & Executive Administration Officer

2. APOLOGIES
Cr L Green Adelaide Hills Council

3. CONFLICTS OF INTEREST
Nil

4. CONFIRMATION OF THE MINUTES
Moved Mr Barone
1. That the Minutes of the Eastern Waste Management Authority Ordinary Board Meeting held on Thursday 28 November 2019, be received confirmed, and adopted.
Seconded Mayor Holmes-Ross Carried

5. MATTERS ARISING FROM THE MINUTES
Nil

6. QUESTIONS WITHOUT NOTICE
Nil

7. REPORTS
Nil
8. CONFIDENTIAL REPORTS

8.1 ENDORSEMENT OF INDEPENDENT CHAIRPERSON APPOINTMENT

RECOMMENDATION 1

Moved Cr Ashby that pursuant to Section 90(2) and (3) of the Local Government Act, 1999 the East Waste Board orders that the public, with the exception of the East Waste staff present, be excluded from the meeting on the basis that the East Waste Board will receive, discuss and consider:

(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

and the East Waste Board is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

Seconded Mr Barone

Carried

RECOMMENDATION 2

Moved Mr Bradley that:

1. Having received absolute majority endorsement from East Waste Member Councils, the Board formally ratify the appointment of Mr Fraser Bell to the position of East Waste Independent Chairperson, for a period of two years, commencing on 10 February 2020, with remuneration set at $22,000 per annum.

2. The Board formally acknowledges Mr Paul Di Iulio and the additional work he has undertaken in his role as Deputy/Acting Chair over the past 18 months.

Seconded Cr Ashby

Carried

9. OTHER BUSINESS

Nil

10. NEXT MEETING OF THE BOARD

The next ordinary Board Meeting is scheduled to be held on Thursday 20 February 2020 at the City of Norwood, Payneham & St Peters at 6:00pm.

11. CLOSURE OF MEETING

There being no further business the meeting closed at 9:17am.

DATE: ________________  CHAIRPERSON: ____________________
Meeting: Council

Title: Outstanding Council Resolutions / Action Report

Responsible Manager: Chief Executive Officer, Kiki Cristol

Author: Council Secretariat, Vanessa Davidson

Key Focus Area: Strategic Community Plan Focus area 3- Transparent and accountable local tier of Government

Type of Report: Information Only

Recommendation

That Council receive and note the list of Council resolutions currently being processed as at 13 February 2020.

Summary

This report provides a table of Council resolutions that are currently being processed up to 13 February 2020.

Background

Monthly reports are provided to Council including a list / table of resolutions currently being actioned.

Those greyed out reflect resolutions that have been completed and / or no further action required.
<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>19/03/2018</td>
<td>Walkerville Oval Precinct Master Plan Feasibility Study</td>
<td></td>
<td>Workshop held 12 June 2018. Site visit to Glenunga Hub took place on 17 July.</td>
<td>June 2020</td>
<td>CEO</td>
</tr>
<tr>
<td></td>
<td><strong>CNC261/17-18</strong></td>
<td></td>
<td>Workshop held on Tuesday 21 August 2018.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. That Council having received and noted the report from 'Oneighty Sports &amp; Leisure Solutions' titled 'Walkerville Oval Precinct Master Plan Feasibility Study' on 16 March 2015, acknowledged the site changes emanating from feedback and comments from the community consultation held over December 2014 to January 2015; and agree to hold a workshop to review the Oneighty Sports &amp; Leisure Solutions' titled 'Walkerville Oval Precinct Master Plan Feasibility Study' dated 16 March 2015;</td>
<td>Workshop held on Monday 3 December 2018 to present work undertaken to date.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Workshop held on 16 May 2019.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Further workshop held on 1 July 2019, which was held on site.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. That Council recognised the ‘Walkerville Oval Precinct Master Plan Feasibility Study’ as a long-term strategic vision for the site and will only proceed with the project if Council is successful in acquiring substantial funding. Further, if matching funding is required any decision to proceed must be so determined by Council and reflected in its long term financial plan; and

<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. That Council recognised the ‘Walkerville Oval Precinct Master Plan Feasibility Study’ as a long-term strategic vision for the site and will only proceed with the project if Council is successful in acquiring substantial funding. Further, if matching funding is required any decision to proceed must be so determined by Council and reflected in its long term financial plan; and</td>
<td></td>
<td>In progress</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. That Council authorises the CEO to actively pursue funding in order to realise the project.

<table>
<thead>
<tr>
<th>Date</th>
<th>Reference</th>
<th>Relevant Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>18/03/2019</td>
<td>14.2.1 (Draft) Heritage Plaques Policy CNC291/18-19</td>
<td>Administration has revised its scope of work on this project and will proceed with project planning, with a focus on public consultation and working towards an initial design for the plaques, including the possibility of having a pilot for one street. The final selection of streets will be a priority for Federal Members. The project is in accordance with Council's strategic directions and has the support of the Federal Government.</td>
</tr>
</tbody>
</table>
### RESOLUTIONS CURRENTLY BEING ACTIONED

<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>15/04/2019</td>
<td>1. That Council agree to Administration preparing a separate ‘Integrated Open Space and Public Art Strategy’ for Councils consideration.</td>
<td>be going back out to the market to engage a Public Art Specialist</td>
<td>The application for the Heritage Plaques was completed 11 December 2019.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Mail out to Heritage listed property owners took place before Christmas 2019.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15/04/2019</td>
<td>14.1.1 Open Space Priorities</td>
<td>Work in progress</td>
<td></td>
<td>March 2020</td>
<td>GMPERS</td>
</tr>
<tr>
<td>CNC320/18-19</td>
<td>That Council authorises Administration to commence the procurement process to carry out the relevant amendments to the existing Open Space Strategy, which is to be presented back to Council, via SPDPC prior to public consultation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## RESOLUTIONS CURRENTLY BEING ACTIONED

<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>20/05/2019</td>
<td>13.2 Examples of Project Rating Methods</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>CNC 350 /18-19</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Administration to provide Elected Members with examples of project rating methods that can be used to develop future budgets, with the intent to commence a project ranking system for the 2020/21 budget.</td>
<td></td>
<td>Report has been included in the February 2020 Agenda and will form the basis of the the first 2020/21 ABP&amp;B budget workshop.</td>
<td>February 2019</td>
<td>GMCS</td>
</tr>
<tr>
<td>20/05/2019</td>
<td>14.3.4 Robe Terrace Service Road - Road Safety Audit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>CNC 358 /18-19</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>That Council notes the “Robe Terrace Service Road – Road Safety Audit” (Report) and supports Administration in engaging a suitably qualified contractor to undertake relevant alterations to ensure intersections are compliant in accordance with relevant Austroads Guidelines.</td>
<td></td>
<td>Works have been completed. Administration are still waiting for a follow up report from the consultant to confirm adherence to the Aust Road Standards.</td>
<td>January 2020 (overdue)</td>
<td>GMA&amp;I</td>
</tr>
<tr>
<td>DATE</td>
<td>RESOLUTION</td>
<td>ACTION</td>
<td>PROGRESS</td>
<td>DUE DATE</td>
<td>RESPONSIBLE OFFICER</td>
</tr>
<tr>
<td>----------</td>
<td>--------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>-----------</td>
<td>---------------------</td>
</tr>
<tr>
<td>20/05/2019</td>
<td>14.3.5 Rollout of Signage and Town Markers: Stage 2 CNC 359 /18-19</td>
<td>designs based on feedback from SPDPC and Council are to be developed.</td>
<td>Supplier engaged and working on concepts for March SPDPC meeting</td>
<td>June 2020</td>
<td>GM A&amp;I / GMPERS</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17/06/2019</td>
<td>14.1.2 Open Space Strategy Hamilton Reserve - Next Steps CNC 386 /18-19</td>
<td></td>
<td>Public Consultation on the reserve concept design to commence early Feb 2020</td>
<td>June 2020</td>
<td>GMPERS</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Administration in discussion with Gould Thorpe consultancy who will run public consultation Feb-March 2020</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### RESOLUTIONS CURRENTLY BEING ACTIONED

<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>17/06/2019</td>
<td>14.3.8 Contributory Items Review PDI Act 2016</td>
<td><strong>CNC 401 /18-19</strong>&lt;br&gt;1. That Council having considered the Strategic Planning and Development Committee (SPDPC) recommendation of 6 June 2019 to undertake an independent review of the existing 550+ Contributory Items within the Township and consider the most cost effective way of determining the historic status of the Contributory Items against the existing Local Heritage listing criteria, supports a two staged review as follows:&lt;br&gt;• Phase 1 (1 July – 16 August 2019)&lt;br&gt;• Internal review&lt;br&gt;• Shortlisting of Contributory Items to be independently assessed.</td>
<td>Heritage Architect engaged to respond to DPTI request for further info in relation to SOI lodgement.&lt;br&gt;Report included in the February 2020 Agenda for Council consideration.</td>
<td>February 2020</td>
<td>GMPERS</td>
</tr>
</tbody>
</table>
## RESOLUTIONS CURRENTLY BEING ACTIONED

<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
</table>

That Council:

3. Instructs Administration to review and report on the success of the recommendations 12 months post implementation.

- Phase 2 (19 August – 31 October 2019)
  - External consultant (Heritage Architect/Historian) to undertake detailed survey analysis of Shortlisted Contributory Items
  - Administration review of findings and DPTI liaison on options and timeframes
  - Consultant report to be presented to Council for decision on available options.

Anticipated to be presented to Council in workshop form in April 2020.

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Anticipated to be presented to Council in workshop form in April 2020</td>
<td>April 2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DATE</td>
<td>RESOLUTION</td>
<td>ACTION</td>
<td>PROGRESS</td>
</tr>
<tr>
<td>-----------</td>
<td>---------------------------------</td>
<td>--------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>19/08/2019</td>
<td>14.3.1 Proposed Additional Fees and Charges</td>
<td>Completed</td>
<td>Will be presented to next WCAC meeting for action</td>
</tr>
<tr>
<td></td>
<td><strong>CNC40/19-20</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>That Council requests the WCAC to develop prototypes for types of appropriate plaques to be placed in the Wesleyan Cemetery and that a report be presented to Council for consideration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19/08/2019</td>
<td>Motion – Parking Controls (general)</td>
<td>Works set to commence shortly</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td><strong>CNC35/19-20</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>That the Administration investigate the costs of undertaking a town wide review of parking controls and report back to Council.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DATE</td>
<td>RESOLUTION</td>
<td>ACTION</td>
<td>PROGRESS</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>--------</td>
<td>----------</td>
</tr>
<tr>
<td>16/09/2019</td>
<td>14.3.2</td>
<td></td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>Council Assessment Panel (CAP) Membership – Extension of the term of membership and appointment of Council Member</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CNC79/19-20</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. That Council defer the appointment of a Deputy Independent Member to the Council Assessment Panel for the purpose of filling in for the CAP Independent Member(s) who are unable to attend a CAP meeting or part of a CAP meeting, until after the 1 July 2020 when the formal accreditation requirements come into effect.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21 October 2019</td>
<td>14.1.1</td>
<td></td>
<td>No further action</td>
</tr>
<tr>
<td></td>
<td>Medindie Traffic &amp; Parking Plan Community Consultation Outcome</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CNC113/19-20</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>That Council:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Reviews the summary of the public consultation outcome, entitled <em>Summary Report</em> and appearing as Attachment A to this report.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DATE</td>
<td>RESOLUTION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21 October 2019</td>
<td>2. Notes the public consultation feedback and while cognisant of a minority disproval for Items 3, 6, 7; it endorses the Consultant’s shortlisted Items 1-10 and instructs Administration to proceed to costing and a further report to be presented to Council to determine implementation. That Item 3, be expanded to include Avenel Gardens Road / Elm Street yellow line marking and parking review.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Instructs Administration to undertake further community consultation, traffic studies and increase the remit of Item 11 to the entire length of Briar Avenue; with a view to alleviate the traffic issues presented.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>14.4.3 Draft Regional Public Health Plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>CNC130/19-20</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>That the draft Regional Public Health and Wellbeing Plan 2020-2025 for the Eastern Health Authority’s (EHA) Constituent Council, contained in Attachment B to this report, be endorsed for release for public consultation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DATE</td>
<td>RESOLUTION</td>
<td>ACTION</td>
<td>PROGRESS</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------</td>
<td>--------------</td>
<td>--------------------------------</td>
</tr>
</tbody>
</table>
| 21 October 2019 | 14.1.1 Community Land Management Plan  
CNC157/19-20 | Completed    | This item will be removed from the March Agenda list | January 2020   | GMCS                |
|            | That Council defer Item 14.1.1 Community Land Register as it relates to: |              |                                |                |                     |
|            | a. revoking the Community Land status from the portions of land straddling Certificates of Title 5796/887 (Fuller Street Works Depot), 5728/637 (Smith Street 1) and 5838/95 (Smith Street 2); |              |                                |                |                     |
|            | b. naming the portion of Certificate of Title 5821/229 as outlined in Management Plan 1 (Cnr Church Terrace and Warwick Street) “William Tucker Reserve”. | Completed    | This item will be removed from the March Agenda list | March 2020      |                      |
|            | until the Ordinary Council meeting to be held on 20 January 2020 (at the latest) at 7pm to enable Council the opportunity |              |                                |                |                     |
| 18/11/2019 | 14.3.7 WWII Honour Board – Mr Jeffery R P Medwell  
CNC163/19-20 | In progress  |                                | March 2020      | CEO/ CS            |
<p>|            | 1. That the Administration develop guidelines relating to the placement of names on honour boards and present the guidelines to a future meeting of Council |              |                                |                |                     |</p>
<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>16/12/2019</td>
<td>14.2.5</td>
<td></td>
<td>In progress</td>
<td>Decision Report in February Agenda</td>
<td>Feb 2020</td>
</tr>
<tr>
<td>16/12/2019</td>
<td>14.2.6</td>
<td></td>
<td>Completed</td>
<td>Decision Report in February 2020 Agenda</td>
<td>Feb 2020</td>
</tr>
</tbody>
</table>

**CNC200/19-20**

1. That Council approve the release of the draft General On-Street Parking, appearing as Attachment A to this report, for public consultation for a period of 21 days after which time the revised Policy is to be presented to Council for consideration.

**CNC201/19-20**

1. That Council, having considered the Draft Privately Funded Development Plan Amendment Policy appearing as Attachment A to this report request that the draft Policy be amended as follows:
   - Clause 4.1.2, 4.1.3, 4.1.4, and 4.1.7 be amended to read 'must' rather than 'should'.
<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>16/12/2019</td>
<td>14.3.1 St Andrew's School Licence Agreement – Walkerville and Levi Oval</td>
<td>2. That Council authorises Administration to release it for public consultation.</td>
<td>Decision report presented in February 2020 Agenda</td>
<td>GMPERS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. That Council enters into a new non-exclusive Licence Agreement with St Andrew's School Incorporated over:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a) a portion of land contained within Certificate of Title Volume 5255 Folio 827 (Walkerville Oval) and Certificate of Title Register Book Volume 5821 Folio 229 for a term of five (5) years, commencing 1 January 2020 expiring 31 December 2024;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>b) a portion of land contained within Certificate of Title Volume 5812 Folio 994 (Levi Oval) for a term of five (5) years, commencing 1 January 2020 expiring 31 December 2024;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. That the commencing annual Licence Fee of $12,500 (plus GST) (subject to annual CPI increases) be charged for both sites;</td>
<td>No further action required</td>
<td></td>
<td>GMCS</td>
<td></td>
</tr>
<tr>
<td>DATE</td>
<td>RESOLUTION</td>
<td>ACTION</td>
<td>PROGRESS</td>
<td>DUE DATE</td>
<td>RESPONSIBLE OFFICER</td>
</tr>
<tr>
<td>----------</td>
<td>----------------------------------------------------------------------------</td>
<td>-------------------------------</td>
<td>-------------------</td>
<td>------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>16/12/19</td>
<td><strong>3.</strong> That the Mayor and Chief Executive Officer be authorised to execute any/all relevant and ancillary documents that pertain to the proposed Licence Agreement between St Andrew’s School Incorporated and Council including affixing of the common seal of Council.</td>
<td>Documents with the school</td>
<td>No further action required</td>
<td>GMCS</td>
<td>CEO</td>
</tr>
<tr>
<td></td>
<td><strong>14.3.2 Minister for Education Licence Agreement – Walkerville Oval</strong></td>
<td></td>
<td></td>
<td>March 2020</td>
<td>GMCS</td>
</tr>
<tr>
<td></td>
<td><strong>CNC203/19-20</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>1.</strong> That Council enters into a new non-exclusive Licence Agreement with the Minister for Education over portions of land contained within Certificates of Title Volume 5255 Folio 827 and Certificates of Title Volume 5821 Folio 229 for a Term of five (5) years commencing 1 January 2020 (expiring 31 December 2024) for the purpose of authorising the Walkerville Primary School’s use of Walkerville Oval and adjacent Reserve;</td>
<td>Documents with Crown Solicitor</td>
<td>No further action required</td>
<td>GMCS</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>2.</strong> That the commencing annual Licence Fee be $7,500 (plus GST) (subject to annual CPI increases);</td>
<td></td>
<td></td>
<td>GMCS</td>
<td></td>
</tr>
</tbody>
</table>
### RESOLUTIONS CURRENTLY BEING ACTIONED

<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3. That the Mayor and Chief Executive Officer be</td>
<td>Documents with Crown Solicitor</td>
<td>EOI will be placed in weekly roundup.</td>
<td></td>
<td>GMCS</td>
</tr>
<tr>
<td></td>
<td>authorised to execute any/all relevant and ancillary documents that pertain to the proposed Licence Agreement between the Minister for Education and Council including affixing of the common seal of Council.</td>
<td></td>
<td>Administration will engage with community directly at waste theme events.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16/12/2019</td>
<td>14.3.3 Waste Advisory Group – Community Nomination</td>
<td></td>
<td></td>
<td>May 2020</td>
<td>GMA&amp;I</td>
</tr>
<tr>
<td>DATE</td>
<td>RESOLUTION</td>
<td>ACTION</td>
<td>PROGRESS</td>
<td>DUE DATE</td>
<td>RESPONSIBLE OFFICER</td>
</tr>
<tr>
<td>----------</td>
<td>------------</td>
<td>--------------------------</td>
<td>------------------</td>
<td>-----------</td>
<td>---------------------</td>
</tr>
<tr>
<td>16/12/2019</td>
<td>14.3.5</td>
<td>Hamilton Reserve Upgrade</td>
<td>Completed in December 2019</td>
<td>June 2020</td>
<td>GMPERS</td>
</tr>
<tr>
<td></td>
<td>CNC206/19-20</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.</td>
<td>That Council endorse the second design iteration of Hamilton Reserve as found in Attachment A, which was endorsed by SPDPC at the meeting of 20 November 2019 subject to the following amendments:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• That the blue colour used within the design be changed to a different colour.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Remove the cover page from the plan (p163)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• The paths be differentiated to indicate surface type.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.</td>
<td>That Council direct Administration to proceed to public consultation on the Hamilton Reserve design found in Attachment A (as amended), with particular emphasis on consultation with Vale Park resident.</td>
<td>In progress</td>
<td>Gould Thorpe Consulting to run consultation.</td>
<td>GMPERS</td>
</tr>
<tr>
<td>16/12/2019</td>
<td>14.4.1</td>
<td>Eastern Health Authority Budget Review One</td>
<td>Complete</td>
<td>February 2020</td>
<td>GMCS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>This Item has been deferred to the Ordinary meeting of 20 January 2020.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>This item will be removed from the March Agenda list</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### RESOLUTIONS CURRENTLY BEING ACTIONED

<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>20/01/2020</td>
<td>12.2 Urban Forest Strategy</td>
<td>CNC235/19-20</td>
<td>This item will be included as part of the 2020/21 ABP&amp;B process</td>
<td>June 2020</td>
<td>GMCS</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20/01/2020</td>
<td>14.1.1 Community Land Register</td>
<td>CNC236/19-20</td>
<td>Completed</td>
<td></td>
<td>GMCS</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>This item will be removed from the March Agenda list</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Urban Forest Strategy**
  - CNC235/19-20
  - That Council consider the budget ramifications of meeting its targets for the Urban Forest Strategy in our 2020-2021 Annual Business Plan deliberations.

- **Community Land Register**
  - CNC236/19-20
  - That Council endorses the proposed part a. Community Land Register recommendation as deferred from the ordinary meeting of Council held on 18 November 2019, being the revocation of the Community Land status from the portions of land straddling Certificates of Title 5796/887 (Fuller Street Works Depot), 5728/637 (Smith Street 1) and 5838/95 (Smith Street 2).
<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>20/01/2020</td>
<td>14.1.1 Community Land Register</td>
<td>Report will be presented to April 2020 Council Meeting</td>
<td></td>
<td>June 2020</td>
<td>GMCS/GMPERS</td>
</tr>
<tr>
<td></td>
<td>CNC237/19-20</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

That Council directs Administration to prepare a list of potential prominent Town of Walkerville residents (past and present), including those residents with military service, for consideration in naming the portion of Certificate of Title 5821/229 as outlined in Management Plan 1 (Cnr Church Terrace and Warwick Street).
<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>20/01/2020</td>
<td>14.1.2 DRAFT 2020 - 2024 Living in the Town of Walkerville – strategic community plan</td>
<td>In progress</td>
<td>Draft Strategic Plan currently out for public consultation, which is due to conclude on 3 April 2020.</td>
<td>May 2020</td>
<td>CEO</td>
</tr>
</tbody>
</table>

CNC238/19-20

That Council resolves to release the DRAFT 2020 – 2024 Living in the Town of Walkerville – strategic community plan, appearing as Attachment A to this report for public consultation, subject to the following amendments:

- That the word mobility be changed to 'movement'.
- That the document have a stronger focus on environment which could possibly be incorporated into ‘Open Space’ key pillar or the ‘Assets’ key pillar.
- That the vision statement relating to ecological sustainability become a desired outcome.
- Reduce land fill waste to be included as a strategy in Economy key pillar.

2. That a further report be presented to Council, following the conclusion of the public consultation process outlining community feedback.
<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>20/01/2020</td>
<td>14.2.1</td>
<td></td>
<td></td>
<td></td>
<td>CS</td>
</tr>
<tr>
<td></td>
<td>Revised Internal Review of Council Decisions Policy CNC239/19-20</td>
<td>C</td>
<td>Completed</td>
<td></td>
<td>CS</td>
</tr>
<tr>
<td></td>
<td>1. That Council adopt the revised Internal Review of Council Decisions Policy appearing as Attachment B to this report.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. That Council authorise Administration to make amendments of a formatting and or minor technical nature to the Internal Review of Council Decisions Policy.</td>
<td></td>
<td>This item will be removed from the March agenda list</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20/01/2020</td>
<td>14.2.2</td>
<td></td>
<td></td>
<td></td>
<td>CS</td>
</tr>
<tr>
<td></td>
<td>Review of the Community Engagement and Consultation Policy CNC240/19-20</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>That Council resolve that the revised Public Engagement and Consultation Policy, appearing as Attachment B to this report, be released for public consultation for a period of 30 days in accordance with s50(6)(d) of the Local Government Act 1999.</td>
<td></td>
<td>Consultation closes 5pm on 3 April 2020</td>
<td>April 2020</td>
<td></td>
</tr>
</tbody>
</table>
## RESOLUTIONS CURRENTLY BEING ACTIONED

<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>20/01/2020</td>
<td>14.3.1 Vale House Capital Expenditure Carry Over CNC241/19-20</td>
<td></td>
<td>Completed</td>
<td></td>
<td>GMCS</td>
</tr>
<tr>
<td></td>
<td>1. That Council resolve to carry forward $309,000 earmarked for Vale House capital restoration from the 2019/20 financial year to the 2020 / 21 Annual Business Plan &amp; Budget.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. That Council advises the current Park Manager to cease taking accommodation bookings for Vale House between the period of November 2020 and May 2021 (inclusive) in order for the necessary restorative capital works to be carried out during this time.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>This item will be removed from the March agenda list</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
20/01/2020 14.3.2 Community Fund Applications  
CNC242/19-20

1. That Council allocates the following funds to the Community Fund applicant from the 2019/20 Community Fund budget:
   a. Carys Jones – $150

2. That Administration write to the applicant for the Community Fund grant and advises them of the Council resolution.

3. That the successful applicant is invited to attend the Ordinary Meeting of Council to be held on 17 February 2020, to formally receive the funds from Her Worship Mayor Fricker prior to the Council Meeting.

This item will be removed from the March agenda list

Completed

February 2020

GMCD&E
<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>20/01/2020</td>
<td>14.3.3</td>
<td></td>
<td>In progress</td>
<td>28 February 2020</td>
<td>CEO</td>
</tr>
<tr>
<td></td>
<td>Call for Nominations Greater Adelaide Regional Organisation of Councils (GAROC) – casual vacancy</td>
<td>CNC243/19-20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20/01/2020</td>
<td>16.1.1</td>
<td></td>
<td>Completed</td>
<td>June 2020</td>
<td>CEO</td>
</tr>
<tr>
<td></td>
<td>Urban Master Plan – 10 years on</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Workshop to be held in May</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**CNC243/19-20**

That Council, having considered the LGA’s call for nominations to fill one casual vacancy to GAROC, hereby nominates Mayor Elizabeth Fricker and instructs the Chief Executive Officer to complete the Nomination form accordingly.

1. That Council receives and notes the report providing an update on progress made on the Urban Master Plan since 2010, when it was endorsed as the primary visionary and strategic plan for influencing future planning initiatives appropriate for the Town of Walkerville.

2. That the Urban Master Plan (UMP) be presented to Council at an informal gathering in order for the UMP to be reviewed and updated.
### RESOLUTIONS CURRENTLY BEING ACTIONED

<table>
<thead>
<tr>
<th>DATE</th>
<th>RESOLUTION</th>
<th>ACTION</th>
<th>PROGRESS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>20/01/2020</td>
<td>19.2</td>
<td></td>
<td>Completed</td>
<td>January 2020</td>
<td>GMCS</td>
</tr>
<tr>
<td></td>
<td>Walkerville Developments Pty Ltd (Watson Car Parks) Discretionary Rebate Request</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>That the Council accepts Walkerville Developments Pty Ltd request for a discretionary rebate for the financial year ending 30 June 2020 for an amount of $11,930.00 over 11 car parks.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*This item will be removed from the March agenda list*

### CONFIDENTIAL ITEMS – CURRENTLY BEING ACTIONED

<table>
<thead>
<tr>
<th>Date</th>
<th>Agenda Item / Title / Resolution Number</th>
<th>Progress</th>
<th>Council Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>15/07/2019</td>
<td>19.1 Masterplanning Strategic Sites</td>
<td>In progress</td>
<td>Next report due early/mid 2020</td>
</tr>
<tr>
<td></td>
<td>CNC23/19-20</td>
<td>Associated report appears in February 2020 agenda</td>
<td></td>
</tr>
<tr>
<td>20/01/2020</td>
<td>19.1 Levi Caravan Park – Future Operations</td>
<td>In Progress</td>
<td>GMCS</td>
</tr>
</tbody>
</table>
That having considered Agenda Item 19.1 Levi Caravan Park – Future Operations in confidence under section 90(2) and (3)(b) of the Local Government Act 1999, the Council, pursuant to section 91(7) of that Act orders that the report and attachments relevant to this Agenda Item be retained in confidence for a period of 12 months or the matter has been finalised, excepting that Council authorises the release of the minutes to substantive party/parties to enable enactment of the resolution and that pursuant to Section 91(9)(c) of the Local Government Act 1999 the Council delegates to the Chief Executive Officer the review and power to revoke this Order.
January 2020

Mayor Elizabeth Fricker
Corporation of the Town of Walkerville
PO Box 55
WALKERVILLE  SA  5081

Dear Mayor Fricker

We are writing to invite your organisation to be part of ZestFest 2020, COTA SA’s Festival of Modern Ageing.

ZestFest is a unique South Australian festival that connects older people to culture and creativity, challenges ageist stereotypes and celebrates our longer lives. This year ZestFest will be held from 17th - 30th of October 2020.

We thank you for your interest and participation in ZestFest (previously known as the Every Generation Festival) in past years.

We would love Corporation of the Town of Walkerville to be in the ZestFest line up for 2020 and be listed in the Festival’s print and online program and promotions. This will require planning in advance so that you are ready to register your event by the deadline on 1 July 2020.

Older South Australians are hungry for a rich and diverse program and we are particularly keen to see more events in rural, regional and outer-metropolitan areas.

Being part of ZestFest is a great way to demonstrate Corporation of the Town of Walkerville’s commitment to older people in your area. Being part of the formal program will grow your audience and promote Corporation of the Town of Walkerville across the State.

There are SO many ways to celebrate older people in your local are. Why not consider:

- Hosting a ZestFest community event
- Running an arts or community project during ZestFest
- Holding workshops or a series of talks to inform, challenge or educate
- Run a conversation on a topic that you need feedback or advice about
- Hosting a meet up for single older people in your community
- Live streaming a talk from ZestFest in Adelaide to regional audiences who are keen not to miss out
- Encouraging local community organisations to provide an activity for ZestFest
- Honouring older people in your council area who contribute to community
- Celebrating intergenerational relationships with a cross generational activity/event
• Provide entertainment – a travelling theatre show, band, or even a movie
• Create a ZestFest grant program to encourage and enable your community’s involvement.

The key dates for 2020 ZestFest program to mark in your diary are:

<table>
<thead>
<tr>
<th>Event registrations</th>
<th>Advertising booking deadline</th>
<th>Sponsorship</th>
<th>ZestFest Festival dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Mon 18 May</td>
<td>Mon 6 July</td>
<td>Opens Mon 2 March</td>
<td>Sat 17 to Fri 30 October</td>
</tr>
<tr>
<td>Close Wed 1 July</td>
<td>(unless sold out earlier)</td>
<td>Closes Fri 3 July</td>
<td></td>
</tr>
</tbody>
</table>

We would love to help shape your local ZestFest 2020 celebration. Please email Festival Director, Jayne Boase on jboase@cotasa.org.au or call COTA SA on 08 8232 0422 for inspiration, assistance and advice.

We urge you to list your ZestFest 2020 activity in the official print and online program and have included a copy of the ZestFest 2019 program (which was circulated to 27,000 people) so you can see just how eye-catching we are becoming!

We are very excited about ZestFest 2020. Please come on board and join us in celebrating, connecting and challenging ourselves as we embrace the possibilities of our modern ageing!

Yours sincerely

Jane Mussared
Chief Executive
COTA SA
A FESTIVAL FOR MODERN AGEING
14 - 28 October 2019

CELEBRATE | CONNECT | CHALLENGE
COTA SA acknowledges the traditional custodians of the land upon which ZestFest events will take place. We honour Aboriginal peoples’ continuing connection to this land and recognise that their sovereignty was never ceded. We pay our respect to Elders past, present and emerging and extend that respect to all Aboriginal people.

<table>
<thead>
<tr>
<th>CONTENTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>SPONSORS OF ZESTFEST 2019</td>
<td>5</td>
</tr>
<tr>
<td>WELCOME FROM JAYNE BOASE, FESTIVAL DIRECTOR</td>
<td>7</td>
</tr>
<tr>
<td>A MESSAGE FROM THE MINISTER</td>
<td>8</td>
</tr>
<tr>
<td>A MESSAGE FROM JANE MUSSARED</td>
<td>9</td>
</tr>
<tr>
<td>FESTIVAL HIGHLIGHTS</td>
<td>10</td>
</tr>
<tr>
<td>ZESTFEST EVENTS</td>
<td>21</td>
</tr>
<tr>
<td>EVENTS CALENDAR</td>
<td>64</td>
</tr>
</tbody>
</table>

NOTE: This program is subject to change in content and personnel. Please check website for any up-to-date information.
Celebrating 55 years of helping older South Australians remain living confidently and independently in their own homes.

1300 275 324 | ech.asn.au

- Retirement Living
- Home Services
- Respite Care
- Allied Health Services
- Exercise & Fitness

SPONSORS OF ZESTFEST 2019

Presenting Partners
- ZestFest Oration
- ZestFest Writer’s Prize
- Zestfulness Workshops

Supporting Partners
- Catalyst, Local Government Association, The Capri, COTA Insurance, ACH, IT 4 Retirees, OzAsia Festival, Adelaide Antique Fair and Meaningful Ageing Australia
- City of Adelaide, The Hilton Hotel Adelaide, Amongst It, Grounded Cru, communikate et al, Adelaide Symphony Orchestra and Writers SA

Advertisers
- City of Adelaide, The Hilton Hotel Adelaide, Amongst It, Grounded Cru, communikate et al, Adelaide Symphony Orchestra and Writers SA
- Catalyst, Local Government Association, The Capri, COTA Insurance, ACH, IT 4 Retirees, OzAsia Festival, Adelaide Antique Fair and Meaningful Ageing Australia
Welcome to ZestFest 2019, the Festival for Modern Ageing. I’m thrilled to present you with the ZestFest Oration, which is sure to sell out, so don’t wait until October to secure your tickets. This is one you DON’T want to miss! After the success of the inaugural Writer’s Prize, the competition is back with the theme of ‘Tomorrow’. Other curated events we have in store for you are: ZestFest Conversations – where we will hear from some amazing and inspiring people who are enabling, assisting, and empowering a rich and zestful life. Seniors Slam – a contemporary way of expressing yourself which has seen people all over the globe slamming their spoken word. A great way to be social, get out of your comfort zone and have some fun! Ageing Well: The Role of Work and Employment – explores modern ageing and employment and why people may want to hang onto their careers or start an encore career for the future! Zestfulness Workshop – back by popular demand. Roll up your sleeves and get ready to do some work on yourself! EmbOLDen Workshops – We’re embodying the zest in older lives through hands-on workshops in the City of Adelaide. Also... be sure to pick up your copy of The Nature Strip. See page 15 for all the cheeky details! Lastly, check out our list of generous sponsors on page 5. It is thanks to them that we are able to bring you this fabulous program of events! See you in October!

Jayne Boase
Festival Director

nbn is a proud sponsor of COTA SA and ZestFest ‘19.

Online technology continues to be embraced by the over-50s community who have fast become early-adopters of online education, knowledge and information.

We hope that ZestFest ‘19 will continue to inspire and celebrate modern ageing through online connectivity and growth.
As Minister for Health and Wellbeing, I am pleased to support ZestFest 2019 - A Festival for Modern Ageing. Now in its 52nd year, ZestFest contributes to creating vibrant communities and promoting our state’s vision for ageing well.

The ZestFest 2019 program provides older South Australians with opportunities to participate in a festival curated for audiences, artists and volunteers aged over 50 years. ZestFest 2019 returns from 14 - 28 October 2019, and delivers an exciting and engaging program of community led events, designed to celebrate modern ageing, challenge negative expectations and embrace older people as valued members of our society.

It will deliver a broad range of workshops and activities, highlighting the diversity of our older population, and encouraging participation of all South Australians in connecting to others through meaningful activities.

I thank COTA SA for its continued commitment to supporting opportunities for older South Australians to live good lives and age well in their communities, and I encourage all South Australians to get involved in ZestFest 2019.

Hon Stephen Wade MLC
Minister for Health and Wellbeing

ZestFest 2019 will once again dominate the last two weeks of October marking an opportunity for older South Australians to thumb our noses at stereotypes, challenge myths and try something new.

We are ambitious about our ageing. That is why each year COTA SA presents South Australians with this unique event to celebrate and reimagine the possibilities of growing older.

This program is the new rule book about older lives. Within its pages is ZestFest 2019. It includes everything 633,000 older South Australians will need to inspire and be inspired to map out the next stage of our lives.

Headlining ZestFest 2019 will be the indefatigable Ita Buttrose AC OBE, sharing her views as one of Australia’s most influential figures.

Escape your comfort zone between 14 and 28 October as you immerse yourself in the new experiences on offer every day and in every corner of the state. It’s an invitation to write, think, share, move, create, debate, learn and laugh; chase our dreams, challenge ourselves, learn something new, stretch our friendships and reinvent our priorities. Spring is the perfect season for it!

Our program is born of the partnerships COTA SA continues to forge across the state. We are thrilled with the support we have had from our State Government, from many local councils and from various South Australian businesses. Not only have they offered a wide variety of new things to do, but many have also contributed funding and other support that has enabled us to extend our program once again.

Winter has lifted, there is a life to be lived and the ZestFest program is just what is needed to make the most of it! Take a friend or two with you and don’t forget to tell us what you think.

Jane Mussared
Chief Executive, COTA SA
Presented by ECH (Enabling Confidence at Home) and nbn
COTA SA’s ZESTFEST
will be headlined in 2019 by Ita Buttrose AC OBE, who will be giving the
annual Oration.

The ever-popular ZestFest Oration is back and we’re delighted that in 2019, it will be
given by Ita Buttrose AC OBE, who will discuss ‘Ageing with attitude, growing older with
zest, and occasionally disgracefully’.

A legendary media trailblazer, businesswoman, best-selling author, committed community and welfare
contributor and former Australian of the Year – Ita says value and achievements are not
limited by age.

This year Ita became a Companion of the Order of Australia for her service to the community
through leadership in the media, the arts, the health sector and as a role model. She balances
this high-profile role with charitable responsibilities including serving as
National Ambassador of Dementia Australia, Patron of the Macular Disease Foundation,
Emeritus Director of Arthritis Australia and Ambassador for Breast Cancer Network Australia.

Ita works behind-the-scenes and in the public eye for major corporates, small business,
governments and charities. Ita was inducted into the Australian Media Hall of Fame in 2017 and
has written 11 successful books, including her
best-selling autobiography ‘A Passionate Life’.

This exclusive Oration is sure to sell out so secure your ticket now.

The Oration will kickstart the two-week ZestFest festival which will feature
more than 200 events across metropolitan and regional South Australia.

The full ZestFest program of events is available now at www.zestfest.org.au.

“I am pleased to be speaking at this year’s ZestFest Oration to challenge ageist views and help older people believe in themselves and accomplish more. Australians often overlook older members of the community, based only on preconceived ideas about their age. It is an area I’ve devoted time to addressing and trying to correct.”

14 October 2019
6:00PM – 8:00PM
Adelaide Town Hall,
128 King William Street, Adelaide

Cost: $25 adult,
$15 concession (plus fees and charges)
Bookings: Essential via eventbrite.com.au
(search ZestFest Oration)
or call COTA SA on
8232 0422
WRITER’S PRIZE

Presented by AnglicareSA

‘Tomorrow’... is it full of hope? Is it unknown? Is it exciting? Is it frightening?

Whatever you feel, we’d love to hear your thoughts on ‘Tomorrow’ by submitting a piece of writing in the ZestFest 2019 Writer’s competition, presented by AnglicareSA.

Open to any unpublished piece of writing by a South Australian writer, we welcome your creative pieces of fiction, non-fiction, prose or poetry with your thoughts on ‘Tomorrow’.

Interpret ‘Tomorrow’ however you wish; make it side slapping-hilarious, dark and serious or anything in between. Play around and experiment with the theme keeping within the 500-word limit.

Entries close Friday 20 September. Entry is free (limit of one entry per person).

The first prize is $400 cash + one year membership to Writer’s SA and the runner up prize is $100 cash.

Please email your entry to competition@cotasa.org.au. Your email should include:
• Your name
• Your email address
• Your phone number
• The title of your piece

Your writing should be attached either as a Word document or pdf.

Entrants will retain ownership of their intellectual property but agree, as a condition of entry, to grant COTA SA a non-exclusive licence to reproduce their entry in COTA publications or media platforms.

The decision of the judging panel is final.

Prize winners will be contacted and the results announced in COTA SA publications and on the ZestFest website. We are not able to provide feedback or to notify all entrants individually of the result.

ZESTFULNESS WORKSHOP

Presented by The Senior

Back by popular demand, we invite you to get in quick and book your place at this year’s Zestfulness Workshop.

Come along ready to roll up your sleeves and do some work on yourself!

We’ll kick off the session hearing from a panel of older people who have all made conscious decisions about how they want to live their older lives, starting new business ventures, giving back to the community, leading activism, finding the inner artist or even creating a TV series!

After hearing the stories from the panel you’ll be inspired to consider the choices you make about your life. Kay Hannaford, Founder of The Best is Yet to Come, will expertly lead us through a hands on workshop ‘Reinventing the Next Phase of Your Life – Values and Purpose’.

To top off the morning Nan Berrett, Principal, Word Solutions, presents Zest for Success – Finding your Greatness, a workshop to identify what you love and how you can use your skills to enhance your life – start a small business, volunteer, share with friends or teach others.

The delightful, frank and funny Amanda Blair is your host for the morning. She will keep us on track, provoke and entertain us as we venture through the big questions in life in a fun and light-hearted way.

The decision of the judging panel is final.

Prize winners will be contacted and the results announced in COTA SA publications and on the ZestFest website.

We are not able to provide feedback or to notify all entrants individually of the result.

21 October 2019
10:00AM – 1:30PM
Grainger Studio, 91 Hindley Street, Adelaide

Cost: Free
Bookings Essential: www.eventbrite.com.au (Search Zestfulness Workshop)
Limited capacity
SENIORS SLAM

Get slamming at ZestFest with Spoken Word SA.

Slam Poetry

Originating in the 1980s this artistic movement has people from all corners of the globe slamming their spoken word! Combining the elements of performance, writing, competition and participation, Slam Poetry is fun, energetic and a guaranteed good time! ZestFest is offering a workshop and slam off for anyone who wants to give it a crack in a safe and non-threatening environment.

Hands on Slam Workshop
23rd October 2019, 5:00PM – 6:30PM
City Library – Meeting Room 1 & 2 – Francis Street – Just off Rundle Mall, Adelaide.

Led by two-time national finalist and Spoken Word SA co-director Kami this hands-on workshop will help you understand what a slam is and let you develop your voice, tone and attitude. Be shown how to get your story heard in your own style and be primed for the stage. This workshop is guaranteed to be full of fun and laughter so why not grab some friends, get out of your comfort zone and try something new! Bring a poem to work on or start from scratch.

Seniors Slam Off!
24 October 2019, 6:30PM
Kings Head Hotel, corner of King William and Sturt Streets, Adelaide.

Speak, scream, howl, whisper or sing, express yourself with your words, your thoughts, your dreams, your stories. The rules are simple. You have two-minutes only, there are no props, no costumes, and no music allowed; just you and your words. Bring it!

Photo Credit: Elysha Glaser

THE NATURE STRIP

Our ageing journey is a beautiful gift and needs to be celebrated.

In honour of this, ZestFest and The Nature Conservation Society are producing a gorgeously styled 2020 calendar, showcasing unexpected images of naked older people in the raw elements of nature.

Designed to delight, inspire, and provoke, The Nature Strip will reveal hidden treasures in our natural world, juxtaposed with tasteful, fun and quirky images of older people who are bravely baring all to celebrate life, ageing and art. It will showcase natural beauty, the old, the gnarly and unexpected delights, bringing reminders of nature into our everyday world.

A great Christmas gift idea at just $10, with all proceeds going to the Nature Conversation Society’s work and ZestFest programs. Collection and postage options available. Pre-order your calendar by phoning (08) 8232 0422 to ensure you don’t miss out!
ZESTFEST CONVERSATIONS

10:00AM Community Co-Housing Developments: An alternative to Retirement Villages
Join the housing conversation and get an insight into a variety of housing options you may not know exist; they’re affordable, community focused, sustainable and attainable. Negative attention surrounding housing for older people can often take the spotlight, but there are some new initiatives in the community which transcend traditional housing options for older people and will warm your heart and your soul. Hear about the experiences of Lia Parsons, co-founder of Millers Corner, a unique community-focused subdivision in the heart of Mount Barker and Michelle Hogan’s research into the difference between cooperative housing and private co-housing models in South Australia.

11:00AM Relish every mouthful! Myth busting your eating needs beyond 60!
Did you know that health and nutrition advice for people aged 60+ is vastly different from younger adults? Ngaire Hobbins is a dietitian passionate about getting this message out. Ngaire is an engaging, informative speaker and author of 3 books which present the science of nutrition, ageing and brain health in everyday language.
In this presentation Ngaire will bust a few myths and tell you why, for example, weight loss is NOT a good thing now, why physical activity must be accompanied by the right food intake, why reducing appetite is a real problem, and how those treat foods can be your best friend.

11:30AM Elva Johnson; Reaching the top!
In 2018, 83 year-old Elva Johnson completed a successful and inspirational trip to Antarctica making her the oldest Australian woman to conquer both the North and South Poles!
Her zest for an active life has never held her back as she voyages around the globe looking for adventure, she is an inspirational traveller who places no age limits on her roaming aspirations and is now undertaking a new challenge - as an engaging and motivational speaker.

1:30PM Powering your health and happiness
Engaging in activities we love can make us feel truly alive, engaged and connected with our environment and those around us; the world becomes a brighter place to be! At any age we deserve the happiness that enjoyable pastimes can bring, play that makes us laugh, or feel like a goofy kid at heart.

4:30PM How to plan for your own death
As we, and those around us, approach older age we begin to think about what is important to us. This workshop focuses on what is important in how we die. It will explore Advance Care Directives: the legal directives that focus on what we want in how and where we die.

This is an open discussion, led by experts in the Palliative Care space and hosted by Palliative Care Australia.

Elva Johnson

18 October 2019
Hilton Meeting Room A (Room opens at 9.45AM)
Cost: Free
Bookings: Contact COTA SA Reception on 08 8232 0422 or email events@cotasa.org.au
Come along and join in the EmbOLDen workshops being held around The City of Adelaide during ZestFest.

EmbOLDen is a community art project celebrating older people in Adelaide, boldly challenging ageist stereotypes, establishing modern approaches to ageing and wholeheartedly embracing life as an older person.

These creative, hands on workshops will bring together older people to develop artworks of humanoid figures for public display throughout the City of Adelaide. The installations will represent older people and their aspirations, redefining stereotypes and portraying bOLD ideas of self.

EmbOLDen will create new work that inherently expresses identity - the identity of older South Australians.

Workshops will be running between 14 – 28 October in various venues around Adelaide.

Please visit www.zestfest.org.au or call 8232 0422 to register your interest!

Join us for a light breakfast and a panel discussion which will explore how work and employment can support healthy ageing, keeping the mind active, stimulated and connected.

We’ll cover:
• What do mature-age workers gain from employment?
• How can employers attract, support and retain mature-age workers?
• How can mature-age people find and create employment roles that work for them?

Our panelists include:
Dr Niki Vincent
Commissioner for Equal Opportunity
Dr Sanjee Perera
CWeX, UniSA
Jane Mussared
CE, COTA SA
Joanna Milbank
CEO, DOME Recruitment
Nan Berrett
Launched an encore career

22 October 2019
9:30AM – 12:00PM
Pridham Hall, Level 2 Function Room, UniSA City West
Cost: Free
Bookings: https://zestfesta_ageingwell.eventbrite.com.au
For more information email cwex@unisa.edu.au
ZESTFEST EVENTS

COMMUNITY CELEBRATIONS & EVENTS

INTERACTIVE EXPERIENCES

MUSIC, DANCE, STAGE & FILM

PANELS, FORUMS & WORKSHOPS

VISUAL ARTS, CRAFT & DESIGN

ZESTFEST EVENTS

SA councils, for the TRAILS, WALKS and RIDES.

Councils maintain hundreds of parks and thousands of kilometres of walking and cycling trails for people to enjoy the great outdoors. To find out what’s available in your local area visit your council website.

www.lga.sa.gov.au  @LGAofSA
**COMMUNITY CELEBRATIONS & EVENTS**

**ADELLADE ANTIQUE FAIR**
Have fun and enjoyment looking for that unique piece to bring the wow into your room with a valuable antique or collectable at this year’s fair. October 17 is Gala Night, 18 - 20 October is the fair.

18 - 20 October, 10:00AM to 5:00PM
Ridley Centre (Adelaide Showgrounds), Adelaide Showgrounds, Goodwood Road, Wayville
Cost: $15 General Admission, $10 General Admission - Concession
Bookings: Tickets available at the website, eventbrite, or at the door.
More information: www.adelaideantiquefair.com

**BEYOND BINGO - A MODERN TAKE ON COMMUNITY CENTRES**
**YMCA COMMUNITY STRENGTHENING**
Showcasing a modern take on community centres with Drama, Arts, Music, Fitness, Cooking Demonstrations and more; you will wonder how you ever fitted full time work in. Old Building, Fresh Ideas!

25 October, 10:00AM to 3:00PM
Holdfast Bay Community Centre, 51 King George Avenue, Hove
Cost: Free
Bookings: Book by calling the Holdfast Bay Community Centre on 8298 7422.

**BISTRO NIGHTS**
**HELPING HAND**
Bistro nights are a regular feature at Helping Hand care homes. Come and join us for this special ZestFest edition of Bistro night. Enjoy chef-prepared meals, great company and a lovely atmosphere.

Cost: $15 main, $5 dessert

**BISTRO ON BUXTON**
25 October, 5:00PM to 7:00PM
Helping Hand North Adelaide, 49 Buxton Street, North Adelaide
Bookings: Book by calling 8224 7838

**BISTRO ON MAWSON**
24 October, 5:30PM to 7:00PM
Helping Hand Mawson Lakes, 2 The Strand, Mawson Lakes
Bookings: Book by calling 8360 2500

**BISTRO ON THE GROVE**
25 October, 5:30PM to 7:00PM
Helping Hand Golden Grove, 209 The Golden Way, Golden Grove
Bookings: Book by calling 8288 6333

**DELIGHTSVIEW BISTRO**
17 October, 5:00PM to 7:00PM
Helping Hand Lightsview, 1 East Parkway, Lightsview
Cost: $15 main, $5 dessert
Bookings: Book by calling 8214 3000

**CITY OF CAMPBELLTOWN**
**ZESTFEST CELEBRATIONS**
Come along and celebrate ZestFest in Campbelltown. For a full list of activities, please visit Council’s website www.campbelltown.sa.gov.au/zestfest or contact Cathie Graham on 8363 9218.

14 - 28 October
Various locations throughout Campbelltown
Cost: Free
Bookings: Please see program for individual activity booking details. For general enquiries contact the City of Campbelltown customer service team on 8372 5111.

**CITY OF UNLEY - MAKE YOUR MOVE**
Make Your Move in the City of Unley as part of this year’s ZestFest! A variety of activities for over 50s designed to optimise your longevity, health and wellbeing will be offered free of charge.

21 - 25 October
Various community facilities throughout Unley
Cost: Free
Bookings: Please see program for individual activity booking details. For general enquiries contact the City of Unley customer service team on 8372 5111.

**COMEDY PLAY READINGS WITH JOHN OVENDEN & FRIENDS**
**CITY OF NORWOOD PAYNEHAM AND ST PETERS**
This laugh a minute show is guaranteed to lower your blood pressure and send you home feeling great. Former ABC TV and BBC presenter, John Ovenden, has written two skits and will be joined by professional actors.

23 October, 7:00PM to 9:00PM
Payneham Library, 2 Turner St, Felixstow
Cost: $5
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife

**CITY OF NORWOOD PAYNEHAM AND ST PETERS**
This laugh a minute show is guaranteed to lower your blood pressure and send you home feeling great. Former ABC TV and BBC presenter, John Ovenden, has written two skits and will be joined by professional actors.

23 October, 7:00PM to 9:00PM
Payneham Library, 2 Turner St, Felixstow
Cost: $5
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife
COMMUNITY CELEBRATIONS & EVENTS

COPPER COAST CELEBRATES ZESTFEST
COPPER COAST LIBRARY - KADINA
Copper Coast offers a comprehensive program of events and activities to make the most of living in our Lifestyle Location of Choice. Try something new or reignite a previous interest in your local community.

14 - 27 October
Copper Coast Council, Kadina
Cost: Tickets required for some events
Bookings: Contact Copper Coast Visitor Information Centre 8821 2333 or pick up a printed program from the Copper Coast Council Office and Libraries
More information: www.coppercoast.sa.gov.au

DISABILITY, AGEING AND LIFESTYLE EXPO - “MY LIFE, MY CHOICE”
CATALYST FOUNDATION
Adelaide’s largest and most iconic Disability and Ageing community event!
For one day only, 200 exhibitors will be showcasing their products and services to an expected audience of more than 3000 visitors! Don’t miss it!

17 October, 10:00AM to 4:00PM
Goyder Pavilion, Adelaide Showground, Goodwood Rd, Wayville
Cost: Free
Bookings: Visit the event’s website for more information, including exhibiting at the event.
More information: www.dalexpo.com.au

LOCAL GOVERNMENT AGEING EXPO
CITY OF CHARLES STURT
CITY OF PORT ADELAIDE ENFIELD
CITY OF WEST TORRENS
Expo showcasing relevant information for people over the age 65 including but not limited to activities and provider information.

15 October, 10:00AM to 4:00PM
City of Charles Sturt, 72 Woodville Road, Woodville
Cost: Free
Bookings: Active Ageing Officer City of West Torrens 8416 6346

Conversations over high tea.
Bring a friend or come on your own - there will be someone to talk to who wants to hear your reflections on life.

2pm Wed 16 October 2019
Mayfair Hotel
45 King William St Adelaide
$10 Seniors Card / $30 others

More info/bookings
www.seemeknowme.org.au
or call 1800 618 107

DISCOVER THE HISTORY OF QUILTING
CITY OF MARION
An informative and hands-on workshop. Learn about the history of quilting and then have the opportunity to design your own patch that will form part of a quilt that will be displayed at Cooinda.

22 October, 10:30AM to 12:00PM
Cooinda Neighbourhood Centre, 245 Sturt Road, Sturt
Cost: $10 ($7 if registered with My Aged Care)
Bookings: Bookings are essential, phone: 8375 6703

More info/bookings
www.seemeknowme.org.au
or call 1800 618 107
MITCHAM ACTIVE ARTS FESTIVAL - CELEBRATING ZESTFEST 2019
CITY OF MITCHAM
Mitcham Council celebrates ZestFest with an October filled with film, music, theatre, and interactive events. Affordable and varied, the events will entertain while showcasing Mitcham's rich history, natural environment, cultural abundance and connection.

October, various dates
Bookings: To book or for full details phone the City of Mitcham on 8372 8888 or visit https://www.mitchamcouncil.sa.gov.au/discover/whatson/zest-fest

OUR 150 YEARS IN EDUCATION
CITY OF BURNSIDE
A visual celebration of this milestone. Free entry. For exhibition information contact Burnside Primary School.

1 - 18 October
Burnside Civic Centre Atrium, 401 Greenhill Road, Tusmore
Cost: Free
More information: www.burnside.sa.gov.au

PROSPECT SPRING FAIR
CITY OF PROSPECT
Join us for a fun day for all ages at the Prospect Spring Fair. It’s a hive of activity with everything from car boot sales and music, to kids’ rides and market stalls!

26 October, 9:00AM to 3:00PM
Broadview Oval, McInnes Avenue, Broadview
Cost: Free

ALL ACCESS TOURS
STATE LIBRARY OF SOUTH AUSTRALIA
Explore the State Library’s buildings from the oldest to newest - the 1860 Institute Building, Mortlock Wing, and the Spence Wing basement. A chance to see behind the scenes with Library specialist staff.

19 October, 10:15AM to 11:15AM
19 October, 11:15AM to 12:15PM
20 October, 10:15AM to 11:15AM
20 October, 11:15AM to 12:15PM
Meet in glass foyer, ground floor, Spence wing, North Tce, Adelaide
Cost: Free
Bookings: 8207 7258, slsacommunitylearning@sa.gov.au

AWARD WINNING SUSTAINABLE GARDEN TOURS
CITY OF NORWOOD PAYNEHAM AND ST PETERS
Join joint-winner of the 2018 Sustainable Gardens Awards, Alan Shepard, on a tour of his residential garden which was designed to be a sustainable as well as a pleasant and relaxing outdoor space.

24 October, 10:30AM to 11:30AM
26 October, 10:30AM to 11:30AM
Residential Garden, 3 First Ave, Paynehem South
Cost: Free
Bookings: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife
More information: For further information please contact Council's Community Services on 8366 4611 or ccs@npsp.sa.gov.au
INTERACTIVE EXPERIENCES

BEER TASTING - LITTLE BANG BREWING  
CITY OF NORWOOD PAYNEHAM AND ST PETERS  
The Little Bang Brewery is different to most commercial breweries, they don’t use preservatives or filter their beers, and they’re all vegan-friendly. Come for a taste test of their award winning beers at their Tap Room in Stepney.  
18 October, 4:00PM to 5:00PM  
Little Bang Brewing, 25 Henry St, Stepney  
Cost: $10  
Bookings: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife  
More information: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au

BLEND YOUR OWN TEA  
BREWED BY BELINDA  
Learn all about tea & tea alchemy whilst you enjoy a tea tasting from the award-winning ‘Brewed By Belinda’ range. Explore teas, herbs, petals and peels then create your own tea blend to take home.  
16 October, 10:00AM to 12:00PM  
Urban Wellness Studio, 16 Nile Street, Port Adelaide  
Cost: $45  
More information: Email: hello@brewedbybelinda.com.au or call Belinda on 0419 839 702

COME & TRY | FITNESS FUN FOR HAPPY HEALTH  
BENE AGED CARE  
Come and try our world leading gym equipment designed for senior fitness. Safe and easy to use, our physiotherapists will show you simple effective exercises to keep you active and enjoying life. Suitable for all.  
23 October, 9:30AM to 10:00AM  
23 October, 10:00AM to 10:30AM  
23 October, 1:30PM to 2:00PM  
23 October, 2:00PM to 2:30PM  
Bene Padre Pio, 480 Torrens Road, Woodville North  
Cost: $10  
Bookings: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife  
More information: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au

FERMENTED FOOD WORKSHOP  
CITY OF NORWOOD PAYNEHAM AND ST PETERS  
Join Belinda from Clever Belly Kitchen for a hands on experience on how to make fermented vegetables and chat about the benefits of fermented food. This workshop will give you the foundation to start your own fermenting journey.  
25 October, 10:00AM to 12:30PM  
St Peters Youth Centre, Cornish St, Stepney  
Cost: $10  
Bookings: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife  
More information: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au

FOREST BATHING  
CITY OF ADELAIDE  
Forest bathing is a wellbeing practice combining mindfulness, psychology, social connection, and sensory immersion. It involves a series of guided invitations to help relax, become present and connect with nature.  
11 October, 10:00AM to 12:00PM  
Adelaide Botanic Garden, North Terrace, Adelaide  
Cost: Free  
Bookings: forestbathingzestfest.eventbrite.com.au

HAZELWOOD PARK TREE TRAIL  
CITY OF BURNSIDE  
Discover the trees of Hazelwood Park. Learn about wildlife apartments, visit trees that existed before Adelaide, and discover the inspiration for Snugglepot and Cuddlepie! A guided walk visiting trees of environmental, cultural and economic significance.  
16 October, 10:00AM to 12:00PM  
Hazelwood Park, George Bolton Swimming Centre, Howard Tce, Hazelwood Park  
Cost: Free  
Bookings: Please book by contacting the City of Burnside Customer Service team: 8366 4200 or burnside@burnside.sa.gov.au
HEALTHY TOUR OF CENTRAL MARKET
CITY OF ADELAIDE
Join us for a tour of Adelaide’s iconic Central Market to find affordable, healthy foods to support your health and wellbeing.
22 October, 10:00AM to 11:00AM
Adelaide Central Market, 44 – 60 Gouger Street, Adelaide
Cost: Free
Bookings: Bookings via octobermarkettour.eventbrite.com.au or 8203 7283

INTERACTIVE SHOWCASE BY ECH
ECH
Join ECH for a fun interactive arts and crafts show and see many of the fantastic pieces of artwork created by ECH clients. Enjoy a seasonal horticultural exhibition and get some top gardening tips.
22 October, 1:00PM to 3:00PM
ECH Day Program Henley Beach, 11 Laidlaw Street, Henley Beach
23 October, 1:00PM to 3:00PM
ECH Day Program Happy Valley, Corner Jade Crescent and Hay Street, Happy Valley
24 October, 1:00PM to 3:00PM
ECH Day Program Victor Harbor, Shop 2, 1-7 Torrens Street, Victor Harbor
25 October, 1:00PM to 3:00PM
ECH Day Program Walkerville, 160 Walkerville Terrace, Walkerville
28 October, 1:00PM to 3:00PM
ECH Day Program Smithfield, 1a Wooraka Drive, Smithfield
Cost: Free
Bookings: For more information or to book, please call 1300 275 324, email ask@ech.asn.au or visit ech.asn.au/events. Bookings required. RSVP by 14 October 2019. Please include any dietary requirements.
More information: www.ech.asn.au/events

INTERPLAY GROUND
JOAN THERESE BOYLAN
Interplay is an interactive form of body wisdom that allows the creative spirit out to gently and incrementally share stories, voice and movement with others in a supportive non-judgemental environment.
18 October, 10:30AM to 12:00PM
COTA SA Boardroom, 16 Hutt Street, Adelaide
Cost: $10 Concession $15 Adult
Bookings: Joan Boylan
joanboylan26@hotmail.com

OP SHOP BUS TOUR
CITY OF NORWOOD PAYNEHAM AND ST PETERS
Op shops are around almost every corner in Norwood Payneham & St Peters and brimming with fabulous fashion finds and curiosities. Join us aboard the Community Bus for a morning of retail therapy (minus the expense!).
19 October, 9:30AM to 1:00PM
Bus departs Norwood Town Hall, George St, Norwood
Cost: $5
Bookings: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife
More information: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au

PUBSING
BODYSONG
PUBLICISING - an interactive ‘pop up’ choir - your chance to channel your inner rock star. Lyrics on screen and Lisa and Catherine will teach you some simple harmonies... or just sing along with us.
11 October, 7:00PM to 9:00PM
The Duke of Brunswick, 207 Gilbert St, Adelaide
Cost: $10
Bookings: $10 cash at the door.
No need to book.
More information: https://www.facebook.com/deadlegendspubsing/

RAINBOW HUB LUNCH
COTA SA
A lunch for LGBTI elders to enjoy good food, good company and good conversation. Come and meet old friends and makes some new ones. All very welcome.
24 October, 12:00PM to 1:00PM
Treasury 1860 Hotels, 144 King William St, Adelaide
Cost: Free
Bookings: RSVPs to COTA SA ph: 8232 0422 are greatly appreciated.
More information:
TAI CHI IN THE PARK
CITY OF NORWOOD PAYNEHAM AND ST PETERS
Come and try this low impact, slow motion exercise activity in the beautiful surrounds of the park and enjoy the many health benefits of Tai Chi. The class is suitable for all ages and abilities.
22 October, 10:30AM to 11:30AM
27 October, 10:30AM to 11:30AM
Dunstone Grove-Linde Reserve, Nelson St, Stepney
Cost: $5
Bookings: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife
More information: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au

TEA TASTING & APPRECIATION
BREWED BY BELINDA
Learn about tea and tisanes from Certified Tea Master, Belinda Hellyer. Experience tea tastings from the award-winning ‘Brewed By Belinda’ range whilst exploring the history of tea, tea types, processing methods and brewing tips.
23 October, 10:30AM to 12:00PM
Urban Wellness Studio, 16 Nile Street, Port Adelaide
Cost: $40

THE BEST TIME YOU’LL HAVE IN A GYM - NORTH
ANGLICARESA
Come and try three of our favourite activities: Parallel Pole Dancing, Clever Thinkers and Tai Chi. Followed by refreshments and a chat about what else AnglicareSA’s Allied Health offers.
14 October, 3:00PM to 4:30PM
AnglicareSA, Elizabeth City Centre, Playford Boulevard (behind the clock tower), Elizabeth
18 October, 1:00PM to 2:30PM
AnglicareSA Allied Health Clinic, 56 Monmouth Road, Westbourne Park
Cost: Free
Bookings: Bookings Essential: 8366 4611 or ccs@npsp.sa.gov.au
More information: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au

TOURS OF THE ST PETERS BILLABONG
CITY OF NORWOOD PAYNEHAM AND ST PETERS
The St Peters Billabong is a hidden gem, a haven for native wildlife and an urban biodiversity hotspot on the Adelaide Plains as well as a wonderfully tranquil and beautiful place to visit.
23 October, 10:00AM to 11:00AM
23 October, 11:15AM to 12:15PM
26 October, 10:00AM to 11:00AM
Meet at River St Carpark, located between 21-25 River St, St Peters SA
Cost: Free
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au

IT 4 RETIREESE
Computer training for seniors
Customised training in the comfort of your home
Apple, Android & Windows
Call Christine 0401 017 459
chris@it4retirees.com.au | www.it4retirees.com.au
VIRTUAL REALITY: LET’S GO!
CITY OF NORWOOD PAYNEHAM AND ST PETERS

Immersive technology is here now, with Virtual Reality headsets being a hot consumer item this is your chance to try it. Using Oculus Go you’ll explore computer generated environments that are interactive, exciting and immersive.

**15 October, 2:00PM to 4:00PM**
St Peters Library, 101 Payneham Rd, St Peters

**16 October, 2:00PM to 4:00PM**
Payneham Library, 2 Turner St, Felixstow

**18 October, 10:00AM to 12:00PM**
St Peters Library, 101 Payneham Rd, St Peters

Cost: $5
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife

WALK THE PLANK AND OTHER VIRTUAL REALITY: EXPLORE YOUR PAST AND PRESENT
SCHOOL OF PSYCHOLOGY, SOCIAL WORK AND SOCIAL POLICY, UNISA

Walk the Plank or use virtual reality to explore your bucket list or places from your past. The team from Psychology, Social Work and Social Policy at UniSA can facilitate your travel to almost anywhere.

**24 October, 2:30PM to 5:00PM**
Building P: Price House, UniSA Magill Campus, St Bernards Road, Magill

Cost: Gold Coin Donation for Charity
Bookings: To book email Associate Professor Caroline Ellison at Caroline.Ellison@unisa.edu.au

YOGA
CITY OF NORWOOD PAYNEHAM AND ST PETERS

A blend of gentle yoga designed to enhance body awareness and promote mindfulness and relaxation. Suitable for beginners or those wishing to expand their existing practice. Please bring along a Yoga mat or blanket.

**14 October, 10:30AM to 11:30AM**
Payneham Community Centre, 374 Payneham Road, Payneham

Cost: $5
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife

Staying strong and independent is important to all of us as we age.

AnglicareSA’s Allied Health and Home Care Services support you to live life to the full and feel your best at any age.

Call 1800 317 009 for more information

www.anglicaresa.com.au

Home Care and Allied Health Services
- Exercise & Wellbeing groups
- Cleaning & Home Maintenance
- Personal care
- Transport & Social Support
- Physiotherapy, Podiatry & more
ADELAIDE SINGS
AUSTRALIAN NATIONAL
CHORAL ASSOCIATION
Community Choir concert featuring various choirs singing music including classics, barbershop, pop and jazz.

27 October, 2:00PM to 4:00PM
Trinity Lutheran Church, 2 Grandview Drive, Pasadena
Cost: Adults $18, Concession $12
Bookings: Enquiries to sa_enquiries@anca.org.au
More information: www.trybooking.com/BDPZZ

AN ANDREW SISTERS TRIBUTE AWARD
THREE LITTLE SISTERS ENTERTAINMENT
The Three Little Sisters take you on a historical journey celebrating the famous female musical group of all time, The Andrews Sisters. This 90 minute cabaret spectacular recreates that famous three part harmony sound.

26 October, 2:30 PM to 8:30 PM
Chaffey Theatre, Seventeenth Street, Renmark
Cost: Adults $54.95, Concession $48.95
Bookings: Via the Chaffey Theatre Website www.countryarts.org.au/venues/chaffey-theatre/
More information: www.threelittlesistertribute.com/

BACK2BACK SHORT SHOW FESTIVAL
STAR THEATRES
The ‘Back2Back Short Show Festival’ is SA’s local performers/producers Theatre Festival, hosted at the home of live local theatre, Star Theatres One and Two.
See your favourite performers and some you’ve never heard of!

18 - 27 October, 2:00PM to 10:00PM
Star Theatres, 145 Sir Donald Bradman Drive Hilton, Hilton
Cost: All Tix $27.50
Bookings: www.startheatres.com.au
More information: www.startheatres.com.au

BELLY DANCING
CITY OF NORWOOD PAYNEHAM AND ST PETERS
Get a taste of what Belly Dance has to offer; in this workshop learn steps, movements and combinations that help with balance, co-ordination and healthy joints and muscles all while expressing your creative side.

14 October, 1:00PM to 2:00PM
Belly Dance Arubesque, 23 Payneham Rd, College Park
Cost: $5
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife

BEYOND SKIN – REVISITED
OZASIA FESTIVAL
Twenty years have passed since multi-award-winning musician and composer Nitin Sawhney released his seminal album, Beyond Skin. Now, to mark its 20th anniversary, he revisits its beautifully reflective melodies in this unforgettable live event.

17 October, 7:30PM
Festival Theatre, King William Road, Adelaide
Cost: Adult $62, Conc. $64
Bookings: Book at ozasiafestival.com.au or Book at Bass.net.au or call 131 246

COME AND TRY ROCK & ROLL
CITY OF NORWOOD PAYNEHAM AND ST PETERS
Come and join in the fun and keep fit while learning Rock & Roll. Hosted by QuickSteps, Adelaide’s largest dance studio for adults, be sure to snap up your spot as limited spaces go fast.

ROCK & ROLL
22 October, 1:30PM to 2:30PM
St Peters Library, 101 Payneham Rd, St Peters
Cost: $5
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife
LIGHT
OZASIA FESTIVAL

Guns, drugs, love, war, freedom, racism and free market capitalism: Light explores our darkness through a revisionist history of the theft of Penang, the birth of Adelaide, and the rise of the British Empire.

17 October, 7:00PM
18 October, 7:00PM
19 October, 2:00PM
19 October, 7:00PM

NEXUS ARTS, Lion Arts Centre; Corner North Terrace & Morphett St, Adelaide

Cost: Adult $45, Conc. $39
Bookings: Book at ozasiafestival.com.au or Book at Bass.net.au or call 131 246
More information: www.ozasiafestival.com.au

MOVIES AT THE LIBRARY -
THE GREATEST SHOWMAN
CITY OF NORWOOD PAYNEHAM AND ST PETERS

Join us for this original musical celebrating the birth of show business & a visionary who rose from nothing to create a worldwide sensation. You’re invited to stay afterwards to chat to other moviegoers over a cuppa.

16 October, 2:00PM to 4:00PM
Payneham Library, 2 Turner St, Felixstow

Cost: Free
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife

COME AND TRY SALSA
CITY OF NORWOOD PAYNEHAM AND ST PETERS

Come and join in the fun and keep fit while learning Salsa. Hosted by Quick-Steps, Adelaide’s largest dance studio for adults, be sure to snap up your spot as limited spaces go fast.

BEGINNERS SALSA
15 October, 1:30PM to 2:30PM
Banquet Hall, St Peters Library, 101 Payneham Rd, St Peters

Cost: $5
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife

MOVIES AT THE LIBRARY -
JOHNNY ENGLISH
CITY OF NORWOOD PAYNEHAM AND ST PETERS

A villain intent on stealing Britain’s Crown Jewels has murdered the country’s top undercover agents, and mediocre spy Johnny English is ordered to prevent further mayhem. Stay on afterwards to chat to other moviegoers over a cuppa.

24 October, 2:00PM to 4:00PM
Payneham Library, 2 Turner St, Felixstow

Cost: Free
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife

MUSIC MORNING IN THE GARDEN
CITY OF SALISBURY

Join us for an enjoyable morning of music and singing in the new Courtyard Garden at the Jack Young Centre (JYC), Salisbury.

24 October, 10:30AM to 12:00PM
Jack Young Centre (JYC), 1 Orange Ave, Salisbury

Cost: Gold Coin Donation
Bookings: Bookings essential; book online at www.salisbury.sa.gov.au/musicmorning or phone 8406 8388
**OZASIA FESTIVAL FILM PROGRAM @ SENIORS ON SCREEN: BEANPOLE (DYLDA)**
MEDIA RESOURCE CENTRE

A film of breathtaking performances and production design. Good friends Iya and Masha struggle to rebuild their lives in the devastating post siege ruins of Leningrad. Winner (at only 27) Best Director, Un Certain Regard, 2019 Cannes.

**27 October, 4:00PM**
Mercury Cinema, 13 Morphett Street, Adelaide
Cost: $8
Bookings: Tickets at box office, ring 8410 1934 for more information.
More information: www.mercurycinema.org.au

**OZASIA FESTIVAL FILM PROGRAM @ SENIORS ON SCREEN: FOR SAMA**
MEDIA RESOURCE CENTRE

Dir: Waad Al-Khateab, Edward Watts
Syria/UK/USA, 2019, 95mins
An epic tale of courage in war; a couple meet, marry and have a baby during the five years of the uprising in Aleppo.

**20 October, 2:00PM**
Mercury Cinema, 13 Morphett Street, Adelaide
Cost: $8
Bookings: Tickets at box office, ring 8410 1934 for more information.
More information: www.mercurycinema.org.au

**OZASIA FESTIVAL FILM PROGRAM @ SENIORS ON SCREEN: BUBUL CAN SING**
MEDIA RESOURCE CENTRE

Dir: Rima Mas. India, 2018, 95 mins.
Three friends live an idyllic childhood but adolescence in a traditional rural society brings challenges and even danger as two are courted and one faces censure when he cannot conform to his peers’ ideas of masculinity.

**19 October, 2:00PM**
26 October, 2:00PM
Mercury Cinema, 13 Morphett Street, Adelaide
Cost: $8
Bookings: Tickets at box office, ring 8410 1934 for more information.
More information: www.mercurycinema.org.au

---

**ACH Group FREE events**

**Art Workshops**
Enjoy the benefits creativity can bring and learn how to use a variety of mediums. Suitable for all skill levels.
16 October - Rostrevor
18 October - Yankalilla
18 October - Ridgehaven
21 October - Torrensville
22 October - McLaren Vale
25 October - Victor Harbour

**Singing Workshops**
Join an experienced choir director and welcoming choir to sing genres that appeal to the young and old.
Bring the kids in the school holidays to this intergenerational event.
8 October - Wynn Vale
10 October - Campbelltown

**Empathy Suits**
What’s it like to walk in the shoes of an older person or a person living with a disability?
Come see our award-winning empathy suits in action and learn why they are important in providing best practice care.
2 October - Campbelltown

**Brain Health Seminar**
Did you know up to 35% of diagnosed cases of dementia can potentially be prevented?
Learn how to keep your brain healthy, reduce your risk of dementia and how to identify if there is any cause for concern.
16 October - Glenelg

For bookings and enquiries visit achgroup.org.au/events, or call 1300 22 44 77

Founded in 1952, ACH Group is a not-for-profit community organisation promoting opportunities and services to support good lives.
Macedonia (In Turkish), 2019, 87mins
In this captivating documentary, Hatidze is the last of the Balkan Mountain wild bee hunters. Her peaceful life is upended with the arrival of an itinerant family with expansion on their mind.
25 October, 10:45AM
Mercury Cinema, 13 Morphett Street, Adelaide
Cost: $8
Bookings: Tickets at box office, ring 8410 1934 for more information.
More information: www.mercurycinema.org.au

OZ ASIA FILM PROGRAM @ SENIORS ON SCREEN: MANTA RAY
MEDIA RESOURCE CENTRE
Dir: Phuttiphong Aroonpheng
Thailand, 2018, 105mins
A Thai fisherman finds a Rohingya man washed up and nurses him back to health, integrating him into his village.
22 October, 10:45AM
Mercury Cinema, 13 Morphett Street, Adelaide
Cost: $8
Bookings: Tickets at box office, ring 8410 1934 for more information.
More information: www.mercurycinema.org.au

OZ ASIA FILM PROGRAM @ SENIORS ON SCREEN: ONE CHILD NATION
MEDIA RESOURCE CENTRE
Dir: Nanfu Wang, Jialing Zhang
USA/China, 2019, 85mins
How the One Child policy profoundly impacted a generation is intimately told from many perspectives: the filmmaker’s family, those who enforced the policy and those who traded in and adopted the abandoned babies.
20 October, 4:00PM
27 October, 2:00PM
Mercury Cinema, 13 Morphett Street, Adelaide
Cost: $8
Bookings: Tickets at box office, ring 8410 1934 for more information.
More information: www.mercurycinema.org.au

OZ ASIA FILM PROGRAM @ SENIORS ON SCREEN: PARASITE
MEDIA RESOURCE CENTRE
Dir: Bong Joon-Ho. South Korea, 2019, 132mins
When an unemployed family’s adolescent son is given the potential to tutor in the rich Park family, he lies and forges his way in.
19 October, 6:30PM
Mercury Cinema, 13 Morphett Street, Adelaide
Cost: $8
Bookings: Tickets at box office, ring 8410 1934 for more information.
More information: www.mercurycinema.org.au

OZ ASIA FILM PROGRAM @ SENIORS ON SCREEN: SCREWDRIVER (MAFAK)
MEDIA RESOURCE CENTRE
Dir: Bassam Jarbawi. Palestine, 2019, 108mins
Young Ziad is a hopeful basketball star until he seeks revenge for the killing of his best friend. Returning home after 15 years in an Israeli prison, he struggles to adjust.
23 October, 5:00PM
Mercury Cinema, 13 Morphett Street, Adelaide
Cost: $8
Bookings: Tickets at box office, ring 8410 1934 for more information.
More information: www.mercurycinema.org.au

OZ ASIA FILM PROGRAM @ SENIORS ON SCREEN: RIDE YOUR WAVE
MEDIA RESOURCE CENTRE
Dir: Masaaki Yuasa. Japan, 2019, 96 mins
After surfer Hinako’s apartment catches fire, she’s rescued by firefighter Minato and they become a couple. When Minato tragically dies, Hinako discovers she can still communicate with him through water.
26 October, 4:00PM
Mercury Cinema, 13 Morphett Street, Adelaide
Cost: $8
Bookings: Tickets at box office, ring 8410 1934 for more information.
More information: www.mercurycinema.org.au

OZ ASIA FILM PROGRAM @ SENIORS ON SCREEN: THE THIRD WIFE
MEDIA RESOURCE CENTRE
Dir: Ash Mayfair. Vietnam/USA, 2019, 96mins
In 19th Century Vietnam, 14 year old May arrives by boat to become the third wife of a wealthy land-owner’s son. An evocative and beautifully realised work on the wives’ intimate lives.
18 October, 10:45AM
Mercury Cinema, 13 Morphett Street, Adelaide
Cost: $8
Bookings: Tickets at box office, ring 8410 1934 for more information.
More information: www.mercurycinema.org.au
OZASIA FESTIVAL FILM PROGRAM @
SENIORS ON SCREEN: WILD GOOSE LAKE (NAN FANG CHE ZHAN DE JU HUI)
MEDIA RESOURCE CENTRE
Dir: Diao Yinan. China/France, 2019. Like all the best noir films, Wild Goose Lake is a bleak, majestic and mysterious work. A beautiful prostitute must bring in a handsome mobster with a price on his head.

20 October, 6:00PM
Mercury Cinema, 13 Morphett Street, Adelaide
Cost: $8
Bookings: Tickets at box office, ring 8410 1934 for more information.
More information: www.mercurycinema.org.au

PORT PIRIE COUNTRY MUSIC FESTIVAL
THE NORTHERN COUNTRY MUSIC ASSOCIATION OF SA
A Festival of Old Style Country Music, with guest performers from around Australia and New Zealand. Held at two indoor venues: N.C.M.A. Club and the Port football and Community Sporting Club, Pt Pirie.

10 - 13 October, 7:30PM to 9:30PM
N.C.M.A.Hall, 28 Afford Rd, Port Pirie South
Cost: $20 or under for each show
Bookings: Weekend tickets can be purchased at the first show. All tickets cash only and at the door. No Bookings are taken, email info@ncma.org.au, phone 0408 334 086
More information: www.ncma.org.au

SING ALONG - WITH THE BORDERERS & ME 'N ME MATES, IRISH/SCOTTISH/ AUSSIE THEME
SPASH ARTS INC
Popular songs from Ireland, Scotland and Australia, words projected onto the big screen, singing led by The Borderers and Me 'N Me Mates, friendly atmosphere, bar service, G rated family oriented.

13 October, 2:00PM to 4:30PM
Goodwood Theatre, 166 Goodwood Road, Goodwood
Cost: Adult $25 ($30 with a glass of bubbly), Concession $20 ($25 with a glass of bubbly), Child $15
Bookings: Enquiries: 0413 533 118
More information: www.trybooking.com/BEAIZ

SINGING WORKSHOP
ACH GROUP
Join an experienced choir director and welcoming choir to sing genres that appeal to the young and old. All ages and abilities welcome.

08 October, 9:30AM to 11:30AM
Jubilee Community Centre, 7 Jubilee Way, Wynn Vale

10 October, 1:30PM to 3:30PM
The ARC Campbelltown, 531 Lower North East Road, Campbelltown
Cost: Free
Bookings: 1300 22 44 77
More information: achgroup.org.au

TECHNO CIRCUS
OZASIA FESTIVAL
SIRO-A are renowned for their spectacularly fun performances that combine special effects, mime, dance, puppetry, comedy and high-energy music in a mind-blowing visual feast for the whole family.

18 October, 6:30PM
19 October, 2:00PM
19 October, 6:00PM
20 October, 2:00PM
Dunstan Playhouse, King William Road, Adelaide
Cost: Adult $39, Conc $35, Child $20, Family from $69
Bookings: Book at ozasiafestival.com.au or Book at Bass.net.au or call 131 246
More information: www.ozasiafestival.com.au

THE FORGETTORY: IF WE DON'T REMEMBER WHO WE WERE THEN WHO DO WE BECOME?
TRACY CRISP
Tracy Crisp perfectly blends theatre and storytelling. Sold out at Adelaide Fringe.

"...stories of memory and family are so vivid and affecting in The Forgettory they stay with you long after the theatre lights fade" The Advertiser.

23 – 26 October, 7:00PM
The Bakehouse Theatre, 255 Angas Street, Adelaide
Cost: Adult $27, Concession $20
Bookings: Matinees (Thursday 24 and Friday 25 at 2pm) and evening performances (Wednesday 23, Friday 25, Saturday 26 at 7pm) can both be booked by following the links at www.bakehousetheatre.com or tracycrisp.com.au
More information: www.tracycrisp.com.au
MUSIC, DANCE, STAGE & FILM

THE PRISONER OF SECOND AVENUE
GALLEON THEATRE GROUP INC

Written by the highly popular Neil Simon, The Prisoner of Second Avenue is a touching yet funny play about how a middle age man copes when he suddenly and unexpectedly loses his job.

24 October – 2 November,
8:00PM to 10:30PM
Domain Theatre, Marion Cultural Centre,
287 Diagonal Road, Oaklands Park
Cost: Adults $27, Concession $23
Bookings: Online sales anytime at www.galleon.org.au, or ring the Domain Theatre Box Office on 8375 6855 (Mon-Fri, 9.30am-5pm)
More information: www.galleon.org.au

WHAT THE DAY OWES TO THE NIGHT
OZASIA FESTIVAL

Acclaimed French-Algerian choreographer Hervé Koubi has crafted a distinct style of movement, one that fuses extraordinary athleticism and acrobatic skill with contemporary dance, physical theatre, warrior culture and capoeira.

22 October, 7:00PM
23 October, 7:00PM
Dunstan Playhouse, King William Road, Adelaide
Cost: Adult $65, Conc. $59
Bookings: Book at ozasiafestival.com.au or Book at Bass.net.au or call 131 246
More information: www.ozasiafestival.com.au

THREE LITTLE SISTERS IN CONCERT
THREE LITTLE SISTERS ENTERTAINMENT

The Three Little Sisters take you on a historical journey, recreating that infamous Andrews sisters three-part harmony sound. Featuring Peter Noble as Bing Crosby and Three Little Sisters musical director, Victor Oria on the piano.

17 October, 2:00PM to 3:30PM
Hopgood Theatre, Ramsay Place, Noarlunga
Cost: Adults $37.40, Concession $31.90
More information: www.threelittlesisterstribute.com

TOSA PRESENTS JOHN POUND IN CONCERT
THE CAPRI THEATRE

Theatre Organ Society of SA Presents John Pound In Concert.
Performing at the Capri Theatre for the first time, this Perth musician will deliver a concert not to be missed!

20 October, 2:00PM to 4:30PM
The Capri Theatre, 141 Goodwood Road, Goodwood
Cost: Adults $25, Senior & Conc. $20
See page 30 for special offer.
Bookings: Online capri.org.au or Phone 82721177 or email information@capri.org.au
More information: www.capri.org.au

SEE YOU ON
THURSDAY 17 OCTOBER 2019
10am to 4pm
Adelaide Showgrounds, Goyder Pavilion

For more information:
visit dalexpo.com.au or call us at 8168 8776

A SOCIAL INITIATIVE BY:
ageing sa
Catalyst Foundation
WHATEVER HAPPENED TO THE (AMAZING) MOSELLES?
THE AMAZING MOSELLES

A retrospective comic cabaret about the almost famous 1970s girl group The Moselles who at the height of their imminent success suddenly disappeared without a trace. What went wrong and where are they now?

26 October, 7:30PM to 8:45PM
27 October, 3:00PM to 4:15PM
Mitcham Cultural Village Institute Hall, 103 - 105 Princes Road, Mitcham
Cost: $25/$20
Bookings: To book go to www.trybooking.com/BDTBP
More information: Enquiries to Kerry Reid 0410 437 059 or kerry@kerryreid.com. The Moselles Facebook

WOULD YOU LIKE THIS DANCE?
COMMUNITY HOUSING LTD

An afternoon of dancing, 60s music, prizes and fun. Tap your toes and singalong with ‘Phil King’ singer/guitarist as he entertains us with those sixties and country favourites. BOOKINGS ESSENTIAL

22 October, 1:30PM to 3:30PM
North East Community House, 27 -31 Queensborough Ave, Hillcrest
Cost: FREE for CHL tenants, $5 Seniors & Health Card holders, $10 others
Bookings: For bookings call Community Housing Ltd Ph: 8210 0200
More information: Ask for Helen Bock

ZEST FOR LIFE CONCERT FEATURING
SA POLICE BAND
CITY OF NORWOOD PAYNEHAM
AND ST PETERS

Back by popular demand, the Big Band of the South Australian Police return to the Norwood Concert Hall. Join us for a light morning tea while soaking up the musical talents of the SA Police Band.

17 October, 10:30AM to 12:00PM
Norwood Concert Hall, 175 The Parade, Norwood
Cost: $10
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife

APPLE IPAD &/OR IPHONE - HINTS & TIPS
IT 4 RETIREES

Apple iPad 8/ or iPhone - Hints & Tips!

17 October, 10:00AM to 12:00PM
Fullarton Community Centre, 411 Fullarton Road, Fullarton
Cost: Free
Bookings: Bookings are essential. Please ring Christine David on 0401 017 459 or email chris@it4retirees.com.au

99BIKES - MAINTENANCE CLASS
CITY OF NORWOOD PAYNEHAM
AND ST PETERS

Attend a hands-on bike maintenance class covering the basics you need to know about maintaining your bike & assessing that your bike is safe to ride. Participants will also receive a free 99 Bikes Club Membership.

16 October, 6:00PM to 7:00PM
99 Bikes, 107 North Terrace, College Park
Cost: Free
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife

ATTRACTION BUTTERFLIES TO YOUR GARDEN
CITY OF NORWOOD PAYNEHAM
AND ST PETERS

This seminar covers why insect diversity’s important, insects as eco service providers, the marvellous life cycle of insects... and what this life cycle and behaviour means to gardeners wanting to bring butterflies into their garden or suburb.

21 October, 10:00AM to 11:00AM
Don Pyatt Hall, 175 The Parade, Norwood
Cost: Free
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife

APPLE IPAD &/OR IPHONE - HINTS & TIPS
IT 4 RETIREES

Apple iPad 8/ or iPhone - Hints & Tips!

17 October, 10:00AM to 12:00PM
Fullarton Community Centre, 411 Fullarton Road, Fullarton
Cost: Free
Bookings: Bookings are essential. Please ring Christine David on 0401 017 459 or email chris@it4retirees.com.au

APPLE IPAD &/OR IPHONE - HINTS & TIPS
IT 4 RETIREES

Apple iPad 8/ or iPhone - Hints & Tips!

17 October, 10:00AM to 12:00PM
Fullarton Community Centre, 411 Fullarton Road, Fullarton
Cost: Free
Bookings: Bookings are essential. Please ring Christine David on 0401 017 459 or email chris@it4retirees.com.au

APPLE IPAD &/OR IPHONE - HINTS & TIPS
IT 4 RETIREES

Apple iPad 8/ or iPhone - Hints & Tips!

17 October, 10:00AM to 12:00PM
Fullarton Community Centre, 411 Fullarton Road, Fullarton
Cost: Free
Bookings: Bookings are essential. Please ring Christine David on 0401 017 459 or email chris@it4retirees.com.au

APPLE IPAD &/OR IPHONE - HINTS & TIPS
IT 4 RETIREES

Apple iPad 8/ or iPhone - Hints & Tips!

17 October, 10:00AM to 12:00PM
Fullarton Community Centre, 411 Fullarton Road, Fullarton
Cost: Free
Bookings: Bookings are essential. Please ring Christine David on 0401 017 459 or email chris@it4retirees.com.au

APPLE IPAD &/OR IPHONE - HINTS & TIPS
IT 4 RETIREES

Apple iPad 8/ or iPhone - Hints & Tips!

17 October, 10:00AM to 12:00PM
Fullarton Community Centre, 411 Fullarton Road, Fullarton
Cost: Free
Bookings: Bookings are essential. Please ring Christine David on 0401 017 459 or email chris@it4retirees.com.au
AUTHOR TALK - NOEL BRAUN - GRIEF AND WALKING THE CAMINO DE SANTIAGO
PORT ADELAIDE LIBRARY

Since his wife’s suicide Noel has walked and written. His books No Way to Behave at a Funeral and Just Keep on Walking describe his treks of the Camino de Santiago and his grief journey.

16 October, 2:00PM to 3:30PM
Port Adelaide Library, 2-4 Church Street, Port Adelaide
Cost: Free

BIS-MAKERS - AN UNUSUAL CRAFT FAIR
MAKING MAKERS
What can be created when senior, practiced artisans meet emerging digital fabrication artisans and share their practices to create new products and practices? Come along and find out!

18 October, 2:00PM to 6:00PM
19 October, 10:00AM to 8:00PM
Myponga Uniting Church Hall, 47 Main Road, Myponga
Cost: $5
Bookings: Bookings can be made at www.eventbrite.com.au/e/bis-makers-an-unusual-craft-fair-tickets-64593670407
More information: makingmakers.space/index.php/bis-makers-an-unusual-craft-fair

BRAIN HEALTH SEMINAR
ACH GROUP
Did you know up to 35% of diagnosed cases of dementia can potentially be prevented?
Learn how to keep your brain healthy, reduce your risk of dementia and how to identify any cause for concern.

16 October, 10:30AM to 12:00PM
ACH Group Stadium, Brighton Road, Glenelg
Cost: Free
More information: aachgroup.org.au/events

COOKING WITH SCRAPS
CITY OF NORWOOD PAYNEHAM AND ST PETERS
Join KESAB for a hands on workshop where you learn, make and taste some fantastic recipes to use up those food scraps in ways you may have never considered.

17 October, 1:00PM to 3:00PM
Payneham Library, 2 Turner St, Felixstow
Cost: Free
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife

CREATING VITALITY IN THE SECOND HALF OF LIFE WITH AYURVEDA
CITY OF NORWOOD PAYNEHAM AND ST PETERS
Find out how Ayurveda can help you to age with more grace and ease. Covering food, daily rhythms and home habits to help you stay strong and energised. Presented by Jacqueline Iles, Ayurvedic Practitioner, Yoga Teacher.

15 October, 10:30AM to 11:30AM
St Peters Library, 101 Payneham Rd, St Peters
Cost: Free
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife

DON’T ACT YOUR AGE
VINTAGE CREATIVE THERAPIES
A creative group activity workshop for the older person. A wonderful mix of theatre games, improvisational play and FUN!!
Facilitated by experienced theatre makers. No experience necessary!!
Tea, coffee and cake provided.

25 October, 10:00AM to 12:00PM
COTA SA, 16 Hutt Street, Adelaide
Cost: Adults $10
Bookings: For bookings email Alan at enquiries@vintagectherapies.com.au or phone 0479 007 753.
More information: www.vintagectherapies.com.au

CYBER SAFETY: AVOIDING SCAMS & STAYING SAFE ONLINE
CITY OF NORWOOD PAYNEHAM AND ST PETERS
Learn the basics of staying safe online & identifying potential scams. Get essential tips and resources to spot a scam and stay safe online. Topics include avoiding common scams, phishing & identity theft, viruses and malware.

25 October, 10:00AM to 12:00PM
St Peters Library, 101 Payneham Rd, St Peters
Cost: $5
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife
ZESTFEST 2019 PROGRAM

Office for Ageing Well
Supporting South Australians to age well

- Including the voices of older South Australians
- Safeguarding rights
- Creating age friendly communities
- Respecting diversity
- Challenging ageism


INTRODUCTION TO 3D PRINTING
CITY OF NORWOOD PAYNEHAM AND ST PETERS

Have you been hearing a lot about 3D printing? We’ll introduced you to the basics and demonstrate our own 3D printer. Includes: Why buy a 3D printer, printing materials and how to use the software and tools available.

22 October, 2:00PM to 4:00PM
St Peters Library, 101 Payneham Rd, St Peters

Cost: $5
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife

ONLINE VIDEO: CATCH UP TV & NETFLIX
CITY OF NORWOOD PAYNEHAM AND ST PETERS

Learn how to access and watch your favourite TV shows using the internet. Discover free catch-up TV, like ABC iView, SBS On Demand, and paid services like Netflix.

21 October, 2:00PM to 4:00PM
St Peters Library, 101 Payneham Rd, St Peters

Cost: $5
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife

MYTHBUSTING AGEING
CITY OF SALISBURY

A conversation about Mythbusting Ageing with a very positive spin. Hosted by Peter Nicholls, well known as Australia’s People Gardener. This interesting conversation will hopefully leave you seeing aspects of your world differently.

15 October, 10:00AM to 11:15AM
Jack Young Centre (JYC), 1 Orange Ave, Salisbury

Cost: $2 - includes morning tea
Bookings essential: book online at www.salisbury.sa.gov.au/mba or phone 8406 8368

RIGHTSIZING YOUR GARDEN – GROWING IN POTS AND CONTAINERS
CITY OF SALISBURY

Join experienced gardener and talented instructor, Shanna Davis for a workshop that will equip you to get your garden the right size. Create a garden that you can take with you!

22 October, 11:00AM to 12:00PM
Jack Young Centre (JYC), 1 Orange Ave, Salisbury

Cost: Free
Bookings essential: book online at www.salisbury.sa.gov.au/pots or phone 8406 8368
SUCCESSFUL SEARCHING: STATE LIBRARY WEBSITE AND CATALOGUE
STATE LIBRARY OF SOUTH AUSTRALIA
Save time and frustration with this guided, hands-on session which delves into the State Library website and catalogue.
11 October, 1:00PM to 2:30PM
Meet in glass foyer, ground floor, North Tce, Adelaide
Cost: Free
Bookings: Community Learning, 8207 7239

THE CACHET OF CROQUET
STATE LIBRARY OF SOUTH AUSTRALIA
Through a slideshow of historical photographs, newspapers, magazines, books, ephemera and original archival material the origins of croquet as a backyard pastime will come to life.
25 October, 1:00PM to 2:30PM
Meet in glass foyer, ground floor, North Tce, Adelaide
Cost: Free
Bookings: slsacommunitylearning@sa.gov.au, 8207 7239

TRAVEL TALK THURSDAY - UK, EUROPE & MIDDLE EAST
CITY OF UNLEY LIBRARIES
Travelling to UK, Europe or the Middle East? Learn tips for getting the best airfares and deals available with Phil Hoffmann Travel - airline options, touring, unique rail journeys and the amazing rivers of Europe.
17 October, 7:00PM to 8:00PM
Unley Town Hall, Oxford Terrace, Unley
Cost: Entry with gold coin
Bookings: Phil Hoffmann Travel, phone 8372 5100 or online at Unley.sa.gov.au
More information: www.unley.sa.gov.au

WELLNESS WORKSHOP
HELPING HAND
A friendly and relaxed event where guest speakers will inspire and inform the audience about how they can age well individually and as part of their community.
29 October, 2:00PM to 3:00PM
Helping Hand Lealholme, 15 Halliday Street, Port Pirie
Cost: Gold coin donation
Bookings: Call 8638 3555 to book your place.

WELLNESS WORKSHOP
HELPING HAND
A friendly and relaxed event where guest speakers will inspire and inform the audience about how they can age well individually and as part of their community.
29 October, 2:00PM to 3:00PM
Helping Hand Lealholme, 15 Halliday Street, Port Pirie
Cost: Gold coin donation
Bookings: Call 8638 3555 to book your place.

WOOD TURNING DEMONSTRATION
CITY OF UNLEY LIBRARIES
Join Southern Turners Group as they demonstrate the art of wood turning, explain the different types of wood and the methods and tools used in wood turning.
12 October, 1:00PM to 3:00PM
Unley Town Hall, Oxford Terrace, Unley
Cost: Entry with gold coin
More information: www.unley.sa.gov.au

SUCCESSFUL SEARCHING - STATE LIBRARY DATABASES
STATE LIBRARY OF SOUTH AUSTRALIA
Come and develop skills in using some of our subscription databases and open a whole world of reputable and reliable information on a myriad of topics.
18 October, 1:00PM to 2:30PM
Meet in glass foyer, ground floor, North Tce, Adelaide
Cost: Free
Bookings: slsacommunitylearning@sa.gov.au, 8207 7239

SEE OUR EMPATHY SUITS IN ACTION
ACH GROUP
What’s it like to walk in the shoes of an older person or a person living with a disability?
Come see our award-winning empathy suits in action and learn why they are important. All welcome.
2 October, 12:30PM to 2:00PM
The ARC Campbelltown, 531 Lower North East Rd, Campbelltown
Cost: Free
Bookings: 1300 22 44 77
More information: achgroup.org.au/events

U3A ADELAIDE HILLS RENDEZVOUS19
U3A ADELAIDE HILLS
A dynamic programme of talks, activities and workshops with the aim of entertaining and informing U3A members and guests from around South Australia.
22 – 24 October, 10:00AM to 4:00PM
Hahndorf Memorial Institute Hall, 59 Main Street, Hahndorf
Cost: $70
Bookings: Booking online through the website.
More information: www.u3aadelaidehills.com/rendezvous-2019

TRAVEL TALK THURSDAY - UK, EUROPE & MIDDLE EAST
CITY OF UNLEY LIBRARIES
Travelling to UK, Europe or the Middle East? Learn tips for getting the best airfares and deals available with Phil Hoffmann Travel - airline options, touring, unique rail journeys and the amazing rivers of Europe.
17 October, 7:00PM to 8:00PM
Unley Town Hall, Oxford Terrace, Unley
Cost: Entry with gold coin
Bookings: Phil Hoffmann Travel, phone 8372 5100 or online at Unley.sa.gov.au
More information: www.unley.sa.gov.au

WELLNESS WORKSHOP
HELPING HAND
A friendly and relaxed event where guest speakers will inspire and inform the audience about how they can age well individually and as part of their community.
29 October, 2:00PM to 3:00PM
Helping Hand Lealholme, 15 Halliday Street, Port Pirie
Cost: Gold coin donation
Bookings: Call 8638 3555 to book your place.
WHAT EXACTLY IS THE INTERNET OF THINGS?
NBN
Our SA NBN team want to demonstrate what the NBN can do for you, your family and your pets! Free ‘things’ to make you smile and Laugh out Loud (LOL) and other ‘things’ to make your life easier, more fun and broaden your horizons. This workshop will be entertaining, if nothing else!

18 October, 10:30AM to 12:00PM
Para Hills Community Hub Function Room, Wilkinson Rd, Para Hills

22 October, 10:30AM to 12:00PM
Victor Harbor Council Chambers, 1 Bay Rd, Victor Harbor

24 October, 10:30AM to 12:00PM
Fulham Community Centre, 19 Fitch Rd, Fulham

Cost: Free, with free morning tea
No bookings required.

YOUR GUT & THE BENEFITS OF FERMENTED FOODS SEMINAR
CITY OF NORWOOD PAYNEHAM AND ST PETERS

Ever wondered what the hype is around fermented food? Rich in beneficial probiotics, fermented foods have been associated with a range of health benefits. Learn how to make your own at this seminar.

15 October, 6:00PM to 7:00PM
Payneham Library, 2 Turner St, Felixstow

Cost: Free
Bookings: For further information please contact Council’s Community Services on 8366 4611 or ccs@npsp.sa.gov.au
More information: To book and for a full program of events visit www.npsp.sa.gov.au/zestforlife

10 PLUS 1
TRADITIONAL ART GROUP

An exuberance of colour, subject and techniques, by a talented group of leisure artists over fifty, plus one, who meet every Tuesday morning to draw, paint, laugh and support each other on their creative journey.

26 October – 2 November, 2:00PM to 4:00PM
Black Diamond Gallery, 66 Commercial Road, Port Adelaide

Cost: Free
Bookings: Call Adelaide Central School of Art on 8299 7300

ABSTRACT DRAWING AND PAINTING
ACH GROUP

Learn how to paint or draw abstract with these tips and techniques. Suitable for all skill levels.

22 October, 10:00AM to 12:00PM
ACH Group McLaren Vale Club, 117 Main Road, McLaren Vale

Cost: Free
Bookings: 1300 22 44 77
More information: achgroup.org.au

ART SCHOOL TOUR AND TEA
ADELAIDE CENTRAL SCHOOL OF ART

Join us for a special tour of Adelaide Central School of Art and stay for morning tea. Visit the studios and gallery and learn about the rich history of the Glenside precinct.

27 October, 10:00AM to 11:30AM
Adelaide Central School of Art, 7 Mulberry Road, Glenside

Cost: $5
Bookings: Call Adelaide Central School of Art on 8299 7300

ARTIST OF THE MONTH - LEANNE HAMILTON-KENNEAR
CITY OF BURNSIDE

A unique display of copper work by the artist. For appreciation and for sale. Display is at the entrance of the gift shop - a wide range of affordable handcrafted items.

1 – 31 October, 12:00PM to 5:00PM
Pepper Street Arts Centre, 558 Magill Road, Magill

Cost: Free

More information: www.facebook.com/pages/Port-Community-ArtsCentre/104390476293802

More information: achgroup.org.au

More information: pepperstreetartscentre.com.au
There is no substitute for experience

Your trusted voice for Australian seniors in print and online

Australia’s most trusted source of news and information for senior Australians, The Senior has all the latest updates on government decisions and other issues affecting seniors, plus a bumper travel section, advice on health, finance and lifestyle and, of course, our ever-popular puzzles.

Be informed, entertained and inspired - go to thesenior.com.au to sign up to our regular newsletter or pick up your monthly copy of our print edition. To find your nearest stockist of The Senior, call 1800 001 987.

CLOTHING FOR GOOD EXHIBITION
MATCH STUDIO, SCHOOL OF ART, ARCHITECTURE & DESIGN UNIVERSITY OF SOUTH AUSTRALIA

The clothes we wear play an active role in how we relate to the world. Clothes enable people to express their values, interests and identity and they instil independence, confidence and dignity.

8 – 23 October, 9:00AM to 5:00PM
Kerry Packer Civic Gallery, The Bob Hawke Prime Ministerial Centre, University of South Australia

Cost: Free

DRAWING MASTERCLASS
KARIDIS CORPORATION

A drawing class for beginners taught by celebrated resident Artist Sylvia Preston f.r.s.a.s.a. Come learn the basics and take home your masterpiece.

17 October, 10:00AM to 1:00PM
Bay Waters, 12-16 Durham Street, Glenelg

Cost: Free
Bookings: Call 1300 796 311 or visit our website events tab to book. Places are limited due to the intimate nature of the class.
More information: www.karidisretirementvillages.com.au

CROCHET CREW
CITY OF UNLEY LIBRARIES

Do you love to crochet, or have always wanted to learn? If so, then join a friendly group and share crochet skills, hints and tips. Be inspired to try new techniques and meet people.

5 October, 2:00PM to 3:30PM
Unley Town Hall, Oxford Terrace, Unley

Cost: Free
No bookings required.
Please bring your own supplies and equipment. Tea, coffee and biscuits provided.
More information: www.unley.sa.gov.au

I DIDN’T SEE IT COMING!
JANE SKEER FOR COLLECTIVE HAUNT INC

Age has a funny way of sneaking up on us and taking us by surprise!

17 October – 2 November, 6:00PM to 8:00PM
Collective Haunt Inc, Level 1, 68 The Parade, Norwood

Cost: Free
More information: collectivehauntinc@outlook.com
INTRODUCTION TO DRAWING
ADELAIDE CENTRAL SCHOOL OF ART

This class is perfect for beginners looking to explore their creativity through drawing. Participants will be shown a range of techniques for depicting a simple still life set up. No experience required, all materials included.

27 October, 1:00PM to 3:00PM
Adelaide Central School of Art, 7 Mulberry Road, Glenside
Cost: $25
Bookings: Please call Adelaide Central School of Art Reception on 8299 7300 to book.

LUNCHTIME TALK AT THE ART GALLERY OF SOUTH AUSTRALIA

ZestFest audiences are invited to join our Lunchtime talk on Tarnanthi, showcasing contemporary Aboriginal and Torres Strait Islander art. This talk will be presented by Lisa Slade, Assistant Director, Artistic Programs.

22 October, 12:30PM to 1:00PM
Art Gallery of South Australia, North Terrace, Adelaide
Cost: Free
Bookings: No bookings required. For more information please email: public.programs@artgallery.sa.gov.au or phone: 08 8207 7005
More information: www.agsa.sa.gov.au

’OUT OF LINE’ GROUP ART EXHIBITION
CITY OF BURNSIDE

Art Exhibition ‘Out of Line’ group. Embroidery, hand and free machine stitching, gel prints, 3D textures, appliqué. Artist talks Saturday afternoons 5, 12 and 19 October, 2 pm.

4 – 25 October, 12:00PM to 5:00PM
Pepper Street Arts Centre, 558 Magill Road, Magill
Cost: Free
Bookings: No bookings required.
More information: www.pepperstreetartscentre.com.au

SEASCAPE PAINTING WORKSHOP
ACH GROUP

Learn to paint seascapes full of drama and life. Covering all aspects of seascapes, this workshop will assist you to gain an understanding of colour and dimension in your painting. Suitable for all skill levels.

18 October, 12:30PM to 3:00PM
Yankalilla Uniting Church Hall, 191 Main South Road, Yankalilla
25 October, 12:30PM to 3:00PM
Gospel Centre, 2 George Main Road, Victor Harbor
Cost: Free
Bookings: Call 1300 22 44 77
More information: achgroup.org.au/events

SPRING PAINTING WORKSHOP
ACH GROUP

Be inspired by Spring and bring your painting to life. Paint with big bold splashes of colour in this workshop. Suitable for all skill levels.

21 October, 1:00PM to 3:00PM
Thebarton Community Centre, South Road, Torrensville
Cost: Free
Bookings: 1300 22 44 77
More information: achgroup.org.au/events

STILL LIFE WORKSHOP
ACH GROUP

Learn how to paint what you see with these tips and techniques to draw a still life of simple objects.

18 October, 10:00AM to 12:00PM
Ashley Avenue Community Building, 26-28 Ashley Ave, Ridgehaven
Cost: Free
Bookings: 1300 22 44 77
More information: achgroup.org.au/events

IKEBANA EXHIBITION
ADELAIDE POTTERS’ CLUB

A joint exhibition with the SA Ikebana Association. Official opening 2pm, 6th Oct. Gallery open Saturdays and Sundays, 12-4pm. Exhibition ends 20th Oct. with an Open Day (12-4pm), raku firings [a charge per pot], demonstrations.

5 – 20 October, 12:00PM to 4:00PM
Adelaide Potters’ Club, 84 Edmund Avenue, Unley
Cost: Free
Bookings not required.
TARNANTHI CURATOR TOUR AT THE ART GALLERY OF SOUTH AUSTRALIA
ART GALLERY OF SOUTH AUSTRALIA
Join a curator-led tour of Tarnanthi and discover the bold innovation of Aboriginal and Torres Strait Islander elders. See magenta bark paintings by Nongirrna Marawili, Peggy Griffiths’s epic landscapes and Nyaparu (William) Gardiner’s endearing stockmen.
24 October, 3:00PM to 3:45PM
Art Gallery of South Australia, North Terrace, Adelaide
Cost: Free
Bookings not required

VISUALISING MENTAL HEALTH EXHIBITION
MATCH STUDIO, SCHOOL OF ART, ARCHITECTURE & DESIGN UNIVERSITY OF SOUTH AUSTRALIA
Inventive and visionary design work from students working on an important community health project, Visualising Mental Health, aimed at developing products and tools which will directly benefit and empower the community by improving mental health.
8 – 23 October, 9:00AM to 5:00PM
Kerry Packer Civic Gallery, Bob Hawke Prime Ministerial Centre, University of South Australia, City West Campus North Terrace, Adelaide
Cost: Free

WATERCOLOUR PAINTING WORKSHOPS
ACH GROUP
Learn how to paint a beautiful watercolour. Covering all aspects of watercolours, this workshop will assist you to learn and understand the different techniques. Suitable for all skill levels.
16 October, 12:30PM to 2:30PM
Art House, 168 Montacute Road, Rostrevor
Cost: Free
Bookings: 1300 22 44 77
More information: achgroup.org.au
CALENDAR

2 OCT  See our empathy suits in action  12:30PM  CAMPBELLTOWN  54
5 OCT  Crochet Crew  2:00PM  UNLEY  59
8 OCT  Singing Workshop  9:30AM  WYNNE VALE  45
10 OCT  Singing Workshop  1:30PM  CAMPBELLTOWN  45
11 OCT  Forest Bathing  10:00AM  ADELAIDE  29
         PUBsing  7:00PM  ADELAIDE  31
         Successful Searching: State Library website and catalogue  1:00PM  ADELAIDE  54
12 OCT  Wood Turning Demonstration  1:00PM  UNLEY  55
13 OCT  SING ALONG - with The Borderers & Me 'N Me Mates  2:00PM  GOODWOOD  44
14 OCT  Belly Dancing  1:00PM  COLLEGE PARK  37
         The best time you'll have in a gym - North  3:00PM  ELIZABETH  33
         Yoga  10:30AM  PAYNEHAM  34
15 OCT  Beeswax wraps & DIY Household cleaning products  1:00PM  FELKSTOW  28
         Come and try Salsa  1:30PM  ST PETERS  38
         Creating Vitality in the second half of life with Ayurveda  10:30AM  ST PETERS  51
         Eastern Region Men’s Shed Open Day  11:30AM  MARRYATVILLE  29
         Local Government Ageing Expo  10:00AM  WOODVILLE  25
         MythBusting Ageing  10:00AM  SALESBURY  53
         Virtual Reality: Let’s Go!  2:00PM  ST PETERS  34
         Your Gut & the benefits of Fermented Foods Seminar  6:00PM  FELKSTOW  56
16 OCT  99Bikes - Maintenance Class  6:00PM  COLLEGE PARK  49
         Blend Your Own Tea  10:00AM  PORT ADELAIDE  28
         Brain Health Seminar  10:30AM  GLENELG  50
         Hazelwood Park Tree Trail  10:00AM  HAZELWOOD PARK  29
         Movies at the Library - The Greatest Showman  2:00PM  FELKSTOW  39
         Noel Braun - Grief and walking the Camino de Santiago  2:00PM  PORT ADELAIDE  50
         Virtual Reality: Let’s Go!  2:00PM  FELKSTOW  34
         Watercolour Painting Workshops  12:30PM  ROSTREVOR  63
17 OCT  Apple iPad &/or iPhone - Hints & Tips  10:00AM  FULLARTON  49
         Beyond Skin – Revisited  7:30PM  ADELAIDE  37
         Coocking with Scraps  1:00PM  FELKSTOW  51
         Delightsview Bistro  5:00PM  LIGHTSVIEW  23
         Disability, Ageing and Lifestyle Expo  10:00AM  WAYVILLE  25
         Drawing Masterclass  10:00AM  GLENELG  59
         Light  7:00PM  ADELAIDE  38
         Three Little Sisters in Concert  2:00PM  NOARLUNGA  47
         Travel Talk Thursday – UK, Europe & Middle East  7:00PM  UNLEY  55
         Zest for Life Concert featuring SA Police Band  10:30AM  NORWOOD  48
18 OCT  Beer Tasting-Little Bang Brewing  4:00PM  STEPNEY  28
         Bis-Makers - An Unusual Craft Fair  2:00PM  MYPONGA  50
         Interplay Ground  10:30AM  ADELAIDE  31
         Light  07:00PM  ADELAIDE  38
         OZASIA Film Program: The Third Wife  10:45AM  ADELAIDE  43
         Seascape Painting Workshop  12:30PM  YANKALILLA  61
         Still Life Workshop  10:00AM  RIDGEHAVEN  61
         Successful Searching - State Library databases  1:00PM  ADELAIDE  54
         Techno Circus  6:30PM  ADELAIDE  45
         The best time you’ll have in a gym – South  1:00PM  WESTBOURNE PARK  33
         Virtual Reality: Let’s Go!  10:00AM  ST PETERS  34
         What exactly is the Internet of Things?  10:30AM  PARA HILLS  56
         ZESTFEST Conversations  10:00AM  ADELAIDE  16
19 OCT  All access tours  Various  ADELAIDE  27
         Bis-Makers - An Unusual Craft Fair  10:00AM  MYPONGA  50
         Light  Various  ADELAIDE  38
         Op Shop Bus Tour  9:30AM  NORWOOD  31
         OZASIA Film Program: Bubul Can Sing  2:00PM  ADELAIDE  40
         OZASIA Film Program: Parasite  6:30PM  ADELAIDE  43
         Techno Circus  Various  ADELAIDE  45
20 OCT  All access tours  Various  ADELAIDE  27
         OZASIA Film Program: For Sama  2:00PM  ADELAIDE  40
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
<th>Location</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 OCT</td>
<td>OZASIA Film Program: One Child Nation</td>
<td>ADELAIDE</td>
<td>4:00PM</td>
</tr>
<tr>
<td></td>
<td>OZASIA Film Program: Wild Goose Lake</td>
<td>ADELAIDE</td>
<td>6:00PM</td>
</tr>
<tr>
<td></td>
<td>Techno Circus</td>
<td>ADELAIDE</td>
<td>2:00PM</td>
</tr>
<tr>
<td></td>
<td>TOSA Presents John Pound In Concert</td>
<td>GOODWOOD</td>
<td>2:00PM</td>
</tr>
<tr>
<td></td>
<td>Attracting Butterflies to your Garden</td>
<td>NORWOOD</td>
<td>10:00AM</td>
</tr>
<tr>
<td></td>
<td>Online Video: Catch Up TV &amp; Netflix</td>
<td>ST PETERS</td>
<td>2:00PM</td>
</tr>
<tr>
<td></td>
<td>Spring Painting Workshop</td>
<td>TORRENSVILLE</td>
<td>1:00PM</td>
</tr>
<tr>
<td></td>
<td>Zestfulness Workshop</td>
<td>ADELAIDE</td>
<td>10:00AM</td>
</tr>
<tr>
<td></td>
<td>Abstract drawing and painting</td>
<td>MCLAREN VALE</td>
<td>10:00AM</td>
</tr>
<tr>
<td></td>
<td>Ageing Well: The role of work and employment</td>
<td>ADELAIDE</td>
<td>9:30AM</td>
</tr>
<tr>
<td></td>
<td>Come and try Rock &amp; Roll</td>
<td>ST PETERS</td>
<td>1:30PM</td>
</tr>
<tr>
<td></td>
<td>Discover the History of Quilting</td>
<td>STURT</td>
<td>10:30AM</td>
</tr>
<tr>
<td></td>
<td>Healthy Tour of Central Market</td>
<td>ADELAIDE</td>
<td>10:00AM</td>
</tr>
<tr>
<td></td>
<td>Interactive showcase by ECH</td>
<td>HENLEY BEACH</td>
<td>1:00PM</td>
</tr>
<tr>
<td></td>
<td>Introduction to 3D Printing</td>
<td>ST PETERS</td>
<td>2:00PM</td>
</tr>
<tr>
<td></td>
<td>Lunchtime talk at the Art Gallery of South Australia</td>
<td>ADELAIDE</td>
<td>12:30PM</td>
</tr>
<tr>
<td></td>
<td>OZASIA Film Program: Manta Ray</td>
<td>ADELAIDE</td>
<td>10:45AM</td>
</tr>
<tr>
<td></td>
<td>Rightraising your Garden – growing in pots and containers</td>
<td>SALISBURY</td>
<td>11:00AM</td>
</tr>
<tr>
<td></td>
<td>Tai Chi in the Park</td>
<td>STEPNEY</td>
<td>10:30AM</td>
</tr>
<tr>
<td></td>
<td>What exactly is the Internet of Things?</td>
<td>VICTOR HARBOR</td>
<td>10:30AM</td>
</tr>
<tr>
<td></td>
<td>What The Day Owes To The Night</td>
<td>ADELAIDE</td>
<td>7:00AM</td>
</tr>
<tr>
<td></td>
<td>Would you like this dance?</td>
<td>HILLCREST</td>
<td>1:30PM</td>
</tr>
<tr>
<td>22 OCT</td>
<td>Come &amp; Try - Fitness Fun for Happy Health</td>
<td>WOODVILLE NORTH</td>
<td>Various</td>
</tr>
<tr>
<td></td>
<td>Comedy Play Readings with John Ovenden &amp; friends</td>
<td>FELIXSTOW</td>
<td>7:00PM</td>
</tr>
<tr>
<td></td>
<td>Interactive showcase by ECH</td>
<td>HAPPY VALLEY</td>
<td>1:00PM</td>
</tr>
<tr>
<td></td>
<td>OZASIA Film Program: Screwdriver (Mafak)</td>
<td>ADELAIDE</td>
<td>5:00PM</td>
</tr>
<tr>
<td></td>
<td>Hands on Slam Workshop</td>
<td>ADELAIDE</td>
<td>5:00PM</td>
</tr>
<tr>
<td></td>
<td>Tea Tasting &amp; Appreciation</td>
<td>PORT ADELAIDE</td>
<td>10:30AM</td>
</tr>
<tr>
<td></td>
<td>Tours of the St Peters Billabong</td>
<td>ST PETERS</td>
<td>Various</td>
</tr>
<tr>
<td></td>
<td>What The Day Owes To The Night</td>
<td>ADELAIDE</td>
<td>7:00PM</td>
</tr>
<tr>
<td>23 OCT</td>
<td>Award winning Sustainable Garden Tours</td>
<td>PAYNEHAM SOUTH</td>
<td>10:30AM</td>
</tr>
<tr>
<td></td>
<td>Comedy Play Readings with John Ovenden &amp; friends</td>
<td>FELIXSTOW</td>
<td>7:00PM</td>
</tr>
<tr>
<td></td>
<td>Interactive showcase by ECH</td>
<td>HAPPY VALLEY</td>
<td>1:00PM</td>
</tr>
<tr>
<td></td>
<td>OZASIA Film Program: Screwdriver (Mafak)</td>
<td>ADELAIDE</td>
<td>5:00PM</td>
</tr>
<tr>
<td></td>
<td>Hands on Slam Workshop</td>
<td>ADELAIDE</td>
<td>5:00PM</td>
</tr>
<tr>
<td></td>
<td>Tea Tasting &amp; Appreciation</td>
<td>PORT ADELAIDE</td>
<td>10:30AM</td>
</tr>
<tr>
<td></td>
<td>Tours of the St Peters Billabong</td>
<td>ST PETERS</td>
<td>Various</td>
</tr>
<tr>
<td></td>
<td>What The Day Owes To The Night</td>
<td>ADELAIDE</td>
<td>7:00PM</td>
</tr>
<tr>
<td>24 OCT</td>
<td>Award winning Sustainable Garden Tours</td>
<td>PAYNEHAM SOUTH</td>
<td>10:30AM</td>
</tr>
<tr>
<td></td>
<td>Bistro on Mawson</td>
<td>MAWSON LAKES</td>
<td>5:30PM</td>
</tr>
<tr>
<td></td>
<td>Interactive showcase by ECH</td>
<td>VICTOR HARBOR</td>
<td>1:00PM</td>
</tr>
<tr>
<td></td>
<td>Movies at the Library - Johnny English</td>
<td>FELIXSTOW</td>
<td>2:00PM</td>
</tr>
<tr>
<td></td>
<td>Music Morning in the Garden</td>
<td>SALISBURY</td>
<td>10:30AM</td>
</tr>
<tr>
<td></td>
<td>Rainbow Hub Lunch</td>
<td>ADELAIDE</td>
<td>12:00PM</td>
</tr>
<tr>
<td></td>
<td>Seniors Slam Off</td>
<td>ADELAIDE</td>
<td>6:30PM</td>
</tr>
<tr>
<td></td>
<td>Tamarind Curator Tour at the Art Gallery of South Australia</td>
<td>ADELAIDE</td>
<td>3:00PM</td>
</tr>
<tr>
<td></td>
<td>Walk The Plank and Other Virtual Reality</td>
<td>MADILL</td>
<td>2:30PM</td>
</tr>
<tr>
<td></td>
<td>What exactly is the Internet of Things?</td>
<td>FULHAM</td>
<td>10:30AM</td>
</tr>
<tr>
<td></td>
<td>Beyond Bingo - A Modern Take on Community Centres</td>
<td>HOVE</td>
<td>10:00AM</td>
</tr>
<tr>
<td></td>
<td>Bistro on Buxton</td>
<td>NORTH ADELAIDE</td>
<td>5:00PM</td>
</tr>
<tr>
<td></td>
<td>Bistro on The Grove</td>
<td>GOLDEN GROVE</td>
<td>5:30PM</td>
</tr>
<tr>
<td></td>
<td>Cyber Safety: Avoiding Scams &amp; Staying Safe Online</td>
<td>ST PETERS</td>
<td>10:00AM</td>
</tr>
<tr>
<td></td>
<td>Don’t Act Your Age</td>
<td>ADELAIDE</td>
<td>10:00AM</td>
</tr>
<tr>
<td></td>
<td>Fermented Food Workshop</td>
<td>STEPNEY</td>
<td>10:00AM</td>
</tr>
<tr>
<td></td>
<td>Interactive showcase by ECH</td>
<td>WALKERVILLE</td>
<td>1:00PM</td>
</tr>
<tr>
<td></td>
<td>OZ ASIA Film Program: Honeyland</td>
<td>ADELAIDE</td>
<td>10:45AM</td>
</tr>
<tr>
<td></td>
<td>Seascape Painting Workshop</td>
<td>VICTOR HARBOR</td>
<td>12:30PM</td>
</tr>
<tr>
<td></td>
<td>The Cachet of Croquet</td>
<td>ADELAIDE</td>
<td>1:00PM</td>
</tr>
<tr>
<td>25 OCT</td>
<td>An Andrew Sisters Tribute</td>
<td>RENMARK</td>
<td>2:30PM</td>
</tr>
<tr>
<td></td>
<td>Award winning Sustainable Garden Tours</td>
<td>PAYNEHAM SOUTH</td>
<td>10:30AM</td>
</tr>
<tr>
<td></td>
<td>OZASIA Film Program: Bubul Can Sing</td>
<td>ADELAIDE</td>
<td>2:00PM</td>
</tr>
<tr>
<td></td>
<td>OZASIA Film Program: Ride Your Wave</td>
<td>ADELAIDE</td>
<td>4:00PM</td>
</tr>
<tr>
<td></td>
<td>Prospect Spring Fair</td>
<td>BROADVIEW</td>
<td>9:00AM</td>
</tr>
<tr>
<td></td>
<td>Tours of the St Peters Billabong</td>
<td>ST PETERS</td>
<td>10:00AM</td>
</tr>
<tr>
<td></td>
<td>Whatever Happened To The (Amazing) Moselles?</td>
<td>MITCHAM</td>
<td>7:30PM</td>
</tr>
<tr>
<td>26 OCT</td>
<td>Adelaide Sings</td>
<td>PASADENA</td>
<td>2:00PM</td>
</tr>
<tr>
<td></td>
<td>Art School Tour and Tea</td>
<td>GLENSIDE</td>
<td>10:00AM</td>
</tr>
<tr>
<td></td>
<td>Introduction to Drawing</td>
<td>GLENSIDE</td>
<td>1:00PM</td>
</tr>
<tr>
<td></td>
<td>OZASIA Film Program: One Child Nation</td>
<td>ADELAIDE</td>
<td>2:00PM</td>
</tr>
<tr>
<td></td>
<td>OZASIA Film Program: Beanpole (Dylda)</td>
<td>ADELAIDE</td>
<td>4:00PM</td>
</tr>
<tr>
<td></td>
<td>Tai Chi in the Park</td>
<td>STEPNEY</td>
<td>10:30AM</td>
</tr>
<tr>
<td></td>
<td>Whatever Happened To The Amazing Moselles?</td>
<td>MITCHAM</td>
<td>3:00PM</td>
</tr>
<tr>
<td>27 OCT</td>
<td>Prospect Spring Fair</td>
<td>BROADVIEW</td>
<td>9:00AM</td>
</tr>
<tr>
<td></td>
<td>Whatever Happened To The Amazing Moselles?</td>
<td>MITCHAM</td>
<td>3:00PM</td>
</tr>
<tr>
<td></td>
<td>What The Day Owes To The Night</td>
<td>ADELAIDE</td>
<td>7:00PM</td>
</tr>
<tr>
<td></td>
<td>What The Day Owes To The Night</td>
<td>ADELAIDE</td>
<td>7:00PM</td>
</tr>
<tr>
<td></td>
<td>Touring the St Peter's Billabong</td>
<td>ST PETERS</td>
<td>10:00AM</td>
</tr>
<tr>
<td></td>
<td>Whatever Happened To The Amazing Moselles?</td>
<td>MITCHAM</td>
<td>3:00PM</td>
</tr>
<tr>
<td>28 OCT</td>
<td>Tours of the St Peters Billabong</td>
<td>ST PETERS</td>
<td>10:00AM</td>
</tr>
<tr>
<td></td>
<td>What The Day Owes To The Night</td>
<td>ADELAIDE</td>
<td>7:00PM</td>
</tr>
<tr>
<td></td>
<td>What The Day Owes To The Night</td>
<td>ADELAIDE</td>
<td>7:00PM</td>
</tr>
<tr>
<td>29 OCT</td>
<td>Tours of the St Peters Billabong</td>
<td>ST PETERS</td>
<td>10:00AM</td>
</tr>
<tr>
<td></td>
<td>What The Day Owes To The Night</td>
<td>ADELAIDE</td>
<td>7:00PM</td>
</tr>
<tr>
<td>30 OCT</td>
<td>Tours of the St Peters Billabong</td>
<td>ST PETERS</td>
<td>10:00AM</td>
</tr>
<tr>
<td></td>
<td>What The Day Owes To The Night</td>
<td>ADELAIDE</td>
<td>7:00PM</td>
</tr>
<tr>
<td>31 OCT</td>
<td>Tours of the St Peters Billabong</td>
<td>ST PETERS</td>
<td>10:00AM</td>
</tr>
<tr>
<td></td>
<td>What The Day Owes To The Night</td>
<td>ADELAIDE</td>
<td>7:00PM</td>
</tr>
</tbody>
</table>
## EVENTS CALENDAR

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Time</th>
<th>Location</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-31 OCT</td>
<td>Artist of the Month - Leanne Hamilton-Kennear</td>
<td>12:00PM</td>
<td>MAGILL</td>
<td>57</td>
</tr>
<tr>
<td>1-31 OCT</td>
<td>Mitcham Active Arts Festival</td>
<td>Various</td>
<td>MITCHAM</td>
<td>26</td>
</tr>
<tr>
<td>1-18 OCT</td>
<td>Our 150 Years in Education</td>
<td>9:00AM</td>
<td>TUSMORE</td>
<td>26</td>
</tr>
<tr>
<td>4-25 OCT</td>
<td>‘Out of Line’ group Art Exhibition</td>
<td>12:00PM</td>
<td>MAGILL</td>
<td>60</td>
</tr>
<tr>
<td>5-20 OCT</td>
<td>Ikebana exhibition</td>
<td>12:00PM</td>
<td>UNLEY</td>
<td>60</td>
</tr>
<tr>
<td>8-23 OCT</td>
<td>Clothing for Good Exhibition</td>
<td>9:00AM</td>
<td>UNISA</td>
<td>59</td>
</tr>
<tr>
<td>8-23 OCT</td>
<td>Visualising Mental Health Exhibition</td>
<td>9:00AM</td>
<td>ADELAIDE</td>
<td>63</td>
</tr>
<tr>
<td>10-13 OCT</td>
<td>Port Pirie Country Music Festival</td>
<td>7:30PM</td>
<td>PORT PIRIE SOUTH</td>
<td>44</td>
</tr>
<tr>
<td>14-28 OCT</td>
<td>City of Campbelltown ZestFest Celebrations</td>
<td>Various</td>
<td>CAMPBELLTOWN</td>
<td>23</td>
</tr>
<tr>
<td>14-27 OCT</td>
<td>Copper Coast Celebrates ZestFest</td>
<td>Various</td>
<td>KADINA</td>
<td>25</td>
</tr>
<tr>
<td>14-28 OCT</td>
<td>EmbOLDen Workshops</td>
<td>Various</td>
<td>ADELAIDE</td>
<td>18</td>
</tr>
<tr>
<td>17 OCT-2 NOV</td>
<td>I didn’t see it coming!</td>
<td>6:00PM</td>
<td>NORDWOOD</td>
<td>59</td>
</tr>
<tr>
<td>18-20 OCT</td>
<td>Adelaide Antique Fair</td>
<td>10:00AM</td>
<td>WAYVILLE</td>
<td>22</td>
</tr>
<tr>
<td>18-27 OCT</td>
<td>Back2Back short show festival</td>
<td>2:00PM</td>
<td>HILTON</td>
<td>36</td>
</tr>
<tr>
<td>21-25 OCT</td>
<td>City of Unley - Make Your Move</td>
<td>Various</td>
<td>UNLEY</td>
<td>23</td>
</tr>
<tr>
<td>22-24 OCT</td>
<td>U3A Adelaide Hills Rendezvous19</td>
<td>10:00AM</td>
<td>HAHNDORF</td>
<td>55</td>
</tr>
<tr>
<td>23-26 OCT</td>
<td>The Forgettory</td>
<td>7:00PM</td>
<td>ADELAIDE</td>
<td>45</td>
</tr>
<tr>
<td>24 OCT-2 NOV</td>
<td>The Prisoner of Second Avenue</td>
<td>08:00PM</td>
<td>OAKLANDS PARK</td>
<td>47</td>
</tr>
<tr>
<td>26 OCT-2 NOV</td>
<td>50 plus 1</td>
<td>2:00PM</td>
<td>PORT ADELAIDE</td>
<td>57</td>
</tr>
</tbody>
</table>

## EXTENDED EVENTS

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Time</th>
<th>Location</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>28 OCT</td>
<td>Interactive showcase by ECH</td>
<td>1:00PM</td>
<td>SMITHFIELD</td>
<td>30</td>
</tr>
<tr>
<td>29 OCT</td>
<td>Wellness Workshop</td>
<td>2:00PM</td>
<td>PORT PIRIE</td>
<td>55</td>
</tr>
</tbody>
</table>
Proud strategic and creative partner of COTA SA

As an integrated marketing communications agency, we combine strategic thinking with creativity to build and protect the reputations of our clients across Australia.

Discuss your next project with us
Telephone +61 8 8331 1444
hello@communikate.net.au
20th January 2020

P W Lorimer
Unit 5 144 Beulah Road
Norwood
South Australia 5067
Email pw.lorimer@bigpond.net.au

Her Worship, Mayor
Ms Elizabeth Fricker and Elected Members
Town of Walkerville
PO Box 55
Walkerville
South Australia 5081

Through Ms. Kiki Magro
Chief Executive Officer

Dear Madam Mayor and Elected Members,

I am writing to request consideration be given to installing two Automated External Defibrillators (AED’s) on Walkerville Terrace and one at the Walkerville Oval and sports club for use by members of the public, council staff or others in the event of a person collapsing from a cardiac arrest. All three sites have been chosen because of their location and focus within the community but would ultimately be at your discretion. An AED interprets life-threatening cardiac arrhythmias, ventricular fibrillation (VF) and ventricular tachycardia (VT), in a cardiac arrest and through the delivery of an electrical shock is able to restore the heart to a normal rhythm.

Both of the AED’s on Walkerville Terrace would be fixed externally and be accessible twenty-four hours a day fulfilling the concept of Public Access Defibrillation. One of the AED’s would be installed at the Civic and Community Centre “symbolic hub” of the Town of Walkerville and the other at Mary P Harris “Bundilla” Reserve.

Although the residential population of Walkerville is considered relatively small, 7,944, estimated in 2018, when compared with other local government areas, it has a growing popularity from people living in neighboring suburbs and others transiting through the area (Jd Consulting Pty Ltd n.d.). The central hub being the Civic and Community Centre provides services, library, resources and meeting rooms for residents, visitors and others. Within the vicinity is a hotel, café’s and general service providers. Mary P Harris “Bundilla” Reserve is adjacent to Walkerville Terrace Shopping Centre, The Watson Adelaide Hotel, a smaller shopping complex, café’s, restaurant and River Torrens Linear Park Trail. The Walkerville Oval and sports club is centrally located and provides a venue for a wide range of sporting activities. Overall the population of the Town of Walkerville is expected to progressively increase given its proximity to central Adelaide, uniqueness and provision of services offered.

The evidence for the placement of AED’s in the community is both overwhelming and compelling when reviewing research data that focuses on the occurrence of cardiac arrest and early defibrillation. In this document research outcomes relating to cardiac arrest have been comprehensively discussed and include rationale for using an AED that is evidenced-based. The paper reflects on outcomes of research from eminent health professions, Australian Resuscitation Council and legal practitioners.

Cardiac Arrest - General - Key elements:

- There are 30,000 estimated cardiac arrest events in Australia with only 9-10% survival rate each year
- It is also estimated that 95% of all cardiac arrest die before reaching hospital This equates to 27,000 deaths, approximately, more than triple that of breast, prostate and skin cancers combined (Teake Heart Australia n.d.)
- VF or VT are the most frequent rhythms
- Treatment for VF and VT is defibrillation
- Goal is to minimise collapse to shock (defibrillation) interval to maximise survival and quality outcomes
- Defibrillation most effective within three minutes of a cardiac arrest
• The effectiveness of defibrillation diminishes rapidly over time. Survival after a cardiac arrest decreases dramatically by 7-10% with every minute that defibrillation is delayed (Australian Resuscitation Council 2017)

• On most occasions ambulance intervention Priority 1 (life threatening) response 71.7% within eight minutes of initial call – outside of optimal time for defibrillation – estimated that 95% of all cardiac arrest will die before reaching hospital (South Australian Ambulance Service 2019)

• Unlikely for CPR to revert VF

• There is no legal impediment to using an AED

• The use of AED’s should not be restricted to trained personnel

• Defibrillation saves lives.

In South Australia for example there is no legal impediment to using an AED and the Civil Liability Act 1936, Good Samaritan clause, safeguards individuals who provide assistance in a life-threatening emergency. The law ensures that a Good Samaritan cannot be sued while providing assistance to someone in an emergency unless their ability to exercise due care is affected by alcohol or another recreational drug (South Australian Government 2002). The provisions are clear and unambiguous. The excuse of inaction because of potential liability is not justified and demonstrates both bias and or ignorance on part of the individual. In Australia there has been no legal cases where a Good Samaritan has been deemed to be negligent in providing assistance to others in an emergency (Australian Emergency Law 2019).

The importance of AED’s to save lives cannot be underestimated and there is growing public awareness within the general community through PAD programmes demonstrated by:

• Kangaroo Island “HeartSAFEKI” programme have installed in excess of 30 AED’s (The KI Islander 2018)

• Adelaide City Council within obligations of the Public Health Act (2011) and with the support of both South Australian Ambulance Service and Heart Foundation have installed 26 AED’s across Adelaide and North Adelaide (City of Adelaide n.d.)

• St John Ambulance Australia, South Australia Inc., “Every Heartbeat Matters” programme, in collaboration with the Australian Hotels Association, Clubs SA – Licensed Clubs’ Association of Australia and On the Run (OTR), have a goal of installing approximately 312 and 35 AED’s respectively, into South Australian Communities by the end of 2020 (St John Ambulance Australia, South Australia Inc. 2018)

• GoodSAM Smartphone Activated Medics — Ambulance Victoria incorporating GoodSAM Responder programme – with partnered organisations that include St John Ambulance Victoria Inc., Country Fire Authority, Life Saving Victoria, Chevra Hatzolah, Australian Volunteer Coast Guard and health professionals registered with the Australian Health Practitioner Regulation Agency (AHPRA) (Ambulance Victoria 2016)

• Private Member’s Bill, introduced 16 October 2019, South Australian Parliament, Legislative Council-No 121, Automated External Defibrillators (Public Access) Bill 2019

• City of Norwood Payneham and St Peters have installed two 24-hour accessible AED’s at The Parade Norwood and Felixstow Reserve (City of Norwood Payneham and St Peters 2020).

The South Australian Parliament is currently discussing “Automated External Defibrillators (Public Access) Bill 2019”, requiring the provision of Defibrillators in all public buildings or facilities, education establishments, leisure, sports, retirement complexes and designated emergency vehicles (South Australian Government 2019).

The decision on the placement of AED’s whether internal or external to the facility should be based on maximising survival and quality outcomes of the collapsed person. Both of these goals are achieved, in part, by minimising collapse to shock (defibrillation) interval and ease of access of the device twenty four hours a day by members of the public. A research study by Sun et al. 2016, focusing on both the placement and accessibility of AED’s in Toronto, Canada, identified that AED access by members of the public over a twenty four hour period was limited because of the nature and business hours of the facility. Of the number of registered AED’s available over a twenty four hour period there was a significant decline at night compared with the number available during the day with 31% and 96% respectively.
The overarching goal of Community Wellbeing and policy documents that include five key Outcomes of the 2016-2020 Living in the Town of Walkerville: a strategic community plan, in particular, the Vision: A Council that supports the aspirations and wellbeing of the community, Outcome 4, Healthy, connected and inspired community and Community Survey, March 2019, supports the placement of AED’s on Walkerville Terrace and at the Walkerville Oval and sports club.

The placement of AED’s also ensures obligations and responsibilities relating to a duty of care and Occupational Health, Welfare and Safety of both residents and others are fulfilled. Considering the population demographics and the retail profile of both residents and visitors it is more than a probability that a number of cardiac arrest events will occur over time within the precinct. The outcome from a cardiac arrest event will be dependent upon the accessibility and use of an AED - Every Second Counts.

Preliminary costing for one device (LIFEPAK CR2 WIFI FA – Product code: 8880120) would be in the vicinity of $2,595, including GST, cabinet and signage. Following installation, all AED’s would be registered with the South Australian Ambulance Service (SAAS) and in a cardiac arrest situation the ambulance service would provide instructions in the use of an AED and resuscitation process, if required.

In summary, I believe the availability of AED’s within the Town of Walkerville will save lives. Through the installation of all three AED’s it will clearly demonstrate a proactive approach in ensuring the wellbeing and safety of residents and others as well as embracing the Vision, goals related to 2016-2020 Living in the Town of Walkerville: a strategic community plan and to demonstrate a commitment to supporting outcomes of the 2019 Community Survey (Town of Walkerville, 2016 and 2019).

I would be willing to discuss this proposal with you and ask you to contact me on mobile number 0400 193 922 at your convenience.

Thanking you for considering this request.

Yours faithfully,

Peter W. Lorimer OAM, CSTJ, RN, JP, FACN.
Discussion:

**Automated External Defibrillator (AED)**

AED's are computerised, reliable and simple to operate, enabling laypersons to use this life saving device. Voice prompts and screen displays direct the user through a series of actions that are required to operate the defibrillator.

In one study sixth grade children were compared with paramedics in the use of AED's with only marginal differences in the speed and application of the equipment (Part 4: The Automated External Defibrillator: Key Link in the Chain of Survival 2000).

The Australian Resuscitation Council 2016, p. 2 states:

“AED use should not be restricted to trained personnel. Allowing the use of AEDs by individuals without prior formal training can be beneficial and may be life saving.”

**Rationale:**

In Australia each year there are 30,000 people who collapse from a cardiac arrest with only 9-10% of those surviving. It is also estimated that 95% of all cardiac arrest die before reaching hospital. This equates to 27,000 deaths, approximately, more than triple that of breast, prostate and skin cancers combined. If there is no intervention (defibrillation and/or CPR) within four minutes of the cardiac arrest occurring the person will have brain damage and is unlikely to survive after ten minutes (Take Heart Australia n.d.). The International Liaison Committee on Resuscitation, European Resuscitation Council and the Australian Resuscitation Council have all adopted the metaphor Chain of Survival that refers to a series of actions that when properly executed reduces mortality associated with cardiac arrest and includes Early Access to emergency response system (000), Early CPR to support circulation to the heart and brain until normal heart activity is restored, **Early Defibrillation** to treat cardiac arrest caused by VF or VT and Early Advanced Care by ambulance and hospital personnel (Monsieurs et al. 2015).

One of the first studies in Australia focusing on cardiac arrest and survival outcomes was based on a cardiac arrest response strategy by St John Ambulance Australia volunteers at the Melbourne Cricket Ground (MCG) and Shrine of Remembrance. The study relates to twenty-eight cardiac arrest events at these two venues that occurred between December 1989 and December 1997. The likelihood of a cardiac arrest occurring at the MCG was determined to be 1:500 000 attendances. There were 28 patients who had a cardiac arrest during this time-frame, 24 (86%) left the venue alive and 20 (71%) were discharged home from hospital. The initial rhythm identified in patients was VF and all 28 patients (93%) were defibrillated within 5 min from the time of collapse (Wassertheil et al. 2000).

Zeitz et al 2010, in South Australia undertook a demographic retrospective review of Out of Hospital cardiac arrest (OHCA) cases by the South Australian Ambulance Service over a thirty-month period. A total of 1305 patients were identified from both metropolitan and rural locations. Results of the study were that patients had a mean value age of 66.3 years, 517 (39.6%) were transported to hospital, 838 (64.2%) of cardiac arrests were witnessed. Bystander cardiopulmonary resuscitation (CPR) was performed in 495 (37.9%) of cases. The rhythm on arrival was VF or VT in 419 (32.1%) cases, and 315 (24.1%) of all arrests had return of spontaneous circulation (ROSC) before or on arrival of the ambulance at hospital. For those cases that were witnessed by ambulance personnel (n=121), the incidence of ROSC was 47.1%. This study did not focus on use of an AED prior to ambulance arrival, survival outcomes or neurological integrity on discharge from hospital.

Although data is unreliable it has been estimated that there are in excess of 1800 cardiac arrest events each year in South Australia (South Australian Ambulance Service 2018). There are 3,600 people, approximately, annually, in New South Wales who experience an OHCA with an associated mortality rate of 90%. Between the period 2009-10 there were 48.4 OHCA for every 100,000 of the population (New South Wales Resuscitation Council n.d.).

Early defibrillation is critical for survival from cardiac arrest and the most frequent rhythm in witnessed cardiac arrest is VF. The treatment for VF is defibrillation. The speed in which defibrillation is performed for the treatment of VF cardiac arrest is the major determinant for survival and preservation of normal body functions. Successful outcome from cardiac arrest is solely dependent upon the time from collapse to shock interval. The effectiveness of defibrillation diminishes rapidly over time. Survival after a cardiac arrest decreases dramatically to 7-10% with every minute that defibrillation is delayed. If defibrillation is delayed the survival rate is 50%, approximately, at 5 minutes, 30%, approximately, at 7 minutes, 10%, approximately, at 9-11 minutes and 2%-5%, approximately, in excess of 12 minutes (Part 4: The Automated External Defibrillator: Key Link in the Chain of Survival 2000 and Lorimer et al. 2001).
It is unlikely that basic CPR will convert VF to a normal cardiac rhythm but appears to prolong it and contributes to preserving, to some degree, both heart and brain function (Lorimer et al. 2001).

In a study by Do et al. 2012, found a high number of patients attended by ambulance paramedics for cardiac arrest were already deceased. Outcomes of the study found 59% of patients were deceased by the time of examination by ambulance personnel. Of those cardiac arrest patients presenting to an emergency department 61% were deceased on arrival or died soon after. The majority of cardiac arrests or death occurred outside business hours, in residential areas and amongst persons who were aged 65yrs and over.


<table>
<thead>
<tr>
<th>Priority level</th>
<th>2017–18</th>
<th></th>
<th>2018–19</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Performance: percentage ambulance intervention within minutes</td>
<td>Target: percentage ambulance intervention within minutes</td>
<td>Performance: percentage ambulance intervention within minutes</td>
<td>Target: percentage ambulance intervention within minutes</td>
</tr>
<tr>
<td>Priority 1 (life-threatening)</td>
<td>70.6% within 8 minutes</td>
<td>60% within 8 minutes</td>
<td>87.1% within 8 minutes</td>
<td>60% within 8 minutes</td>
</tr>
<tr>
<td>Priority 2 (potentially life-threatening)</td>
<td>84.7% within 16 minutes</td>
<td>95% within 16 minutes</td>
<td>82.3% within 16 minutes</td>
<td>95% within 16 minutes</td>
</tr>
<tr>
<td>Priority 3 (urgent but not life-threatening)</td>
<td>66.7% within 30 minutes</td>
<td>92% within 30 minutes</td>
<td>52.1% within 30 minutes</td>
<td>92% within 30 minutes</td>
</tr>
</tbody>
</table>

(South Australian Ambulance Service 2018 and 2019).

When comparing SAAS Performance and Target indices with optimal time for defibrillation a substantial number of cardiac arrest victims would be deceased before the arrival of an ambulance. Based on a Priority 1 (life-threatening) response and ambulance intervention within eight minutes of the initial call the likelihood of survival would only be 20%, not including delays at the time to summon help.

Access to an AED is fundamental to improving survival from cardiac arrest and if defibrillation is delivered quickly, up to 75% of victims may survive. Defibrillation is most effective when carried out within three minutes of a cardiac arrest.

Jacobs 2004, p. 3 states:

“Survival from out of hospital cardiac arrest in Australia remains poor with less than 10% of victims leaving hospital alive. Factors which have been identified as those influencing outcome include the underlying cardiac rhythm, the early initiation of Cardiopulmonary Resuscitation (CPR) and early defibrillation.

Time to defibrillation has been shown to be a key factor that influences survival which has been demonstrated in numerous studies. The non linear relationship is in the order of about a 23% reduction in survival per minute. Expressed in another way, this represents a reduction in survival of approximately 10% for every minute the patient is in cardiac arrest due to ventricular fibrillation (VF).

The use of Automated External Defibrillators (AEDs) by targeted responders saves lives. This has been demonstrated in a number of prospective observational studies.”

Although patient outcome or survival data relating to cardiac arrest in Australia is limited some progress has been made in Victoria when comparing data with the international benchmark Utstein criteria for cardiac arrest survival, bystander-witnessed in a shockable rhythm, with 38% of patients surviving to hospital discharge. When reviewing rates for Greater Melbourne 41% of patients meeting these criteria survived to hospital discharge. These outcomes compare favorably with the United Kingdom with 35% of OHCA treated by London Ambulance Service surviving to hospital discharge. Overall for England the survival to discharge rate for OHCA was 30% (Ambulance Victoria 2019).

Research in Denmark from a registry-based study of 2,500 OHCA over period 2008-2016 has demonstrated that the use of AED’s by bystanders tripled and thirty-day survival nearly doubled when AED’s were both available and accessible in the community (Karstson et al. 2019).
As sighted in the Seattle and King County, 2019 Annual Report, there were 292 cardiac arrest cases where CPR and or an AED was used by bystanders before the arrival of Emergency Medical Service (EMS) with 142 or 49% surviving to hospital discharge. Overall cardiac arrest outcomes that includes EMS treated cardiac arrest survival to hospital discharge was 56% for arrests among the Utstein group which is unprecedented in the global context. Of significance to lives saved is the high participation rate of bystander CPR (67%) which is considered to be the highest ever reported (Division of Emergency Medical Services 2019).

In discussing bystander defibrillation in relation to public versus residential locations Hansen et al. 2017 states:

“The placement of automated external defibrillators (AEDs) in public places such as airports, sport facilities, offices, casinos, and aircrafts, is associated with survival rates of out-of-hospital cardiac arrest (OHCA) as high as 74%.”

In the United States researchers using the national Cardiac Arrest Registry to Enhance Survival (CARES) database reviewed 59,752 cases of adult OHCA, benefits of bystander CPR and use of an AED from period 2016. The study concluded that survival to hospital discharge was higher for those who received bystander CPR than for those who did not (21.5 per cent vs 12.9 per cent). Bystander CPR alone was associated with 25,317 healthy life years saved but when coupled with use of an AED significantly increased to 35,407 healthy years saved, reducing both mortality and morbidity (Coute et al. 2019).

In a study by Access Economics in 2010 for St John Ambulance Australia it was estimated that the average person who died from a cardiac arrest would have been expected to live for another ten years, approximately. From this perspective PAD programmes, based on research at the time, would have saved 290 life years. With the estimated costs of $1.26 million for such programmes this equates to $4,343 per Disability-Adjusted Life Year (DALY), which is highly cost effective given that the Australian Department of Finance and Deregulation in 2007 estimated the value per year of a healthy life to be worth $151,000. Exponentially in today’s environment, both individual productivity and the broader economy would benefit significantly if the survival rate from OHCA dramatically increased from 9-10% as the result of early defibrillation and community based PAD programmes.

Summary:

From the above studies and discussion it is clear that early defibrillation in the context of cardiac arrest is life saving. Defibrillation is the primary intervention for persons with a cardiac arrest. There is a direct relationship between cardiac arrest and time to defibrillation for optimal survival outcomes. Attendance by ambulance personnel in most instances exceed 3-5 minutes time frame for defibrillation based on studies from PAD programmes and ambulance service performance and target outcomes data. It is further acknowledged that anyone who has full cognitive ability can use an AED simply by following a series of visual and audible prompts (Part 3: Adult Basic Life Support 2000).

References:


© 7th January 2019
Revised: January 2020.
7 February 2020

Council Mayor
Via email

Dear Mayor

I am writing to let you know that over these past months the State Planning Commission has genuinely listened and heard your concerns about the timeframes for implementation of the draft Planning and Design Code (the Code).

Today, the Minister for Planning has advised his intention to reintroduce a Bill to Parliament to amend the Planning, Development and Infrastructure Act 2016. This Bill will remove the deadline of 1 July 2020 for full implementation of the Code, enabling the timeframe to be set by proclamation in the South Australian Government Gazette.

The Minister has accepted our recommendation to provide councils, industry and the community more time to understand and prepare for the Code’s implementation in the rural (Phase Two) and urban (Phase Three) areas of our State. This Bill will help enable all stakeholders to feel comfortable and confident with the introduction of our new planning system.

This additional step and extension of time will allow users of the new ePlanning platform to become familiar, trained and business ready prior to its implementation. It will facilitate more time for validation and testing plus potentially enable improvements to be made to the system, should they be required. It will also allow practitioners to better understand the new Code and how to navigate it.

As consultation on the draft Phase Two Code is complete, we can now put in place a comprehensive readiness program to assist council and other users in their preparations. Phase Two will be implemented in July 2020.

As Phase Three Code consultation is still open, the range of matters and potential for change is not yet fully known, however we expect a similar extension of time and as such anticipate that Phase Three will be implemented in September.

Please note that this will not result in a further period of consultation on the Code – which has already had an extensive period of consultation – Phase Two has already closed and Phase Three will be closing at midnight on 28 February 2020.
Extra time provides opportunity for people to see the finalised Code and ePlanning solution before our new system goes live – which is the core concern expressed to date.

Once the Bill is reintroduced to Parliament we will provide further information about the new timelines for implementation of our new planning system. In the meantime you can keep up to date with the new system by visiting www.saplanningportal.sa.gov.au.

Kind regards,

Michael Lennon
Chair
State Planning Commission
3 February 2020

Mayor Elizabeth Fricker, Ms Kiki Magro
Town of Walkerville
PO Box 55
WALKERVILLE SA 5081

Re: Public concern around 5G mobile networks and impact on people and the environment

Dear Mayor Fricker and Ms Magro

I am writing to you with information about the new generation of mobile phone technology - 5G. In recent months, the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) has received a growing number of enquiries from local governments around Australia with respect to 5G mobile networks and concerns about the impact on the health of individuals or the environment. As such, I wanted to take the opportunity to provide you with some technical information that may assist should you receive similar enquiries.

ARPANSA is the Australian Government’s primary authority on radiation protection and nuclear safety. This includes electromagnetic radiation, including from radio waves like those used in wireless communications, such as 5G mobile networks. In order to provide the best advice on the protection of the Australian public from the effects of radiation, ARPANSA undertakes its own research and reviews relevant scientific research. This includes research and reviews of exposure to radio waves from telecommunications sources such as mobile phone base stations – sometimes called ‘towers’.

ARPANSA has no role in promoting the deployment of the 5G network, and no decision-making role regarding the regulatory arrangements. The Australian Communications and Media Authority (ACMA) regulates radio waves from mobile phone base stations and other communications installations. The ACMA’s regulatory arrangements require base stations to comply with the exposure limits in ARPANSA’s Radiation Protection Standard for Maximum Exposure Levels to Radiofrequency Fields - 3 kHz to 300 GHz (‘ARPANSA RF Standard’). The ARPANSA RF Standard is designed to protect people of all ages and health status against all known adverse health effects from exposure to radio waves.

Exposure to sufficiently high levels of radio waves can heat biological tissue and potentially cause tissue damage. However, the amount of environmental radio waves routinely encountered by the general public from telecommunications sources is far too low to produce significant heating or increased body temperature. At low levels of exposure to radio waves (that is, intensities lower than those that would produce measurable heating) the evidence for harmful health effects is ambiguous and unproven. Although there have been studies reporting a range of biological effects at low levels, there has been no indication that such effects might constitute a hazard to human health or the environment.
In a 2016 measurement survey that ARPANSA conducted on radio wave levels in the environment, we found that exposure to traditional radio broadcasts, particularly AM radio, continues to be the most dominant source of background exposure for radio waves, with exposure 50,000 times below the safety limit in the ARPANSA RF Standard. Deployment of technologies to support 5G mobile networks including small cells in close proximity to people’s homes is unlikely to change this situation, with the radio wave exposure from current mobile networks currently being on average 500,000 times below the safety limit.

The 5G mobile networks in Australia will initially use frequencies in the current mobile phone network, then move to higher frequencies in the future. It is important to note that higher frequencies do not mean higher exposure. It’s not expected that the higher frequencies from 5G technologies, where they are still below the limits of the ARPANSA RF Standard, will cause any health effects or impact to the environment.

Authorities around the world including ARPANSA and the World Health Organization have examined the scientific evidence regarding possible health effects from base stations and mobile phones. Current research indicates that there are no established health effects, including cancer, from the low exposure to radio waves from mobile phone base station antennas.

ARPANSA continues to review the research into the potential health effects of radio wave emissions from base stations and other sources in order to provide accurate and up-to-date advice to the Government and the Australian people. Further information or fact sheets on this and other topics can be obtained from the ARPANSA website (https://www.arpansa.gov.au). We also operate a Talk to a Scientist program that provides a unique opportunity for the public and community to talk directly with our scientists on issues about radiation exposure and protection in Australia. You are welcome to refer any individuals seeking information on 5G technologies to this program via the details on the ARPANSA website (https://www.arpansa.gov.au/talk-to-a-scientist).

You may also be aware that the Commonwealth Government recently announced a $9 million program over four years\(^1\) to provide additional funding for research and to deliver accessible information to communities about the safety of regulated radio waves from telecommunications facilities. Relevant departments and agencies including ARPANSA are working on the detail and deployment of this program, and I expect further information will be provided in future.

I hope this information provides some assurance around the state of the science, and assists you with managing any concerns raised in your local government area.

Yours sincerely

[Signature]

Dr Gillian Hirth
Chief Radiation Health Scientist
Australian Radiation Protection and Nuclear Safety Agency

1. 5G is the 5th generation in mobile phone technology.

2. 5G emits radio waves, also called radiofrequency electromagnetic energy (RF EME).

3. There are no established short term or long term health effects to people or the environment from radio waves at the power levels used for 5G.

4. 5G will initially use the same type of radio waves as 4G. In the future, 5G will use ‘millimetre waves’.

   Millimetre waves cannot travel as far as those used in 4G, so more small cell base stations are required.

5. ARPANSA maintains the health standard for all RF EME. The Standard is consistent with international best practice and is reviewed regularly as new research emerges.

For more information visit arpansa.gov.au