CITY OF WEST TORRENS



Notice of Council & Committee Meetings

NOTICE IS HEREBY GIVEN in accordance with Sections 83, 84, 87 and 88 of the Local Government Act 1999, that a meeting of the

Council

and

- Finance and Regulatory Prescribed Standing Committee
- Strategy and Community Prescribed Standing Committee

of the

CITY OF WEST TORRENS

will be held in the Council Chambers, Civic Centre 165 Sir Donald Bradman Drive, Hilton

on

TUESDAY, 21 NOVEMBER 2017 at 7.00pm

Terry Buss Chief Executive Officer

City of West Torrens Disclaimer

Please note that the contents of these Council and Committee Agendas have yet to be considered by Council and officer recommendations may be altered or changed by the Council in the process of making the <u>formal Council decision</u>.

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1 MEETING OPENED

1.1 Evacuation Procedures

2 PRESENT

3 APOLOGIES

Leave of Absence Council Members: Cr Tony Polito

4 DISCLOSURE STATEMENTS

Elected Members are required to:

- 1. Consider Section 73 and 75 of the *Local Government Act 1999* and determine whether they have a conflict of interest in any matter to be considered in this Agenda; and
- 2. Disclose these interests in accordance with the requirements of Sections 74 and 75A of the *Local Government Act 1999*.

5 CONFIRMATION OF MINUTES

RECOMMENDATION

That the Minutes of the meeting of the Council held on 7 November 2017 be confirmed as a true and correct record.

6 MAYORS REPORT

(Preliminary report for the agenda to be distributed Friday, 17 November 2017)

8 November 2017

- 12 noon Attended the Metropolitan Mayors Lunch hosted by City of Tea Tree Gully Mayor Kevin Knight at the Pickled Duck.
- 4.00pm Participated in the Metropolitan Local Government Group Meeting at Local Government House.

9 November 2017

5.30pm Attended the Australia Day Council SA Board of Management Meeting

11 November 2017

10.30pm Participated in the Hilton RSL Remembrance Day Service held in the Memorial Gardens. The MC for the event was Richmond Baptist Church pastor Elliott Keane, who is also chaplain for the West Adelaide Football Club. Thanks must go to our staffers Gordon Andersen and Mick Giuffreda for their organising input, and to Adelaide Airport Limited, the airlines and the Commonwealth aviation authorities for arranging for there to be no aircraft taking off or landing during the one minute of silence at 11am.

15 November 2017

- 9.00am Attended, with Cr Demetriou and WT Road Safety Committee members Anne Pengelly and Vince Zorella, the Lockleys Primary School assembly for the Road Safety Calendar Artwork competition award presentation where I presented prizes to seven of the fourteen selected winners of the competition.
- 10.00am Attended Day 1 of the 2017 Local Government Association Conference and Annual General Meeting held at Adelaide Oval followed by the LGA Dinner in the evening with Mrs Rosemary Trainer, Cr George Demetriou and Mrs Despa Demetriou.

16 November 2017

8.30am Attended Day 2 of the 2017 Local Government Association Conference and Annual General Meeting held at Adelaide Oval.

In addition, after the compilation of this report on Thursday as part of the Agenda to be distributed on Friday, I anticipate having attended or participated in the following:

17 November 2017

- 9.00am Attending the Adelaide Airport Consultative Committee (AACC) meeting
- 4-00pm Attending Steve Georganas' Diwali Celebration at the Hindmarsh Electorate Office
 6.00pm Attending an SANFL event at Adelaide Oval to celebrate David "Shippy" Shipway AM
- on his 21 years of outstanding service on the SA Football.

19 November 2017

1.30pm Attending part of the Sunday Afternoon performance by the City of West Torrens Concert Band.

20 November 2017

- 11.00am Meeting Lachlan Clyne Liberal Candidate for the Seat of Badcoe with Terry Buss regarding issues affecting the electorate ahead of the March State Election.
- 11.45am Meeting with Matt Cowdrey Liberal Candidate for the Seat of Colton with Terry Buss regarding issues affecting the electorate ahead of the March State Election.

21 November 2017

- 6.00pm Attending the pre-brief and Council dinner.
- 7.00pm Council and Standing Committees Meeting.

RECOMMENDATION

That the Mayor's Report be noted.

7 ELECTED MEMBERS REPORTS

8 PETITIONS

8.1 Objection to Proposed Development at 432-434 Sir Donald Bradman Drive, Brooklyn Park

Brief

A petition has been received from Ms Lynette Meich, Head Petitioner, on behalf of 51 signatories requesting that Council prohibits the construction and operation of childcare facilities and any other future commercial premises at 432 - 434 Sir Donald Bradman Drive, Brooklyn Park.

RECOMMENDATION

It is recommended to Council that the petition, requesting that Council prohibits the construction and operation of childcare facilities and any other future commercial premises at 432 and 434 Sir Donald Bradman Drive, Brooklyn Park, be noted.

Introduction

A petition has been received from Ms Lynette Meich, Head Petitioner, on behalf of 51 signatories requesting that Council prohibits the construction and operation of childcare facilities and any other future commercial premises at 432 and 434 Sir Donald Bradman Drive, Brooklyn Park.

Discussion

While the petition complies with the requirements of the *Local Government Act 1999* and *Council's Code of Practice - Procedures at Meetings*, it is unable to be actioned by Council as it relates to a Category 3 Development Application for the construction and operation of a childcare centre at 432-434 Sir Donald Bradman Drive, Brooklyn Park.

Public notification on the proposed development concluded in October 2017, prior to receipt of the petition, and the matter will be presented to the Council Assessment Panel (CAP) for consideration at a future date.

The Head Petitioner has been informed, and understands, that Council is unable to action the petition given:

- Council is not the relevant authority with regard to this development application;
- Council cannot influence a decision of the CAP;
- Council is not at liberty to refer a petition to the CAP; and
- Council has no ability to prohibit the construction and operation of childcare facilities at 432 and 434 Sir Donald Bradman Drive, Brooklyn Park.

Therefore, the only option available to Council is to note the petition.

Conclusion

This petition seeks action from Council which is beyond its power (ultra-vires) given the petition relates to a Category 3 development application for which the Council Assessment Panel is the relevant authority. As such, the petition is presented to Council for its information only.

Attachments

1. Petition Proposed Development at 432 and 434 Sir Donald Bradman Drive Brooklyn Park

PETITION

To the Mayor and Councilors of the City of West Torrens

Part 1.	
Head Petitioner (contact person): Telephone number:	LYNETTE MEICH.
Address:	10 Rusymonth Ave,
	10 RUSHWORTH AVE, BEDOKLYN PARK 5032

Part 2.

The petition of (identify the individuals or group, eg. Residents of the City of West Torrens) Residents of the City of West Torrens who reside in Rushworth, Kopurlo and Elston Streets, Brooklyn Park that life, within the adjoining streets of Siz Downed Bradman Drive and Lipserr Toe. Part 3.

Draws the attention of the Council to (identify the circumstances of the case) Significant safety concerns for children, parents, residents, taxi drivers, airport travellers and the community, regarding the proposed Category 3 Development Application at 432 & 434 Sir Donald Bradman Drive, Brooklyn Park – Development Application #211/738/2017......

Part 4.

The petitioners therefore request that the Council (outline the action that the petitioners are requesting Council should or should not take) We the undersigned, are opposed to the present and any future Development Applications for the construction and operation of childcare facilities and any other future construction and commercial premises at 432 & 434 Sir Donald Bradman Drive, Brooklyn Park

.....

Part 5.

Please use CAPTIAL LETTERS

FULL NAME (i.e. JOHN SMITH)	FULL ADDRESS (i.e. 165 SIR DONALD BRADMAN DRIVE, HILTON, SA, 5031)	SIGNATURE
KAREN SMITH	3 RUSHWORTH AVENUE BROOKLY & PARK	Millinie
CRAVE JOHNSTO	12 RUSH WORTH AVE BROOKLYN 12ARK	cash
NIGEC SUMMER	5 165 LIPSETT TOE ISROOMLYMP.	nom
	2 RUSHWORTH AVE. BROOKLYN PARK	Aganic
	2 RUSHWORTH AVE BROOKLYN PARK	9 Parite

9 **DEPUTATIONS**

Nil

10 ADJOURN TO STANDING COMMITTEES

RECOMMENDATION

That the meeting be adjourned, move into Standing Committees and reconvene at the conclusion of the Strategy and Community Prescribed Standing Committee.

11 ADOPTION OF STANDING COMMITTEE RECOMMENDATIONS

11.1 Finance and Regulatory Committee Meeting

RECOMMENDATION

That the recommendations of the Finance and Regulatory Committee held on 21 November 2017 be adopted.

11.2 Strategy and Community Committee Meeting

RECOMMENDATION

That the recommendations of the Strategy and Community Committee held on 21 November 2017 be adopted.

12 ADOPTION OF GENERAL COMMITTEE RECOMMENDATIONS

12.1 Corporate Planning, Policy and Performance Meeting

RECOMMENDATION

That the Minutes of the Corporate Planning, Policy and Performance held on 14 November 2017 be noted and the recommendations adopted.

13 QUESTIONS WITH NOTICE

Nil

14 QUESTIONS WITHOUT NOTICE

15 MOTIONS WITH NOTICE

Nil

16 MOTIONS WITHOUT NOTICE

17 REPORTS OF THE CHIEF EXECUTIVE OFFICER

17.1 Urban Heat Mapping Report

Brief

The Cities of West Torrens, Port Adelaide Enfield and Charles Sturt, in partnership with the Adelaide and Mount Lofty Ranges Natural Resources Management Board have undertaken urban heat mapping for the Western Adelaide Region.

RECOMMENDATION

It is recommended to Council that the Urban Heat Mapping report be received.

Introduction

The Cities of West Torrens, Charles Sturt and Port Adelaide Enfield have undertaken urban heat mapping for the Western Adelaide Region in partnership with the Adelaide and Mount Lofty Ranges Natural Resources Management Board. Each council has contributed \$10,000 to the project with \$30,000 provided by the Adelaide Mt Lofty Ranges Natural Resources Management Board.

Since the AdaptWest Climate Change Adaptation Plan was adopted by Council in October 2016, several projects which contribute to achieving regional adaptation priorities have been progressed, including urban heat mapping which has been undertaken to investigate the impact of heat at the local scale and how materials, urban design, green infrastructure and different land uses can positively or negatively impact liveability.

Two separate flyovers were undertaken on 9 February 2017. The first between 11am and 4pm then again between 11pm-3am to investigate how heat continues to radiate from different materials and surface areas into the night thus increasing the minimum temperatures experienced into the evening.

Data was collected using a specialist remote sensing aircraft across 110 suburbs covering the Cities of West Torrens, Charles Sturt and Port Adelaide Enfield. This data was collected flying in a north-south direction 3,000 metres above the ground to produce maps at a resolution of two metres. Thermal mapping layers have been incorporated into West Maps and will also be made available to the public.

Discussion

The urban environment is characterised by built structures, activities and materials which have replaced natural surfaces. Artificial surfaces such as roads, footpaths and buildings store and accumulate heat which can affect temperatures at the local scale. These surfaces are also impervious, meaning less moisture is available to assist with cooling through evapotranspiration. This, in turn, leads to an increase in the minimum and maximum temperatures of a city compared with surrounding or less developed areas and is known as the 'urban heat island' effect.

Due to a changing climate, the Western Adelaide Region is already experiencing longer, hotter and more frequent heatwaves which have the potential to impact the health and well-being of our community, as well as Council's ability to deliver key services. The impact of urban heat will be exacerbated by the future urban form with higher densities, smaller backyards and limited opportunity for green infrastructure to assist with cooling, reduced canopy cover and increases in summer temperatures. These conditions could intensify urban heat islands and result in higher localised temperatures.

Higher local temperatures associated with urban heat islands impact the environment, economic performance and community health, particularly for vulnerable members such as older people, those who speak English as a second language, areas of low income which have a reduced capacity to pay energy bills and those with pre-existing medical conditions. Knowing where and how heat is accumulated can facilitate planning for projects that may assist with cooling and strategies to mitigate heat.

Findings

Not surprisingly, heat islands were present across all three council areas. A heat island is defined as 125m x 125m area where the temperature exceeds 2°C above the average temperature for the region. Charles Sturt had the highest proportion of residents living within a heat island (20.1%), followed by Port Adelaide Enfield (17.2%) and West Torrens the lowest at 5.6%. The warmest suburbs in West Torrens were Ashford, Keswick, Kurralta Park, Mile End South and Thebarton, as illustrated in the maps contained in the attached report **(Attachment 1 - under separate cover)**.

Interestingly however, while West Torrens has the lowest proportion of residents living within a heat island, it has the highest percentage of evening hot spots with 7.4km² (19.98%) of the area being impacted. This illustrates the different sources of heat for the day and at night, caused by a build-up of heat in surfaces such as bitumen and paved hard surfaces which continue to radiate heat after sunset.

Eleven case studies were developed to investigate specific examples of how materials, urban form and green infrastructure influence temperatures at the local scale. Topics for the case studies were identified by the project team in conjunction with Seed Consulting, focussing on examples which related to council operations or where changes could be made to maximise outcomes. Examples of these case studies and their results are described below.

1. Tree lined streets vs non tree lined streets

Trees can help cool the local environment through evapotranspiration and shading. A good example of this is North Street in Henley Beach which was one of the most heavily tree lined streets in the study area and measured at least 8°C cooler during the day than adjacent streets where few or no street trees were present.

Through shading, artificial surfaces such as roads don't heat up as much which results in cooler evening temperatures because less heat is remitted into the surrounding air at night.

2. Water Sensitive Urban Design

Rain gardens retain moisture in the soil which can lead to lower surface temperatures when located adjacent to roads and footpaths. Rain gardens measured 6.1°C cooler during the day than the adjacent kerb which may have some cooling benefit for pedestrians or cyclists.

3. Artificial turf

Artificial turf is sometimes used for residential properties and more commonly for sporting fields. Artificial turf at Port Adelaide Hockey Club measured 8.1°C warmer during the day than the average surface temperature across the region. In comparison, irrigated natural turf in the same area measured 14°C cooler than the artificial turf.

4. Materials

Materials used within open spaces where people spend time such as playgrounds can impact on the comfort of the area. Rubber soft fall commonly used in playgrounds had a daytime temperature of **52°C**. This was hotter than the bitumen tennis courts nearby, which had a daytime surface temperature of 48°C.

Analysis

The study also analysed social vulnerability within heat islands to identify who lives in these areas and the social groups that may be particularly affected by heat, which could be used to identify priority areas for mitigation strategies. Using data from the 2011 Census, social vulnerability analysis was undertaken using key indicators which were:

- >75 years old population
- people who need assistance with activities due to a disability
- people who speak English as a second language (not well or not at all)
- median rent paid by residents; and
- Socio-Economic Indexes for Areas of Disadvantage (SEIFA Score).

Across the study area, 17% of residents (43,442) live within a heat island (daytime). A comparison by suburb of where heat islands and vulnerability intersect revealed that Lockleys had the highest degree of social vulnerability in West Torrens.

Implementing findings

The findings of this project, such as the heat maps and insight into the role of urban design and materials in generating or mitigating heat, will help inform key operations and strategies across Council. For example, the Urban Design Framework (currently being prepared by the Administration) may use the findings to maximise environmental sustainability of the public realm by identifying opportunities for green infrastructure, designing open spaces and in selecting materials for streetscapes. The findings may also provide an evidence base for the next Open Space Plan and support the draft Tree Strategy by identifying opportunities for tree shading and in irrigating open space. Results will also inform the community's resilience to climate change through awareness raising programs that focus on environmental sustainability.

Thermal mapping and data is the first step towards implementing evidence-based land-use policy development and urban design solutions. With this knowledge, the western partner councils are better equipped to provide critical feedback on proposed State Planning Policies and associated documents and to justify landscaping and open space requirements in development policy and planning assessment. The data may also help to prioritise where Council delivers on the tree canopy targets of the 30 Year Plan for Greater Adelaide.

Based on findings from the study, a number of mitigation strategies and additional analysis options are recommended to minimise the impact of urban heat. These include:

- 1. maintaining (and where possible increase) green space and tree cover to provide cooling;
- 2. maximising cooling benefit from existing green infrastructure by providing sufficient irrigation, using recycled water if available;
- 3. green infrastructure such as trees and rain gardens to be used alongside or to shade bitumen surfaces such as roads, bikeways and footpaths; and
- 4. careful consideration of material selection in the design of recreation areas.

Conclusion

Thermal data, mapping and the report developed as part of this project illustrate how West Torrens and the Western Adelaide Region more broadly is currently impacted by urban heat. Report findings and key recommendations may shape future decision making and implementation in relation to urban and public realm design, green infrastructure and community wellbeing.

Attachments

1. Urban Heat Mapping Report (under separate cover)

17.2 Regional Subsidiary Charter - Brown Hill and Keswick Creeks Stormwater Authority

Brief

Following deferral of this item of business at the Council meeting held 7 November 2017, this item of business is re-presented and seeks Council endorsement for the draft Charter of the proposed Regional Subsidiary (to be known as the Brown Hill and Keswick Creeks Stormwater Authority). Further, and if approved, to seek approval for the Chief Executive Officer to submit the draft Charter to the Minister for Local Government for Ministerial approval and Gazettal.

RECOMMENDATION

It is recommended that:

- 1. Council receives the draft Charter attached to the agenda report for this item of business, noting that a similar report and attachment is also being presented to each of the other proposed constituent Councils.
- 2. Council approves the draft Charter, as presented upon recommendation from the Project Steering Group and approves it as the constitutional document of the proposed Regional Subsidiary.
- 3. Council, in conjunction with the other proposed Constituent Councils, makes application to the Minister to establish the Regional Subsidiary as a separate body corporate in accordance with section 43 of and Schedule 2 (Parts 2 and 3) to the *Local Government Act 1999* ('the Act').
- 4. Council provides all necessary approvals and, as required, delegations to the Regional Subsidiary to exercise the powers, functions and responsibilities set out in its Charter as recognised and approved by Council in providing its approval to the Charter.
- 5. The Chief Executive Officer is authorised and delegated authority to do all things necessary to finalise and clarify items relating to the draft Brown Hill Keswick Creek Regional Subsidiary Charter to:
 - ensure that the application to the Minister to establish the Regional Subsidiary is in a form acceptable to the Minister and accompanied by the information required by the Minister;
 - b) liaise with the Minister's office and the other proposed Constituent Councils for the purpose of making any necessary amendments to the draft Charter (which are not material in nature) for the purpose of satisfying any requirements of the Minister; and
 - c) co-ordinate with the Chief Executive Officers of the other proposed Constituent Councils to ensure publication of a copy of the Charter in the Gazette in conjunction with the Minister's notice of approval to the establishment of the Regional Subsidiary.
- 6. Council notes that the Stormwater Management Authority has set 28 February 2018 as the date by which the Regional Subsidiary is to be established.

Introduction

In August 2012, Council (and the other four (4) catchment councils of Adelaide, Burnside, Unley and Mitcham) endorsed the '2012 Stormwater Management Plan' (SMP).

In September 2015, Council formally endorsed the findings of the community consultation process and the last package of works (Option D - Part B works). This gave direction to the BHKC CEO Steering Group (Project Steering Group - PSG) to finalise the SMP and re-submit the finalised document to the Stormwater Management Authority (SMA) for approval and subsequent Gazettal. In March 2016, the Brown Hill Keswick Creek Project Steering Group (on behalf of the five Constituent Councils) submitted a revised Storm Water Management Plan (SMP) to the Storm Water Management Authority for approval. The Councils were subsequently advised by the State Government, on 7th March 2017, that the SMP had been approved and Gazetted.

The State Government has indicated that it will provide funding assistance to the project totalling 50% of the remaining estimated project expenditure (being 50% of \$131m) over a twenty (20) year period. The State Government's funding offer requires the five Catchment Councils to form a Regional Subsidiary (a body corporate owned by the five Catchment Councils) within 12 months of the SMP being gazetted, being by 28 February 2018.

Each catchment Council has subsequently been consulted and agreed on the role and the composition of the Regional Subsidiary, generally following a *Construct and Maintain SMP Assets Only* approach.

The draft Charter was presented to Council on 7 November 2017 where it was resolved to defer the matter to the next meeting of Council on 21 November 2017. Concerns raised by Members with the draft Charter involved:

- The ability of the Regional Subsidiary to borrow funds;
- Council approving the annual budget of the Regional Subsidiary;
- Ability to renegotiate should there be a 'blow-out' in costs to complete the SMP;
- Clarity around the State's 50% financial contribution to complete the SMP;
- Clarity around the ability of the constituent Councils to approve the various plans prepared and adopted by the Regional Subsidiary.

The CEO has had discussions with other members of the CEO Steering Group representing the other constituent Councils as well as receiving legal advice from Kelledy Jones Lawyers who have assisted in drafting the draft Charter. CEO Steering Group members are comfortable with amending the draft Charter, where applicable taking note of the legal advice, to allay the concerns raised by West Torrens.

This report submits the amended draft Charter for the proposed Regional Subsidiary to Council for consideration and, if resolved accordingly, to approve and refer the draft Charter to the Minister for Local Government for Ministerial approval and Gazettal.

A report in similar terms and presenting the same draft Charter is being submitted concurrently to the other proposed constituent Councils for their consideration.

Discussion

Following the concerns raised by West Torrens at its meeting held 7 November 2017, the CEO Steering Group has further considered and subsequently endorsed the final version of the draft Charter for the establishment of the Regional Subsidiary as the vehicle to deliver the BHKC Stormwater Management Plan.

The concerns raised by West Torrens were addressed and/or considered as follows:

1. The ability of the Regional Subsidiary (RS) to borrow funds - this has been addressed by completely removing the sub-clause that provides powers to the RS to borrow funds. A further clause (clause 6.4) has been added making it completely clear that the RS cannot borrow funds, including for working capital, which will need to be provided by the constituent Councils.

- 2. Council approving the annual budget of the RS legal advice received is that it is not the role of the constituent Councils to approve the annual budget of the RS as this is contrary to Schedule 2 to the LG Act. Clauses 24 and 25 of Schedule 2 to the LG Act provides that Councils do not (and, at law, cannot) be the 'decision-makers' in relation to the RS budget. The role of the Councils is in a consultative process in relation to the business plan and the duty of the RS is then to adopt a budget consistent with the business plan. Essentially the responsibility, each year, to approve the RS budget rests with the Board of the RS, not the Councils. This is on the basis that the Councils have a role in the preparation and any subsequent amendment of the business plan of the RS and then the budget of the RS is legally required to be consistent with the business plan.
- 3. Ability to renegotiate should there be a 'blow-out' in costs to complete the SMP the power of the Councils to negotiate additional funding contributions or revised funding arrangements is a power that exists regardless of the provisions of the Charter. The legal advice is that you would only expect to see such provision in the Charter only where it pertained to the RS negotiating this, because the Charter is, of course, the constitutional document of the RS. Otherwise, the envisaged negotiation process would occur through the role of the Councils in amending the business plan. Consistent with the framework set out in point 5 below, there is little or no opportunity for a 'blow-out' to occur that is not known to, or approved by, the constituent Councils.
- 4. Clarity around the State's 50% financial contribution to complete the SMP legal advice is that the issue of State Government contribution is not a relevant inclusion in the Charter and if included, would be superfluous and have no legal or other effect.
- 5. Clarity around the ability of the constituent Councils to approve the various plans prepared and adopted by the Regional Subsidiary once the RS has a business plan that has been adopted and, as necessary, amended in consultation with the Councils, the budget of the RS is required to be consistent. Any proposal to adopt a budget that is inconsistent with the business plan is *ultra vires* and the RS could be subject to 'direction' from the Councils, as per clause 26 of Schedule 2 to the LG Act. Any amendments to the adopted budget of the RS during a FY requires the approval of the Councils (clause 16.5) and any expenditure incurred by the RS outside of its budget may only be incurred for reasons of genuine emergency and with the approval of the Councils.

Following the concerns raised by West Torrens and the considerations given to those concerns and the amendments made to the draft Charter, the CEO Steering Group recommends that the constituent Councils approve the final draft Charter and provide authority for application to be made to the Minister for Local Government to establish the Regional Subsidiary.

A condition set out in the SMP and of the State Government funding offer is that the five (5) catchment Councils form a Regional Subsidiary (a body corporate owned by the five (5) catchment Councils).

The scope and complexity of the BHKC project is such that the project can only be delivered effectively and efficiently by the five (5) catchment Councils working collaboratively.

Section 43 of and Schedule 2 (Parts 2 and 3) to the Local Government Act (the Act) provide for two (2) or more councils, subject to obtaining Ministerial approval, to form a separately incorporated entity (a regional subsidiary) to provide specified services and/or activities on behalf of its constituent councils.

A regional subsidiary is established within the legislative framework of the Act and operates in a similar environment to that of its constituent councils. Further, a regional subsidiary, whilst having a level of flexibility as set out in its charter, it is still subject to direction by its constituent councils and to higher levels of regulation under the Act and the *Government Business Enterprises (Competition) Act 1996.*

The purpose, powers and functions and the activities/services of a regional subsidiary, together with governance provisions of Schedule 2 to the Act, are required to be addressed in the Charter which sets out its role and operating principles.

A regional subsidiary has body corporate status, but this does not derogate from the sovereign power of a constituent council to act in a matter.

The Charter also provides the constituent Councils with a legally enforceable agreement specifying their rights and obligations in achieving common interests. It is not dissimilar to a contract between parties to jointly achieve a common objective.

The Charter must address the constitution of the Board of Management of the subsidiary as its governing body, including the method by which board members will be appointed and their terms of office.

It is noted that the proposed draft Charter of the Regional Subsidiary, if approved, will limit its role and responsibility to building the works required under the SMP, maintenance thereafter once the assets exist and any non-infrastructure activities included in the SMP.

Draft Charter

The draft Charter, as recommended by the CEO Steering Group, is attached to this report **(Refer Attachment 1)**. Without repeating it in its entirety, the key points included in the draft Charter are as follows:

- as previously endorsed by Council on 1 August 2017 (and similarly by the other Constituent Councils), the Regional Subsidiary will be primarily charged with construction and maintenance of the infrastructure detailed in the SMP, but may also undertake noninfrastructure provisions included in the SMP;
- the Board will be an independent, skills based governing body of five (5) persons. The Board members will elect a Chairperson from within the Board membership;
- a Nominations Committee, comprising a representative from each Council (the Chief Executive Officer or nominee and the Mayor or authorised councillor) is responsible for making recommendations to the Constituent Councils for the appointment of Board members and the setting of Board members' fees;
- the financial contributions of the Councils, both of a capital and of an operating nature, to the Regional Subsidiary are set out at Clause 14; and
- following a number of concerns raised by West Torrens, the draft Charter has been amended to make it clear that the RS cannot borrow funds.

1.

In all other respects, the prerequisites of the draft Charter have a degree of commonality and consistency with those found in charters for other regional subsidiaries in SA.

Community Implications

Implementation of the Brown Hill Keswick Creek Stormwater Management Plan will result in significantly improved flood mitigation in the Brown Hill and Keswick Creek catchments, which potentially benefits areas of Mitcham, Unley and Burnside, as well as large areas of Adelaide and West Torrens including the Adelaide Airport. The project will reduce estimated flood damage significantly and reduce the economic impact of major floods events.

Environmental / Heritage Implications

A key aspect of the proposed flood mitigation scheme is the improvement of the natural creek environment particularly in areas upstream of ANZAC Highway, with removal of weeds, blockages and other obstructions and replacing it with a more natural creek environment which is more accessible to residents and visitors alike.

Impact on Budget including Lifecycle Costing

The forecast cost of the overall scheme is estimated at \$140m (2016 \$'s) with funding to be provided by State, Federal and Local Governments.

The State Government has indicated that it will fund 50% of the remaining estimated project expenditure (being 50% of \$131m) over a twenty-year (20) period subject to certain criteria, one being the formation of a Local Government Subsidiary to manage the design, construction and delivery phase of the project. This pre-condition must be satisfied by 28 February 2018.

Each of the Constituent Councils has agreed to a fixed capital percentage (%) for their contribution towards the project. These contribution rates are confirmed as:

Constituent Council	Capital Works (Equitable Interest) Percentage Share %	Operating, Maintenance & Administration Expenses Percentage Share %
City of Adelaide	8	20
City of Burnside	12	20
City of Mitcham	10	20
City of Unley	21	20
City of West Torrens	49	20
Total	100%	100%

For budget purposes, the original project budget included an annual allowance for operating, maintenance and administration expenses of around 0.3%-0.4% of the capital cost of completed works. However the actual budget for operating, maintenance and administration expenses will be set each year by the Regional Subsidiary as part of its annual business planning process on a cost recovery basis.

The Constituent Councils currently receive up to 50% subsidy for expenditure on the project from the Stormwater Management Authority under the stormwater provisions of the Local Government Act.

Some early construction has been undertaken for parts of the approved SMP works including Ridge Park Dam and the culvert under the Cross Road - Rail Grade Separation works. Preliminary design is also underway for South Parklands wetland, Glenside detention basins and a section of creek upgrading in Brown Hill Creek between Angus and George Streets Hawthorn. Preliminary design works have also commenced on Lower Brown Hill Creek (downstream of ANZAC Highway).

Legal / Policy Implications

The Charter has been developed by KelledyJones Lawyers based on drafting instructions from the CEO Steering Committee.

The Regional Subsidiary will be established under section 43 of and Schedule 2 (Parts 2 and 3) to the Local Government Act.

Engagement

The Constituent Councils undertook extensive public consultation in relation to the draft SMP and the subsequent discussions around the Part B works which informed the development, approval and Gazettal of the Stormwater Management Plan.

No specific public consultation is required in relation to the development and/or approval of the draft Charter.

Conclusion

The CEO Steering Group has endorsed the final version of the draft Charter for the establishment of the Regional Subsidiary as the vehicle to deliver the BHKC Stormwater Management Plan.

The Charter has been developed by KelledyJones Lawyers based on drafting instructions from the CEO Steering Group.

The CEO Steering Group recommends that the Constituent Councils approve the final draft Charter and provide authority for application to be made to the Minister for Local Government to approve the Charter and to implement the necessary steps to establish the Regional Subsidiary.

Attachments

1. Draft Charter of Brown Hill and Keswick Creeks Stormwater Boards

15 November 2017

CHARTER

of

BROWN HILL AND KESWICK CREEKS STORMWATER BOARD

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1. ESTABLISHMENT

The Brown Hill and Keswick Creeks Stormwater Board ('the Regional Subsidiary') is established by the Constituent Councils as a regional subsidiary pursuant to section 43 of and Schedule 2 ('the Schedule') to the *Local Government Act 1999* ('the Act').

This Charter governs the affairs of the Regional Subsidiary.

2. CONSTITUENT COUNCILS

The Regional Subsidiary is established by the Corporation of the: City of Adelaide, City of Burnside, City of Unley, City of Mitcham and City of West Torrens ('the Constituent Councils').

The Constituent Councils have resolved to work together to establish a Regional Subsidiary to co-ordinate the implementation of the Plan.

3. INTERPRETATION

In this Charter: the singular includes the plural and vice versa and words importing a gender include other genders; words importing natural persons include corporations; reference to a section is to a section of the Act and includes any section that substantially replaces that section and deals with the same matter; headings are for ease of reference only and do not affect the construction of this Charter.

4. PURPOSE

- 4.1 The Regional Subsidiary has been established for the following purposes:
 - 4.1.1 to implement or oversee the construction of stormwater infrastructure for the purposes of the implementation of the Plan - subject to first obtaining the approval of the relevant Constituent Council(s) and, if necessary, the consent of the Storm Water Management Authority, in respect of any material change in the design or the cost of any works of implementation;
 - 4.1.2 to oversee the maintenance and repair and/or renewal of stormwater infrastructure established through the implementation of the Plan;
 - 4.1.3 to oversee the implementation of associated, adjacent and/or related infrastructure works or measures on behalf of a Constituent Council at the cost of the Constituent Council;
 - 4.1.4 to hold stormwater infrastructure constructed in the implementation of the Plan on behalf of the Constituent Councils as agreed from time to time by resolution of the Constituent Councils;
 - 4.1.5 to implement such other non-infrastructure measures as set out in the Plan or approved by the Constituent Councils or as determined by the Board to be necessary or convenient for or incidental to the implementation of the Plan;
 - 4.1.6 to provide a forum for the discussion and consideration of the Constituent Councils' obligations and responsibilities under the Plan;
 - 4.1.7 to enter into agreements with Constituent Councils for the purpose of managing the Plan;

- 4.1.8 to co-operate insofar as it is reasonably practicable with the Natural Resource Management Board in the performance of its functions under the *Natural Resources Management Act 2004* and otherwise with any other agency or instrumentality of the State, any body corporate and/or natural person including but not limited to landholders; and
- 4.1.9 to exercise other powers and functions as the Board considers necessary or convenient for or incidental to the purposes for which the Regional Subsidiary has been established.
- 4.2 The Regional Subsidiary is not involved in a significant business activity as defined in the Clause 7 Statement prepared under the Competition Principles Agreement of the National Competition Policy.
- 4.3 The Regional Subsidiary must not undertake any form of public consultation within the proclaimed area of any of the Constituent Councils without first having consulted with and taken into account any response from the Constituent Council.¹

5. GUIDING PRINCIPLES

The Regional Subsidiary must, in the performance of its functions and in all of its plans, polices and activities give due weight to all relevant policies of the Constituent Councils and to economic, social and environmental considerations.

6. POWERS

- 6.1 The Regional Subsidiary is constituted as a body corporate under the Act and in all things acts through the Board.
- 6.2 The Regional Subsidiary has the following powers:
 - 6.2.1 to acquire, deal with and dispose of real and personal property (wherever situated) and rights in relation to real and personal property;
 - 6.2.2 to compulsorily acquire land in accordance with the *Land Acquisition Act 1969*, provided that such acquisition is consistent with the Plan and subject to the Board having received at least four (4) weeks notice prior to consideration of the matter by the Regional Subsidiary and the Board agreeing to the disposal by resolution supported unanimously by all Board members;
 - 6.2.3 to sue and be sued in its corporate name;
 - 6.2.4 to enter into any kind of contract or arrangement;
 - 6.2.5 to receive, hold and expend funds provided by any third party, including funds from the Federal and/or State Governments, in the exercise,

(a) each council affected by a proposal to which the report relates; and

¹ 32—Provision of reports to councils

⁽¹⁾ The Panel must, at the time that the Panel provides a report to the Minister under Division 4 or 5, send a copy of the report to—

⁽b) in the case of a report under <u>Division 5</u>—the persons nominated in a submission under that Division to represent the interests of persons directly affected by the proposal.

⁽²⁾ If the Panel at the request of the Minister amends a report, the Panel must immediately send a copy of the amended report to each council or person that received a copy of the original report under <u>subsection (1)</u>

performance or discharge of its powers, functions and duties as set out in this Charter;

- 6.2.6 to return surplus cash flow to Constituent Councils in proportion to their Equitable Interests at the end of any financial year either by way of cash payment or reduction of annual contribution;
- 6.2.7 to set aside surplus revenue for future capital expenditure;
- 6.2.8 to invest funds and in doing so to take into account Part 4 of Chapter 9 of the Act;
- 6.2.9 to provide a guarantee and / or indemnity of the obligations of another person;
- 6.2.10 to insure against any risk;
- 6.2.11 to co-ordinate the assessment, planning, demolition, construction, operation and maintenance of stormwater infrastructure as part of the implementation of the Plan;
- 6.2.12 to establish committees;
 - 6.2.12.1 comprised of any persons for the purpose of enquiring into and reporting to the Board on any matter within the functions and powers of the Regional Subsidiary and as detailed in the terms of reference given by the Board to the committee;
 - 6.2.12.2 with members of the committee holding office at the pleasure of the Board; and
 - 6.2.12.3 with the Chair of the Board being an *ex-officio* member of any committee established by the Board.
- 6.2.13 to delegate any power or function except to compulsorily acquire land as set out in clause 6.2.2 and excepting the delegations of any of the powers as prohibited from delegation by section 44(3) of the Act, (where applicable to the Regional Subsidiary); and
- 6.2.14 do anything else necessary or convenient for, or incidental to, the exercise, performance or discharge of its powers, functions or duties.
- 6.3 The exercise by the Regional Subsidiary of any of the powers conferred upon it is subject at all times to any limitations placed upon it by the Constituent Councils in accordance with their joint power of direction, by statute, by this Charter and otherwise as set out in delegations made by a Constituent Council.
- 6.4 For the avoidance of doubt, the Regional Subsidiary is unable to borrow or and may not otherwise raise funds except as set out in this Charter.
- 6.5 The Regional Subsidiary will have a common seal which may be affixed to documents requiring execution under common seal and must be witnessed by the Chairman of the Board and one other Board member.
 - 6.5.1 The common seal must not be affixed to a document except to give effect to a resolution of the Board.

The Executive Officer will maintain a register which records the resolutions of the Board giving the Regional Subsidiary the power to affix the common seal and details of the documents to which the common seal has been affixed with particulars of the persons who witnessed the fixing of the seal and the date of affixation.

6.5.2 The Board may by instrument under seal authorise a person to execute documents on behalf of the Regional Subsidiary. The Executive Officer will maintain a register of such resolutions and details of any documents executed in this manner, together with particulars of the person executing the document.

7. THE BOARD—ROLE AND MEMBERSHIP

- 7.1 The Regional Subsidiary will be governed by a Board.
- 7.2 The Board is responsible for the administration of the affairs of the Regional Subsidiary. The Board must ensure insofar as it is practicable, that the Regional Subsidiary observes the objectives set out in this Charter, that information provided to the Constituent Councils is accurate and that Constituent Councils are kept informed of the solvency of the Regional Subsidiary as well as any material developments which may affect the operating capacity and financial affairs of the Regional Subsidiary.
- 7.3 Board membership is comprised as follows:
 - 7.3.1 Five (5) natural persons appointed jointly by the Constituent Councils being persons who are not members or officers of any of the Constituent Councils. These persons will be appointed by the Constituent Councils from recommendations made by the Nominations Committee.
 - 7.3.2 the persons recommended for appointment under clause 7.3.1 will be determined through a process approved by the Nominations Committee and will comprise persons with demonstrable skills relevant to the purpose of the Regional Subsidiary which may include (but is not limited to) skills in:
 - (a) corporate financial management;
 - (b) corporate governance;
 - (c) project management;
 - (d) general management;
 - (e) engineering;
 - (f) economics; or
 - (g) environmental management.
 - 7.3.3 The Board may appoint observers or specialists to attend meetings of the Board. Such appointees are not Board members and are, therefore, entitled to be present at a Board meeting at the discretion of the Board but are not entitled to vote at meetings of the Board.
 - 7.3.4 Board members shall be entitled to:
 - (a) receive a sitting fee determined by the Nominations Committee having regard to the *Guidelines for Agencies and Board Directors* (or any successor publication) published from time to time by the Department of Premier and Cabinet for Government Boards and

Committees and approved by majority vote of the Constituent Councils; and

- (b) reimbursement of their reasonable travelling and other expenses properly incurred in attending meetings of the Board.
- 7.4 Each Board member appointed in accordance with the provisions of this clause will be provided by the Executive Officer of the Regional Subsidiary with a written notice of proposed appointment and must provide to the Executive Officer a written acknowledgement, personally signed, confirming acceptance of their appointment and consent to act as a Board member.

8. TERM OF OFFICE—THE BOARD

The Board members will be appointed for a term of three (3) years excepting that the first appointments made will occur on a differential basis (two (2) Board members appointed for three (3) years, two (2) Board members appointed for two (2) years and one (1) Board member appointed for one (1) year) for the purposes of ensuring a rolling term of office whereby no more than two of the terms of office of Board members will expire at any one time. At the conclusion of their term of office, Board members will be eligible for reappointment.

9. CHAIRPERSON OF THE BOARD

- 9.1 At all times the Authority must have a Chairperson.
- 9.2 The Board shall determine from its members the Chairperson of the Board.
- 9.3 The Chairperson shall be appointed for a term of one (1) year and is eligible for re-appointment at the expiration of the term of office.
- 9.4 In the event that the Chairperson resigns from the office of Chairperson or as a Board member or is no longer eligible to act as a Board member prior to the expiration of the term of office, the Board shall determine from the other Board members an acting Chairperson until such time as the Board makes a new appointment under clause 9.2.
- 9.5 The Chairperson shall preside at all meetings of the Board and, in the event of the Chairperson being absent from a meeting, the Board members present shall appoint a person from amongst them who shall preside for that meeting or until the Chairperson is present.
- 9.6 The Chairperson's functions include:
 - (a) to serve as Chair of all committees established by the Board;
 - (b) to represent the Regional Subsidiary in all external dealings including but not limited to, the Constituent Councils, the State Government and its agencies, other statutory authorities, the media and the public generally; and
 - (c) to exercise other functions as determined by the Board.

10. PROPRIETY OF MEMBERS OF THE BOARD

- 10.1 The principles regarding conflict of interest prescribed in the Act apply to all members of the Board as if they were elected members of a council.
- 10.2 The members of the Board are required to comply with Division 2, Chapter 5 (Register of Interests) of the Act and to submit returns to the Authority accordingly.
- 10.3 The members of the Board will at all times act in accordance with their duties of confidence and confidentiality and individual fiduciary duties including honesty and the exercise of reasonable care and diligence with respect to the Board as required by Part 4, Division 1, Chapter 5 of the Act and Clause 23 of Part 2 of Schedule 2.

11. REMOVAL OF BOARD MEMBERS FROM OFFICE

- 11.1 Neither the Regional Subsidiary nor the Board may remove a Board member from office.
- 11.2 The office of a Board member will become vacant upon the occurrence of any of the events listed at clause 20(3) of Schedule 2 to the Act.
- 11.3 A Board member may be removed by a decision being a resolution in the same or substantially the same terms passed by at least four (4) of the Constituent Councils.
- 11.4 The Board may request the Nominations Committee to make a recommendation to the Constituent Councils that a Board member be removed from office in the event of:
 - (a) behaviour of the Board member which, in the opinion of the Board, amounts to impropriety;
 - (b) serious neglect of duty in attending to the responsibilities of a Board member;
 - (c) breach of a fiduciary duty to the Board or the Regional Subsidiary;
 - (d) breach of the conflict of interest provisions which apply to Board members; or
 - (e) any other behaviour which may discredit the Board and/or the Regional Subsidiary.
- 11.5 A Board member may otherwise be removed from office according to law.

12. PROCEEDINGS OF THE BOARD

12.1 Subject only to the extent that they are modified by this clause, the proceedings of the Board will be the same as those for committees of a council as defined in Part 2 of Chapter 6 of the Act and in accordance with the Regulations for 'Other Committees' comprised in Parts 1, 3 and 4 of the Local Government (Procedures at Meetings) Regulations 2013.

References in Part 2 of Chapter 6 of the Act to 'the Chief Executive Officer' shall be read as if they were references to the Executive Officer of the Regional

Subsidiary and references to 'the council' or 'the committee' shall be read as if they were references to the Regional Subsidiary.

To the extent that this Charter and the Act and the relevant Regulations are silent, the Board may determine its own meeting procedures.

- 12.2 Subject only to the special provisions of this clause, a meeting of the Board will not commence until a quorum of Board members is present and no meeting may continue unless there is a quorum of Board members present. A quorum of Board members will comprise half the Board members then in office (ignoring any fraction) plus one. A time limit of 30 minutes shall apply from the advertised commencement time of the Board meeting in which to achieve a quorum. Failure to achieve a quorum within this time limit shall result in a failed meeting.
- 12.3 For the purpose of this clause, the contemporaneous linking together by an audiovisual or other interactive means, including telephone conferencing ('telecommunication meeting') of a number of Board members provided that at least a quorum is present, is sufficient to constitute a meeting of the Board.

Each of the Board members taking part in the telecommunications meeting must be able to hear and be heard by each of the other Board members present. At the commencement of the meeting, each Board member must announce his/her presence to all other Board members taking part in the meeting. A Board member must not leave a telecommunication meeting by disconnecting his/her, audio visual or other communication equipment, unless that Board member has previously notified the Chairperson of the meeting.

- 12.4 In the event that a quorum is not present at two consecutive meetings of the Board, an extraordinary meeting of the Board may be convened in the same manner as for a special meeting (see clause 9.8), at which the business in the agendas for the two previous failed meetings may be transacted at the extraordinary meeting of the Board where the requirement for a quorum is altered to at least two (2) members being in attendance. Decisions made at the extraordinary meeting of the Board will be binding on the Regional Subsidiary and all members of the Board and the Constituent Councils.
- 12.5 Unless this Charter provides otherwise, 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.

Each Board member, including the Chair, is entitled to only a deliberative vote on a matter. Board members may not vote by proxy.

- 12.6 In the event of equality of votes, the Chairperson will not have a casting vote and the matter will be deemed to have lapsed and may at some later time, whether at the same meeting or at a subsequent meeting, be reconsidered.
- 12.7 Meetings of the Board will be held at such time and such place as the Board decides subject only to the requirement that there will be at least one meeting in every three calendar months.
- 12.8 A special meeting of the Board may be held at any time and may be called at the request of the Chairperson or at the written request of three (3) members of the Board.

- 12.9 Notice of all meetings will be given in accordance with the provisions applicable to a committee meeting under Part 2 of Chapter 6 of the Act and the associated Regulations.
- 12.10Meetings of the Board will be open to the public unless the Board resolves to exclude the public pursuant to section 90 of the Act.
- 12.11All Board members must keep confidential all documents and any information provided to them in confidence for their consideration prior to a meeting of the Board.
- 12.12The Board must ensure that accurate written minutes of its proceedings are kept and are produced for confirmation at the next or a subsequent meeting of the Board.

13. ADMINISTRATIVE MATTERS

- 13.1 There will be an Executive Officer of the Regional Subsidiary appointed by the Board for a maximum of five (5) years on terms and conditions to be determined by the Board.
- 13.2 The Executive Officer will be responsible to the Board:
 - 13.2.1 to ensure that the policies and lawful decisions, including contracts and tenders in accord with s49 of the Act and public consultation in accord with s50 of the Act, of the Regional Subsidiary are implemented in a timely manner;
 - 13.2.2 for the efficient and effective management of the operations and affairs of the Regional Subsidiary;
 - 13.2.3 to provide advice and reports to the Board on the exercise and performance of the Regional Subsidiary's powers and functions; and
 - 13.2.4 to give effect to the principles of human resource and work health and safety management generally applicable within local government.
- 13.3 The Executive Officer has those powers, insofar as they may be made applicable, as the chief executive officer of a council as prescribed at section 99 of the Act and such other powers, functions and duties as prescribed by this clause and as determined necessary by the Board from time to time to ensure the efficient and effective management of the operations and affairs of the Regional Subsidiary.
- 13.4 The Board may authorise the Executive Officer to employ such other officers as are required for the efficient and effective management of the operations and affairs of the Regional Subsidiary.
- 13.5 The Board may engage professional consultants and it may authorise the Executive Officer to engage professional consultants to provide services to the Regional Subsidiary to ensure the proper execution of its decisions, the efficient and effective management of the operations and affairs of the Regional Subsidiary and for giving effect to the general management objectives and principles of personal management prescribed by this Charter.
- 13.6 The establishment of the Regional Subsidiary does not derogate from the power of any Constituent Council from performing for itself the same functions and powers as the Regional Subsidiary could on behalf of the Council.

- 13.6.1 The Regional Subsidiary must register with the *Local Government Association Mutual Liability Scheme* and comply with the rules of that Scheme.
- 13.6.2 If the Regional Subsidiary employs any person, it must register with the *Local Government Superannuation Scheme* or employee nominee and the *Local Government Association Workers Compensation Scheme* and comply with the rules of those Schemes.

14. FINANCIAL CONTRIBUTIONS TO THE REGIONAL SUBSIDIARY

14.1 The annual contributions of the Constituent Councils shall be based on the Schedule One (1) percentage shares for Capital Works and operating expenses (including maintenance of assets but excluding depreciation thereof) of the Regional Subsidiary.(*Schedule One (1) reproduced below for ease of reference*)

Constituent Council	Capital Works (Equitable Interest) Percentage Share %	Operating Expenses Percentage Share %
The Corporation of the City of Adelaide	8	20
City of Burnside	12	20
City of Mitcham	10	20
Corporation of the City of Unley	21	20
City of West Torrens	49	20
Total	100%	100%

- 14.2 An individual Constituent Council may with the agreement of the Board by resolution acquire, deal with, operate and/or manage a specific infrastructure asset or project whether in whole or part; provided such asset does not encroach across Council boundaries.
- 14.3 The Board is responsible to provide each of the Constituent Councils with sufficient information for it to ascertain the level of and to understand the reasons for the funding contribution requirements in the following financial year. This will be achieved through the Business Plan and the annual budget.
- 14.4 The Board will determine annually the funds required by the Regional Subsidiary to enable it to perform its functions in the next financial year. The Constituent Councils shall contribute the funds identified by the Board in the annual budget. Councils may contribute additional funds that are required for the continuing function of the Regional Subsidiary and approved by the Constituent Councils, in accordance with Clause 13. The Board must provide full details regarding the need for additional funds to the Constituent Councils.

² The Members acknowledge and support the right for the City of West Torrens to enter into negotiations with the Adelaide Airport owner (Commonwealth of Australia) and lessee (Adelaide Airport Ltd) to recover 2% of its share representing the assessed average annual flooding damages cost avoided for the Adelaide Airport.

- 14.5 The annual funding contributions will be paid by each Constituent Council in advance by biannual instalments.
- 14.6 Additional funding contributions (if any) will be paid by each Constituent Council in the manner and at the time determined by the Board.
- 14.7 The Board is accountable to each Constituent Council to ensure that the Regional Subsidiary functions in accordance with its Business Plan and approved budgets.
- 14.8 The Regional Subsidiary may enter into separate funding arrangements with Constituent Councils and with any State or Federal Government or their agencies in respect of any project undertaken or to be undertaken by or on behalf of the Regional Subsidiary.

15. BUSINESS PLAN

- 15.1 The Regional Subsidiary shall have a Business Plan in respect of the ensuing four years as per clause 24 of Schedule 2 to the Act. The Business Plan will take into account the Long Term Financial Plan of the Regional Subsidiary and other relevant issues relating to the implementation, management, maintenance, repair and renewal of stormwater infrastructure.
- 15.2 The Business Plan must:
 - 15.2.1 specify the services to be provided by the Regional Subsidiary;
 - 15.2.2 identify how the Regional Subsidiary intends to manage service delivery;
 - 15.2.3 identify the performance targets which the Regional Subsidiary is to pursue;
 - 15.2.4 set out the financial and other resources and internal processes that will be required to achieve the performance targets and objectives of the Regional Subsidiary; and
 - 15.2.5 specify the performance measures that are to be used to monitor and assess performance against targets.
- 15.3 Prior to setting the draft budget each year the Regional Subsidiary must review the Business Plan in conjunction with the Constituent Councils and this review must have regard to the Long Term Financial Plan. The Business Plan must be updated each year to ensure it provides for the ensuing four years.

16. BUDGET

- 16.1 The Regional Subsidiary must prepare a budget for the next financial year.
- 16.2 The budget must:
 - 16.2.1 deal with each principal activity of the Regional Subsidiary on a separate basis;
 - 16.2.2 be consistent with and account for activities and circumstances referred to in the Regional Subsidiary's Business Plan;
 - 16.2.3 be submitted in draft form to each Constituent Council before 31 March for approval of the Council's proposed contribution for the next financial year;
 - 16.2.4 not be adopted by the Regional Subsidiary until after 31 May but before 30 June in each year;

- 16.2.5 the adoption of the budget requires a two-thirds majority of the Board members present; and
- 16.2.6 identify the amount of and the reasons for the proposed financial contributions to be made by each Constituent Council to the Regional Subsidiary.
- 16.3 The Regional Subsidiary must provide a copy of its budget to each Constituent Council within five (5) business days after adoption.
- 16.4 The Regional Subsidiary must reconsider its budget in accordance with regulation 9 of the *Local Government (Financial Management) Regulations 2011.*
- 16.5 The Regional Subsidiary must submit to each Constituent Council for approval, any proposed amendment to the budget that provides for an additional funding contribution by the Constituent Councils.
- 16.6 Where a Constituent Council has failed to approve its contribution, or an amended budget, and has not served a notice on the Regional Subsidiary in accordance with clause 26.2 within two months of the receipt of the draft budget, or amended budget by the Constituent Council, the approval of the Constituent Council to its contribution or to the amended budget as the case may be, will be deemed to have been given.

17. ACCOUNTING

The Regional Subsidiary must ensure that its accounting records, accounts and financial statements are prepared and maintained in accordance with the requirements upon it as set out in the Act and the *Local Government (Financial Management) Regulations 2011.*

18. AUDIT

- 18.1 The Regional Subsidiary must appoint an auditor.
- 18.2 The Regional Subsidiary must provide its audited financial statements annually to the Chief Executive Officer of each Constituent Council by 30 September.
- 18.3 The Regional Subsidiary is required to establish an audit committee unless exempted by regulation.

19. FINANCE

- 19.1 The Regional Subsidiary must establish and maintain a bank account with such banking facilities and at a bank to be determined by the Board.
- 19.2 The Regional Subsidiary will pay any cost or expense of the establishment, operation, administration or winding up of the Regional Subsidiary.
- 19.3 The Regional Subsidiary may on behalf of the Constituent Councils or on its own behalf, make application for payments out of the Stormwater Management Fund and other funding from the State of South Australia and the Commonwealth of Australia for the purposes of implementing the Plan.
- 19.4 The Regional Subsidiary will only compromise, compound, abandon or settle a debt or claim owed to the Regional Subsidiary subject to due diligence and without prejudice.

- 19.5 All cheques to be authorised must be signed by two members of the Board or one member of the Board and the Executive Officer.
- 19.6 The Executive Officer must act prudently in the handling of all financial transactions for the Regional Subsidiary and must provide quarterly financial and corporate reports to the Board and, if requested, to the Constituent Councils.

20. PLANS, REPORTS AND INFORMATION

- 20.1 The Regional Subsidiary must prepare a Long Term Financial Plan and Asset and Infrastructure Management Plan and a Business Plan.
- 20.2 The Regional Subsidiary must submit an annual report including on all works and operations and including the audited financial statements, to each Constituent Council before 30 September of the subsequent Financial Year.
- 20.3 The Board may review any of the Plans of the Regional Subsidiary at any time but must undertake a review of:
 - 20.3.1 the Long Term Financial Plan of the Regional Subsidiary within six (6) months of the adoption or update of the Business Plan of the Regional Subsidiary and must, in any event, review the Long Term Financial Plan every four (4) years; and
 - 20.3.2 the Asset and Infrastructure Management Plan of the Regional Subsidiary at any time but must in any event review the Asset and Infrastructure Management Plan every four (4) years.
- 20.4 Within two weeks following each ordinary meeting of the Board the Constituent Councils shall be provided with a Key Outcomes Summary of the meeting which Summary shall include the achievements against the Business Plan when that report has been received at the Board meeting.
- 20.5 The Board shall report at any other time at the written request of a Constituent Council on matters being undertaken by the Regional Subsidiary. Such report shall also be provided to all other Constituent Councils.

21. CONSTITUENT COUNCILS MAY DIRECT THE REGIONAL SUBSIDIARY

- 21.1 The Regional Subsidiary is, in accordance with the Act, subject to the joint direction and control of the Constituent Councils.³
- 21.2 To be effective against the Regional Subsidiary, a determination or direction or other decision of the Constituent Councils must be made/given in the same or substantially the same terms as evidenced by either:⁴
 - 21.2.1 a minute signed by the chair of a meeting of authorised delegates of the Constituent Councils that at such meeting a resolution was duly made by each delegate on behalf of their Council; or
 - 21.2.2 a resolution in the same terms in favour of that decision passed individually by each of the Constituent Councils.

³ Schedule 2, clause 26 of the Act refers.

⁴ Schedule 2, clause 19(2)(m) of the Act requires the charter to address the process or mechanism by which the Regional Subsidiary will be subject to direction by the Members.

22. CONSTITUENT COUNCILS ARE GUARANTORS OF THE REGIONAL SUBSIDIARY

As a matter of record, Schedule 2, clause 31(1) of the Act is that liabilities incurred or assumed by the Regional Subsidiary are guaranteed by the Constituent Councils. As between the Constituent Councils, they share in the debts and liabilities of the Regional Subsidiary in proportion to their respective Equitable Interests.⁵

23. INSURANCE REQUIREMENTS

- 23.1 The Regional Subsidiary must register with the Local Government Association Mutual Liability Scheme and comply with the Rules of that Scheme.
- 23.2 The Regional Subsidiary shall advise Local Government Risk Services of its insurance requirements relating to other special (non-civil liability) risks including all real and personal assets in its ownership or under its management, care and control.
- 23.3 If the Regional Subsidiary employs any person it must register with the Local Government Association Workers Compensation Scheme and comply with the Rules of that Scheme.

24. ALTERATION TO THE CHARTER

- 24.1 This Charter may be altered (amended) by resolutions passed in the same or substantially the same terms by the Constituent Councils.
- 24.2 The Executive Officer of the Regional Subsidiary must ensure that the amended Charter is published on a website determined by the Executive Officer and that notice of the amendment and a website address at which the Charter is available for inspection is published in the *Gazette* and that a copy of the amended Charter is provided to the Minister.
- 24.3 Before the Constituent Councils vote on a proposal to alter this Charter they must take into account any recommendations of the Board.

25. WITHDRAWAL OF A CONSTITUENT COUNCIL

- 25.1 A Constituent Council may withdraw from the Regional Subsidiary if and only if:
 - 25.1.1 the Council gives written notice of withdrawal and the reasons to each other Council being at least twelve (12) months notice expiring on 30 June of a subsequent financial year; and
 - 25.1.2 enters into a binding arrangement with and to the satisfaction of the Regional Subsidiary and the other Constituent Councils to make payment(s) equivalent to the amounts it would otherwise be required to make as a continuing Constituent Council in respect of the full implementation of the Plan and the maintenance and renewal of infrastructure assets and the administration costs of the Regional Subsidiary; and
 - 25.1.3 all of the other Constituent Councils approve; and

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⁵ Schedule 2, clause 19(2)(q) requires the charter address the proportions in which the Members are to be responsible for the liabilities of the Regional Subsidiary in the event of its insolvency.

- 25.1.4 the Minister approves.⁶
- 25.2 A suspended or a former Constituent Council remains liable to contribute to the debts and/or liabilities of the Regional Subsidiary for the purposes of construction, maintenance and repair of the entire stormwater infrastructure as set out in the Plan that is the subject of that Council's contribution as a Constituent Council.

26. ADDITION OF NEW MEMBER

- 26.1 The Regional Subsidiary may consider the addition of a new member to the Regional Subsidiary;
 - 26.1.1 if the proposed new member makes written application (in a form approved by the Board) to become a Member and agrees to be bound by this Charter;
 - 26.1.2 the Constituent Councils each resolve to approve the addition of the new member to the Regional Subsidiary; and
 - 26.1.3 the Minister approves the proposed new member becoming a Constituent Council.⁷
- 26.2 The Charter shall be amended in accordance with its provisions to address the addition of any new Constituent Council.

27. DISPUTES

- 27.1 In the event of any dispute or difference between the Constituent Councils and the Regional Subsidiary concerning the operations or affairs of the Regional Subsidiary, the dispute process shall be initiated by a Constituent Council serving a notice of dispute on all other Constituent Councils with a contemporaneous copy being served on the Regional Subsidiary. The Constituent Councils:
 - 27.1.1 will attempt to settle the dispute or difference by negotiating in good faith;
 - 27.1.2 if good faith negotiations do not settle the dispute or difference within one month of the dispute arising then the dispute shall be referred to an expert for determination. The expert shall be a person with the skills and expertise necessary to resolve the dispute and shall be nominated by the President of the Local Government Association of South Australia ('LGA'). The expert is an expert and not an arbitrator. The expert's determination shall be final and binding on the Constituent Councils. The costs of the expert will be apportioned and payable in accordance with the expert's determination;
 - 27.1.3 if the dispute is unable to be resolved by the expert within six months then any Constituent Council may request the Minister to dissolve the Regional Subsidiary; and
 - 27.1.4 notwithstanding the existence of a dispute or difference, the Constituent Councils will continue to meet their obligations to the Regional Subsidiary.
- 27.2 In the event of any dispute or difference between one or more Constituent Councils and the Regional Subsidiary concerning the operations or affairs of the

⁶ Schedule 2, clause 29(b) of the Act refers.

Note inclusion here of liability of new member for existing finances of the Board.

Regional Subsidiary, the dispute process shall be initiated by a Constituent Council, or the Regional Subsidiary, serving a notice of dispute on the Constituent Council or the Regional Subsidiary, as the case may be, with a contemporaneous copy being served on all other Constituent Councils. The Constituent Councils:

- 27.2.1 will attempt to settle the dispute or difference by negotiating in good faith;
- 27.2.2 if good faith negotiations do not settle the dispute or difference within one month of the dispute arising then, the dispute shall be referred to an expert for determination. The expert shall be a person with the skills and expertise necessary to examine the issues and shall be nominated by the President of the LGA. The expert is an expert and not an arbitrator. The expert's determination shall be final and binding on the Constituent Council and the Regional Subsidiary. The costs of the expert will be apportioned and payable in accordance with the expert's determination; and
- 27.2.3 notwithstanding the existence of a dispute or difference, the Constituent Councils and the Regional Subsidiary will continue to meet their obligations to each other.

For the purposes of clause 26.2 'dispute' includes where a Constituent Council has failed or refuses to approve its annual contribution as set out in a draft budget advised by the Regional Subsidiary under clauses 16.2.3 or 16.5.

28. DISSOLUTION OF THE REGIONAL SUBSIDIARY

- 28.1 The Regional Subsidiary may be dissolved by the Minister in the circumstances envisaged by the Act.
- 28.2 In the event of there being net assets upon dissolution and after realisation of all assets and meeting all liabilities, the net assets will be distributed to the then Constituent Councils on the basis of their equitable interest (Capital Works) in the Regional Subsidiary.
- 28.3 In the event of there being an insolvency of the Regional Subsidiary at the time of dissolution, the then Constituent Councils will be responsible jointly and severally to pay the liabilities of the Regional Subsidiary and between themselves in the proportion of their equitable interest (Capital Works).

29. TECHNICAL ASSESSMENT PANEL

A 'Technical Assessment Panel' (the Panel) may be appointed to support the decisionmaking processes of the Board with powers determined by the Board to provide advice to the Board and/or the Executive Officer in relation to the management of the technical aspects of the design, assessment, planning, demolishment and construction of the various parts or projects for the purpose the Plan. The Members of the Panel will be appointed at the sole discretion and invitation of the Board but must include the Chairperson and the Executive Officer of the Board.

30. AREA OF INTEREST

The Regional Subsidiary may be required to undertake activities outside the area of the Constituent Councils yet within the stormwater catchment in order to comprehensively plan, investigate, assess, construct or maintain stormwater infrastructure, where such

activities meet the requirements of the Plan and any supplement thereof as approved by the Authority for that particular catchment.

The Constituent Councils by operation of this clause provide their collective authority and consent for the Regional Subsidiary to undertake such activities in accordance with clause 6 of this Charter.

31. USE OF CATCHMENT STORMWATER

- 31.1 A Constituent Council may take water from stormwater infrastructure for its own use without penalty or other financial contribution.
- 31.2 Where a Constituent Council takes water from stormwater infrastructure for sale to a third party, that Council agrees to pay to the Regional Subsidiary for the water taken at any amount per mega litre set annually by the Board at 1 July for the ensuing twelve (12) months noting that the Council is not required to pay for water taken for the Council's own use unless the Board demands payment from that Council where the use is assessed by the Board to be beyond the reasonable supply capacity of the catchment.
- 31.3 A Constituent Council that takes stormwater for whatever reason or purpose agrees to account annually to the Board for the amount of water taken.
- 31.4 Where any dispute arises between the Constituent Councils concerning the amount of water being taken or proposed to be taken by a Council, the Regional Subsidiary may determine the maximum allocation for any particular year having regard to the reasonable supply capacity of the catchment.

32. ABOUT THIS CHARTER

This Charter is the charter of the Regional Subsidiary.

This Charter binds the Regional Subsidiary and each Constituent Council.

Despite any other provision in this Charter:

- 32.1 if the Act prohibits a thing being done, the thing may not be done;
- 32.2 if the Act requires a thing to be done, authority is given for that thing to be done; and
- 32.3 if a provision of this Charter is, or becomes inconsistent with the Act, that provision must be read down, or failing that, severed from this Charter to the extent of the inconsistency.

Council

33. **DEFINITIONS**

In this Charter:

Act means the Local Government Act 1999.

Authority means the Stormwater Management Authority established under Schedule 1A of the Act.

Board means the collective Members of the board of management of the Regional Subsidiary.

Budget (or budget) means a budget that conforms to clause 16 and last adopted by the Board.

Business Plan means a business plan that conforms to clause 15 and last adopted by the Board.

Constituent Council means City of Adelaide, City of Burnside, Corporation of the City of Unley, City of Mitcham and City of West Torrens.

Equitable Interest means the percentage interest of an individual Constituent Council as set out in Schedule 1 to this Charter in the column 'Capital Works (Equitable Interest) Percentage Share'

Establishment Period means at any time the first 12 months during the initial establishment year.

Financial Year means 1 July in each year to 30 June in the subsequent year.

Interpretation means subject to the above, words and expressions in this Charter have the same meaning as in a provision of the Act that deals with the same matter.

Nominations Committee means the Chief Executive Officers (or their nominees) and the Mayor (or elected member authorised by the Mayor) of each of the Constituent Councils. A meeting of the Nominations Committee for any purpose provided in this Charter may only occur if at least three (3) of the Constituent Councils are represented by either of the CEO (or nominee) or Mayor (or elected member).

Plan means the approved and Gazetted Stormwater Management Plan

Regional Subsidiary means the Brown Hill and Keswick Creeks Stormwater Board.

Stormwater Management Plan ("the Plan") means a plan and any subsequent revisions or supplements thereof in relation to the Brown Hill and Keswick Creeks catchment of which each of the Constituent Councils are part and approved by the Stormwater Management Authority for implementation by the Regional Subsidiary which complies with the requirements of Division 3 of Schedule 1A of the Act.

Surplus Funds means funds that are surplus to the financial requirements of the Regional Subsidiary in achieving the requirements of the Stormwater Management Plan, and as evidenced by any Plan adopted by the Board.

Technical Assessment Panel (the Panel) means a person appointed to a panel at the discretion of the Board to provide advice and manage the technical aspects of the design, assessment, planning, demolishment and construction of the various parts or projects for the purpose the Plan.

SCHEDULE ONE

The contributions of the Constituent Councils shall be based on the following percentage shares for capital works, maintenance of assets of the Regional Subsidiary and operating expenses of the Regional Subsidiary:

Constituent Council	Capital Works (Equitable Interest) Percentage Share %	Operating Expenses Percentage Share ⁸ %
The Corporation of the City	8	20
of Adelaide		
City of Burnside	12	20
City of Mitcham	10	20
Corporation of the City of	21	20
Unley		
City of West Torrens	49	20
Total	100%	100%

⁸ The parties acknowledge and agree that, for the purpose of determining the contribution of each Constituent Council, the operating expenses of the Regional Subsidiary do not include depreciation.

⁹ The Members acknowledge and support the right for the City of West Torrens to enter into negotiations with the Adelaide Airport owner (Commonwealth of Australia) and lessee (Adelaide Airport Ltd) to recover 2% of its share representing the assessed average annual flooding damages cost avoided for the Adelaide Airport.

17.3 Draft Community Engagement Charter and Guide 2017 Feedback

Brief

This report proposes feedback to the State Planning Commission and Local Government Association on its *Draft Community Engagement Charter 2017* and the *Draft Guide to the Community Engagement Charter 2017*.

RECOMMENDATION

It is recommended to Council that the feedback contained within this report be provided to the Local Government Association and the State Planning Commission as Council's response to the *Draft Community Engagement Charter 2017* and the *Draft Guide to the Community Engagement Charter 2017*.

Introduction

The *Planning, Development and Infrastructure Act 2016* (Act) was proclaimed on 1 April 2017 and will be progressively made operational over the next 3-5 years.

The State Planning Commission (SPC) is an independent body that acts as the state's principal development assessment and planning advisory body with the Department of Planning, Development and Infrastructure (DPTI) providing administrative and technical support and advice to the SPC.

The Act required an inaugural Community Engagement Charter (Charter) to be in place and operational by 1 October 2017 with the SPC being responsible for the preparation or amendment of the Charter and the Minister for Planning responsible for the adoption of the Charter. As part of DPTI's administrative support of the SPC, it is currently undertaking the preparation of the Charter.

On 28 August 2017, the SPC released the *Community Engagement Charter 2017 Discussion Draft* - *Outputs from Stage 1* for consultation. Council provided feedback in response to this draft at that time. No accompanying *Draft Guide to the Community Engagement Charter 2017* was released for consultation at that time.

The SPC has now released Stage 2 Draft of the Community Engagement Charter (Draft Charter) (Attachment 1) alongside a Draft Guide to the Community Engagement Charter 2017 (Draft Guide) (Attachment 2).

The Draft Charter and Draft Guide have been released following feedback received on the Community Engagement Charter 2017 Discussion Draft - Outputs from Stage 1 (consultation October 2017) and builds on the work of the public Planning Together Panel. The Draft Charter is significantly different in parts to the Stage 1 Draft as a result of the feedback provided by relevant stakeholders. However, it is important to note that these two documents detail the requirements of the community engagement to be undertaken during the development of strategic planning documents such as State Planning Policies etc. Neither the Draft Charter nor the subsequent approved Charter will apply to development assessment. Those provisions, limited though they are, are detailed in the legislation.

The SPC is seeking feedback on both the Draft Charter and the Draft Guide by 8 December 2017. However, the Local Government Association (LGA) has requested copies of all feedback provided to the SPC be provided to the LGA to enable a coordinated submission from the LGA by 28 November 2017.

The proposed feedback on the Draft Charter and Draft Guide contained in this report, if approved by Council, will be collated and forwarded to both the Commission and the LGA, by 28 November 2017.

Overview of Report

Each element of the Draft Charter and Draft Guide is provided below with recommended feedback highlighted throughout the report.

- Column 1 Represents the current section number of the provision within the draft document
- Column 2 Outlines the section's purpose and what amendments have been made since the stage 1 (if required)
- Column 3 Provides proposed feedback to the SPC and the LGA regarding the section.

Discussion

Draft Charter Feedback

The PDI Act prescribes that the Charter must be used to develop the engagement process associated with the preparation and amendment of the following documents (and any amendments) in the planning system:

- State Planning Policies
- Regional Plans
- Planning and Design Code
- Local Heritage place listings
- Design Standards
- Infrastructure Schemes

The Minister for Planning, SPC, councils, joint planning boards and private entities will be responsible for development and implementing an engagement program in accordance with the Charter when preparing any of the above documents. This is different to the existing requirements under the *Development Act 1993* whereby engagement must be undertaken in accordance with prescriptive requirements.

The Act empowers the SPC to require Council to comply with the Charter and is not compelled to accept any of the above proposed strategy or policy documents unless it is satisfied with the community engagement process. The Charter provides broad strategic statements to users regarding community engagement strategies and must be read with the Draft Guide to enact its requirements.

As detailed previously, the Charter does not apply to any development assessment processes under the Act. The requirements relating to the public notification of specific types of development applications are prescriptive and set out in the PDI Act with further details on the public notification procedures to be detailed in regulations yet to be published.

Section of Charter	Purpose and Amendments	Feedback
Role of the Charter	States the purpose of the	Council generally supports the role of the
	Charter which is to guide	Charter but raises the following concerns:
	expectations pursuant to the PDI Act regarding public	Council reiterates its previous feedback
	participation with respect to	that local communities have high
	the preparation and	expectations for engagement in land use
	amendment of designated	planning and development. Although the
	instruments.	2015 Housing Diversity Development Plan Amendment reduced public notification
	Clarifies and clearly states	requirements for some types of new
	that the Charter does not	development in the West Torrens Council
	have a role in the	Development Plan, local communities
	assessment of development	continue to expect engagement at the development assessment stage with
	applications which will be controlled by Regulations.	negative consequences for councils when
	Clarifies which designated	this does not occur.
	entity is responsible for which	This Charter will not meet those
	designated instruments and schemes.	expectations given it relates to strategic
	Schemes.	documents rather than the assessment of
		development applications. Councils will
		then be required to attempt to explain this to frustrated members of the public.
		In Council's experience this expectation
		exists irrespective of any community engagement undertaken (beyond existing
		statutory requirements) at the time new
		planning and development policy is
		introduced.
		Therefore Council requests that the SPC
		identifies opportunities and approaches for
		a planning system-wide approach to work through the disconnect
		between existing local community
		expectations and the role of the
		Charter particularly with regard to
		development assessment.
		The Charter neither recognises nor
		reflects Council's ongoing relationship with its local community. Council has an
		ongoing role in delivering strategic land
		use management and planning and
		undertakes community engagement with
		local communities for a range of purposes, including for community development,
		community education and to build
		relationships and connections across the
		local community. Council led community
		engagement also has a role in encouraging active citizenship, fostering
		community resilience and building
		community trust with organisations and
		governments.

		The diagram used on page 5 of the Draft Charter is unclear and has no accompanying notes to provide further details. In general, the decision to move from a prescriptive based engagement strategy to a performance based consultation and engagement strategy is supported. This will provide significant flexibility and creativity to engage stakeholders in development discussions. However, appropriately resourcing this approach may be beyond some organisations.
Mandatory Requirements	New section not included in Stage 1 Draft. Outlines the mandatory consultation requirements (who must be consulted) in each consultation category.	Council considers heritage to be a key development and land use issue within its area. As such, the mandatory requirements to only consult owners of affected properties regarding heritage listing is inadequate. Stakeholders in heritage issues comprise a much broader range of people that should be consulted and represented with regard to heritage related matters.
Principles	Principles have been reduced and consolidated from 8 to 5. As a result, the principles are broader and simpler.Each principle has been linked to outcomes and measures.	As a comprehensive body of principles, Council considers the principles in the Draft Charter are relevant and generally appropriate for guiding the approach Council takes to community engagement under the PDI Act, acknowledging councils have extensive experience in engagement with its local communities However, Council has principle-specific feedback detailed below.
Principle 1 - Engagement is genuine	Principle has been amended to include some factors that contribute to or detract from engagement being genuine.	Council considers the principle relevant and generally appropriate.
Principle 2 - Engagement is inclusive and respectful	Principle amended to be more succinct and to focus on inclusivity and respectfulness.	While Council generally supports this principle, Council notes that local communities often do not express or evidence any interest in strategy and policy planning projects and questions the extent to which the entity undertaking the engagement is required to raise interest in the community about the proposed strategy or policy document.

r		
		Further, Council considers that consideration of 'managing expectations' of engagement within the community requires further consideration especially considering private entities will be undertaking engagement in accordance with the Charter than under the existing <i>Development Act 1993</i> .
Principle 3 - Engagement is fit for purpose	Principle amended to be more succinct.	Council considers the principle relevant and generally appropriate.
Principle 4 - Engagement is informed and transparent	Principle amended to be more succinct. Greater emphasis has been placed on the transparency of the engagement process.	Council supports this principle and seeks better clarification to ensure the community understands the scope of the engagement and are fully aware of what they can and cannot provide feedback on.
Principle 5 - Engagement is reviewed and improved	Principle amended to include a review of the engagement activities.	While Council generally supports this principle, clarity is sought with regard to the word "improving" given it is unclear whether the SPC will require each council to "improve" its performance in each project and against what measure or whether it requires the standard of community engagement undertaken across the sector, and by all actors, is "improving". It is difficult to determine the criteria for assessing this.
		It is proposed that the SPC takes the lead role in implementing Principle 6 to lead the improvement of community engagement practice in strategic and policy planning across South Australia.
Performance Outcomes	Performance outcomes have been significantly amended from the Stage 1 Draft to focus on qualitative performance analysis rather than quantitative data as a result of feedback.	Council supports the SPC's intent to measure engagement performance as it builds transparency, improves accountability and document lessons learned for future projects.
	The focus of outcomes has changed to analysing the influence the community engagement had on the final decision making.	collate and analyse the community engagement measurement results and evaluation reports. If so, what requirements will be imposed on councils i.e.:
		 will councils be required to collect, collate and submit standardised data to the SPC;

		 will this data be made publically available; will the SPC publish state-wide community engagement data, lessons learned or best practice examples to provide further guidance for organisations undertaking community engagement in accordance with the Charter?
Measuring Performance	Amendments have been made to better relate each Principle to an Outcome and a Measure. A clear table has been developed to provide users with an understanding of how a Principle, Outcome and Measure should be linked. The need to collect significant data has been reduced.	 Council is concerned that none of the possible measures investigate the influence the community engagement had on the final decision making particularly since the "Outcomes" principles has been amended to include the influence community engagement had on the final decision making. It is understood that community engagement is not the only matter considered in decision making, however its impact on decision making should be measured e.g. it would be appropriate to consider whether changes to the project scope or outcomes can be attributed to information provided through the community engagement process. Performance has been reduced to qualitative information only and this is a limited measure of engagement. While Council acknowledges that this is a useful and relevant means of subjectively considering outcomes, Council seeks the inclusion of quantitative data in the review to enable an objective and holistic reviewing the outcomes.

Draft Guide Feedback

Role of the Guide

While the Charter is a requirement pursuant to the Act, the Guide is not a legislative obligation. The SPC has drafted the *Guide to the Community Engagement Charter 2017* to provide step by step advice for users of the Charter. It is geared to assist primarily in developing and implementing engagement plans associated with the preparation or amendment of designated planning instruments.

As with the Draft Charter, the Draft Guide is a document to be used by a number of parties including councils, planning boards, the SPC, state government agencies and any other person or group who intend to introduce a new strategic planning document. This means it needs to clearly articulate the requirements of the Act and the SPC with regard to community engagement.

The Draft Guide provides five key steps to follow but does not provide prescriptive plans or processes which enables users to tailor its community engagement approach dependent on the user and any strategic planning documents or amendments proposed.

Section of Guide	Purpose	Feedback
Step 1 - Getting Ready to Engage	Provides guidance on how to define the engagement purpose, identify stakeholders and identify how the charter	Council generally supports the requirement to identify stakeholders prior to an engagement process but seeks clarification on the following issues:
	principles apply to the identified stakeholders.	Depending on the circumstances, it may be difficult to identify all the interested parties to an issue.
		While affected parties are often easy to determine, interested parties could be unlimited. Further guidance is sought to define what constitutes interested parties to limit the scope of relevant stakeholders.
		Due to resource constraints, agencies may engage the services of specialist engagement strategists and consultants to undertake their engagement requirements as per the Act and Charter. Council relies heavily on its knowledge of its local area to target the relevant stakeholders using the most appropriate engagement methods. As such, it is a concern that an external party to a process, without the local knowledge, would not necessarily identify all relevant stakeholders to an issue. This may result in the consultant not consulting/engaging appropriately which, in turn, could lead to a less than desirable engagement outcome which may not become apparent until after the engagement program has concluded.
		There is also no minimum requirements regarding consultation which, while it allows for flexibility, may also allow for relevant stakeholders to be missed.

Step 2 - Planning it Correctly	Identify the stages and engagement activities to create an engagement plan.	 Council generally supports the requirement to create an engagement plan but seeks clarification on the following issues: There is no legislative requirement for agencies to complete a plan and therefore no rigour surrounding what inclusions constitute an appropriate plan. Council supports the development of a template to assist agencies to complete these plans. With no legislative rigour regarding this process, the following questions regarding timeframes for approval are raised: How long will it take the Minister to approve the engagement plans? What happens if there is a backlog? Given no engagement activities can commence until the plan is approved, what would the likely delays be? It is proposed that if no response is received from the Minister within a certain time frame, than the plan is deemed as acceptable. However, if a plan is deemed 'not approved', what are the rights of appeal of an agency or organisation? If a plan is 'not approved' will an agency have the ability to create a new plan, resulting in that agency/plan being relegated to the 'back of the queue' and delaying the progression of the document? Given the significant community interest in development, will these plans be made publically available? If so, how?
Step 3 - Engage	Implementing the engagement plan	 Council generally supports the requirement to implement engagement plans appropriately but seeks clarification on the following issues: The Draft Guide states that engagement plans may be altered during the consultation period to be flexible to the changing environment. As such: What changes can be made to the approved engagement plan? What restrictions will be placed on an agency's ability to amend a plan? What is the scope of acceptable change?

		 What will be the process for making and seeking approval for such amendments? What will occur if the changes are made throughout the engagement process but the Minister does not accept the rationale for the changes in the reporting phase of the process, once the consultation has concluded? There is also no minimum acceptable timeframes for consultation activities, which promotes flexibility yet provides little guidance. Short time frames do not provide the best opportunity for stakeholders to actively participate in the engagement process. For example, a 6 week time frame for review of a document only provides Council with one council meeting (in reality) to consider a document prior to its deadline for review as this Council meets fortnightly which is one more meeting per month than required by the Local Government Act 1999. Councils that only meet once a month, therefore, may not have the
Step 4 - Reporting	Requires that	opportunity to consider a document if the timeframe is 6 weeks.
Step 4 - Reporting	Requires that organisations measure success and complete a report to the SPC	Council generally supports the requirement to measure success and report on engagement strategies but seeks clarification on the following issues:
		 There is no clear guidance on what the SPC is seeking in such a report and no template has been developed.
		 A disconnect may arise between the interpretation of the engagement plan, approved by the Minister, and the approval of the report by the SPC.
		 There is no clarity on what an agency is required to do once it has reviewed and completed its report?
		 There is no clarity on the accountability for implementing any changes to processes?
		 There is no timeframe detailed for the submission of a report to the SPC.

		• There is no guidance on the timeframe for the SPC to review the report and determine whether the engagement process was appropriate for the proposed amendments?
		• Further, internal resources to develop these plans may be limited i.e. lack of time and skills. In many cases, agencies will not have an appropriately skilled employee on hand to complete these plans leading to extra expense and delays which, in turn, could lead to a risk of maladministration as the organisation may not be able to achieve the obligations set out by the Act.
Step 5 - Reflection and Learning	Provides an opportunity to identify and share key learnings	Council generally supports the requirement to report on engagement strategies but seeks clarity on who is responsible for ensuring and determining how this occurs?

Conclusion

The State Planning Commission has released Stage 2 Draft of the Community Engagement Charter alongside a Draft Guide to the Community Engagement Charter 2017 for consultation. Council's feedback will be submitted to the State Planning Commission and the Local Government Association by 28 November 2017, prior to the conclusion of the current round of public consultation on 8 December 2017.

Attachments

- 1. Draft Community Engagement Charter 2017
- 2. Draft Guide to the Community Engagement Charter 2017



Consultation Draft – Community Engagement Charter

Message from the State Planning Commission

The new *Planning, Development and Infrastructure Act 2016* was designed to improve the way we plan in South Australia.

The Act establishes Community Engagement Charter, an initiative to change the way we consult our communities. In the past, our system for notifying affected communities about establishing or changing planning policy has been too rigid and restricted and has not always reached the people affected.

The Charter defines a more flexible, effective and meaningful framework for engagement that will:

- foster better planning outcomes that takes account of community views and aspirations
- establish trust in the planning process, and
- improve the community's understanding of the planning system.

The State Planning Commission wants to see a vast improvement in the engagement process. This means finding new and innovative ways to engage with communities and other interest groups as the new planning system is rolled-out.

The Commission will also be responsible for making sure the Charter is complied with and may provide direction, or step in, if it considers the standard of engagement anticipated by the Charter has not been met.

A community panel process has been used to help shape the principles and outcomes of this Charter, supported by further community, council and industry consultation. In response to the feedback, a draft Engagement Charter Guide has been prepared for release with the Charter for consultation. It will provide guidance on engagement processes, practices and behaviours that satisfy the principles.

The Charter will help build community trust and confidence in the planning system by providing an engagement framework that is robust and adaptable. We intend to promote genuine engagement through our own activities.

We now invite the community, planning and development specialists and others to provide feedback on this statutory draft which will assist us in completing the Charter over the coming months.

What is the role of the Charter?

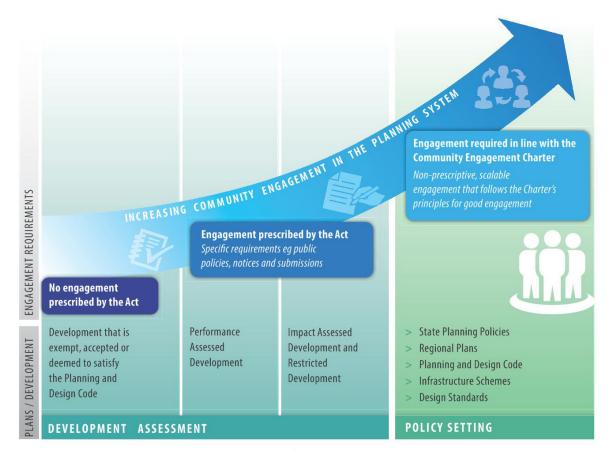
The Charter has a statutory role under the *Planning, Development and Infrastructure Act 2016*. The Act prescribes that the Charter must be used to guide public participation with respect to the preparation and amendment of designated instruments as set out in the table below. It also contains methods to measure the success and effectiveness of the engagement process.

Designated instruments and schemes	Entity
State Planning Policies	State Planning Commission
Regional Plans	Joint Planning Board State Planning Commission
The Planning and Design Code	Chief Executive Officer of DPTI State Planning Commission Council Joint Planning Board Government Agency
Design Standards	State Planning Commission
Infrastructure Delivery Scheme	Scheme Co-ordinator

Under the Act, entities that are responsible for preparing or amending designated instruments are required to comply with the Charter for the purposes of consultation. They are responsible for the preparation and implementation of a community engagement plan that meets the principles and performance outcomes of the Charter. However, the State Planning Commission may specify that the entity consults with a particular person or body.

If the State Planning Commission considers an entity has not complied with the Charter, it may require that entity to do so. The State Planning Commission or the Minister for Planning is not compelled to accept any of the above documents until it is satisfied with the engagement process. If necessary, the State Planning Commission may undertake the engagement on behalf of the entity and recover the associated costs.

The Charter does not have a statutory role in the assessment of development applications. Separate and specific requirements for the public notification of certain classes of development applications are outlined in the Act and the procedures to be followed will be subsequently determined by regulation.



COMMUNITY ENGAGEMENT IN THE PLANNING SYSTEM

(As required by the Planning, Development and Infrastructure Act, 2016)

Structure of the Charter

The charter includes the following components:

- Mandatory requirements: Requirements that override the principles and performance outcomes.
- Principles: A set of principles which guide engagement.
- Performance outcomes: The outcomes you would see from successful engagement
- Measuring performance: Types of measures for measuring performance.

Mandatory requirements

An entity to which this Charter applies must comply with the following mandatory requirements that are applicable, based on the consultation category below. Where the mandatory requirements do not apply, an entity must have regard to, and seek to achieve, the principles and performance outcomes that apply under the Charter.

The State Planning Commission, or an entity acting with the approval of the State Planning Commission, may adopt an alternative way to achieving compliance with the mandatory requirements if the State Planning Commission is satisfied that the alternative way is at least as effective in achieving the public consultation requirements under the Charter. An entity will therefore need to obtain the approval of the State Planning Commission for any variation of the mandatory requirements.

Consultation Category	Mandatory requirement
Proposals that are specifically relevant to a particular Council or Councils (where Council did not initiate the proposal).	That Council or Councils must be directly notified of the proposal and consulted.
Proposals that are generally relevant to councils.	The Local Government Association must be notified in writing and consulted.
A proposal to enter a place within the Planning and Design Code as a place of local heritage value.	The owner of any land on which the place resides, must be directly notified in writing of the proposal and consulted for a minimum period of four weeks.
A proposal to amend the Planning and Design Code to include any heritage character or preservation policy that is similar in intent or effect to a local heritage listing.	The owner of any land on which the place resides, must be directly notified in writing of the proposal and consulted for a minimum period of four weeks.
Infrastructure delivery scheme.	Landowners affected by the scheme must be directly notified in writing of the scheme under section 166 of the PDI Act for a minimum of four weeks.

Principles

The following principles describe what is important when engaging under this Charter. The principles guide good engagement.

The application of the principles is mandatory and they must be considered when a decision maker determines the appropriate approach to engagement. Each engagement may have a different purpose, and may be undertaken in different places, with different outside influences and with different people involved.

The principles are a reference point for good engagement. If a decision maker can 'tick off' on each of the principles as the engagement strategy is designed and delivered, then the public can have confidence that the engagement will be appropriate and effective.

The principles are:



Consultation Draft – Community Engagement Charter



Performance outcomes

To provide clarity about these principles the following descriptions and performance outcomes have been developed to inform what successful achievement of each principle would look like. The performance outcomes must be considered in the preparation of the engagement process and must be reported against at the conclusion of the process.

Engagement is genuine

All parties are genuine in their participation. Those conducting the engagement use their best endeavors to proactively seek community involvement and genuinely listen to and understand the range of views. Those participating are open to a range of perspectives and are well informed. Participants respect that their views may not prevail.

Performance outcomes

People had faith and confidence in the engagement process.

Engagement is inclusive and respectful

Affected and interested people can have their say and be heard, regardless of background or status. People are involved early so that they can influence the process and the thinking from the start. All views are acknowledged and considered.

Performance outcomes

Affected and interested people had the opportunity to participate and be heard.

Engagement is fit for purpose

The process matches the significance of the planning change. It is value-for-money, targeted, flexible, scalable and timely.

Performance outcomes

People were effectively engaged and satisfied with the process.

People were clear about the proposed change and how it would affect them.

Engagement is informed and transparent

People have access to all relevant information at the time it is needed so that they can participate fully. They understand what is happening, why it is happening and what the consequences are. When decisions are made, the reasons behind them will be explained.

Performance outcomes

All relevant information was made available and people could access it.

People understood how their views were considered, the reasons for the outcomes and the final decision that was made.

Engagement is reviewed and improved

After each engagement exercise, the process is reviewed to see whether the principles have been met and what can be done to improve the process next time.

Performance outcomes

The engagement was reviewed and improvements recommended.

Measuring performance

Engagement is undertaken to achieve better outcomes, decisions, projects and policies. Establishing engagement objectives, and then measuring progress helps to gauge how successful the engagement process has been. Evaluation can build transparency and accountability. It can contribute to the evidence base, identify good engagement practice and improve future practice.

Planning for evaluation should commence as early as possible in the engagement process. The scope of activities in the evaluation will vary based on the purpose and scale of the engagement. Early planning enables identification of the criteria that could be used to measure success and the information to be collected to support this, as well as what tools and resources are required. Early evaluation planning also provides an opportunity to clarify the purpose and objectives of the engagement process.

There are a range of ways that performance can be measured including surveys, capturing the number of responses received, the general tone of feedback and a range of other techniques.

Following are some examples of the types of measures that could be considered when preparing an engagement plan.

Consideration in m	Consideration in measuring performance		
Principles	Performance outcomes	Types of measures	
Engagement is genuine	People had faith and confidence in the engagement process	 Primary Was there an opportunity for different knowledge and perspectives to be shared? Secondary How did people interact with each other, and did the process build community capacity? Would people participate in a similar process 	
Engagement is inclusive and respectful	The affected and interested people had the opportunity to participate and be heard.	in the future? Primary Did everyone who is impacted and/or interested have an opportunity to participate? Was there an opportunity for different knowledge and perspectives to be shared?	
		<i>Secondary</i> What was the level of emotion and controversy?	
Engagement is fit for purpose	People were effectively engaged and satisfied with the process.	Did people feel the process enabled appropriate input? Did people understand how to participate in the engagement? Did people understand what was being proposed?	
Engagement is informed and transparent	All relevant information was made available and people could access it. People understood how their views were considered and reasons for the outcomes.	Primary Did people have access to the information they needed? Was community input considered in the final decision?	
Engagement is reviewed and improved	The engagement was reviewed and improvements recommended.	<i>Primary</i> Were learnings about the process documented?	

The Guide assists in planning for evaluation in the engagement plan.

Definitions

State Planning Policies

The State's overarching goals or requirements for the planning system (and to be given effect through the various instruments prepared in the system).

www.saplanningportal.sa.gov.au/our_new_system/state_planning_policies

Regional Plans

A long-term vision for a region or area, including provisions about the integration of land use, transport infrastructure and the public realm, and including maps and plans that relate to spatial patterns that are relevant to the long-term vision.

www.saplanningportal.sa.gov.au/our_new_system/regional_planning

Planning and Design Code

A comprehensive set of policies, rules and classifications which may be selected and applied in the various parts of the State for the purposes of development assessment and related matters within the State. The Code will include the use of zones, subzones, overlays and policies.

www.saplanningportal.sa.gov.au/our_new_system/planning_and_design_code

Design Standards

A design standard that relates to the public realm or infrastructure, which may specify design principles, design standards, or design guidelines.

Infrastructure Delivery Schemes

A scheme approved by the Minister for Planning in relation to the provision of basic or general infrastructure, and the funding arrangements associated with the provision of that infrastructure.

www.saplanningportal.sa.gov.au/our_new_system/infrastructure_schemes

Designated Entity

A person or entity that is approved by the Minister for Planning to undertake the legislative processes, (including engagement) involved in preparing or amending a designated instrument.

Designated Instrument

A state planning policy, regional plan, the planning and design code and a design standard are Designated instruments.





Consultation

The Community Engagement Charter and Guide is open for comment

A number of engagement activities will be run by the State Planning Commission during the 6 week formal consultation process including:

- general community feedback on-line via the SA Planning Portal
- written submissions invited from the general community
- a survey for planning professionals and practitioners on the SA Planning Portal
- further consultation with the Practitioner Group
- feedback invited specifically from the Planning Together Panel.

Submissions on the draft Charter and Guide may be made as follows:

By:	8 December 2017
Email to:	DPTI.PlanningEngagement@sa.gov.au
Comment on:	www.saplanningportal.sa.gov.au
On line survey:	www.saplanningportal.sa.gov.au
Mail to:	The State Planning Commission GPO Box 1815, Adelaide, SA, 5001

Engagement to date

The first Discussion Draft of the Charter released for informal comment in August 2017 was prepared with significant contribution by a public Planning Together Panel. This Panel was also influenced and guided by the "Practitioner Group" and the more widely represented "Larger Stakeholder Group".

The feedback received on the Discussion draft has assisted the State Planning Commission refine the Charter and build on the work of the Panel. This includes exploring in greater detail implementation measures that will assist authorities in making decisions about how to engage, the community's role in the engagement process, and how to evaluate the success (or otherwise) of the engagement process.

The 6 workshops and 25 submissions received during the engagement on the discussion draft also assisted the State Planning Commission in preparing the draft Guide which is also now available for comment.

We have been working with three key groups to prepare the draft Charter. These groups include:

- Planning Together Panel a randomly selected, statistically representative group of 50 community members who were tasked with developing the draft Charter in collaboration with representatives from the planning sector and other groups with an interest in planning. This group met for four full days over two weekends in July 2017. An outline of the Panel's work is provided attached.
- Practitioner Group a hand-selected group of senior planning professionals (encompassing local and state government, peak bodies and consultants) tasked with providing industry perspective and context for the Panel and ensuring the Charter's 'decision-making framework' is relevant and practical in a strategic planning policy setting. This group met prior to the first Panel session and their advice was considered by the Panel in their deliberations.
- Broader Stakeholder Group includes planning practitioners and groups and individuals with an interest in the planning system (around 50 people), who contributed knowledge and experience of the planning system as part of the Panel discussions.

These groups continue to be provided opportunities to input in the Charter and Guide.

Input into the Charter's development has also been sought from the broader public through yourSAy.sa.gov.au.



21 November 2017

Our Next Steps

On completion of consultation the State Planning Commission will collate the feedback into a report for the Minister for Planning, along with the draft Charter and Guide, for consideration.

Over the first 12 months or so, the Charter will primarily be used by the State Planning Commission as it develops the designated instruments as set out in the Act. The work entailed in developing the new State Planning Policies and the Planning and Design Code library, as well as the Infrastructure Scheme pilot programs, will be an opportunity for the Charter to be tested and reviewed, allowing the State Planning Commission to evolve the document in collaboration with the intended 'end-users'.

During this time an on-line tool kit will also be developed to enable future users of the Charter to have extra guidance, tools and access to examples of 'best practice'.

Ongoing refinement

Being the first of its kind, it is recognised that the Charter will need to evolve over time. In its first year, it will primarily be applied to the development of the new State Planning Policies, the Planning and Design Code, and Infrastructure Schemes required under the Act. As the State Planning Commission prepares these documents, it will test the Charter and its application to allow for its ongoing evolution. During this time the State Planning Commission welcomes feedback to assist in monitoring and improving the Charter.

Implementation assistance will be available for Government agencies, Councils and other practitioners to help consider how they will frame their engagement programs in accordance with the Charter well in advance of them being required to formally undertake this role.



DRAFT Guide to the Community Engagement Charter 2017



Government of South Australia Department of Planning, Transport and Infrastructure

Guide for the Community Engagement Charter

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The Charter

Introduction

The Community Engagement Charter (the Charter) is the first of its kind in Australia, putting consultation and participation at the forefront of the planning process.

The Charter is a central component of the *Planning, Development and Infrastructure Act 2016* (the Act), which is the most significant change to South Australia's planning system in over 20 years. In drafting the new legislation it was recognised that there was a need to improve community participation in planning processes and encourage innovation in engagement methods.

The Charter establishes an outcome-based, measurable approach for engaging community members on planning policy. It provides a flexible framework that enables fit-for-purpose engagement rather than prescriptive minimum standards.

The Act states that the Charter must seek to:

- Ensure that the community has timely and meaningful opportunities to participate in, or access information about, planning policy setting
- Weight community engagement towards the early stages of policy-setting, and scale it back when dealing with an advanced or settled policy
- Ensure that information about policy development is readily accessible, expressed in plain language and in a form that facilitates participation
- Support the use of participation methods that foster constructive dialogue and debate, and have regard to the significance or likely impact of a proposed policy,
- Keep the community informed throughout the engagement process of their input and how it will be, or has been, used to shape policy.

The Government of South Australia has acknowledged the importance of good engagement through its Better Together community engagement framework. The Charter follows the key principles of this framework and adds to it by focusing specifically on the planning system.

Why is engagement in the planning system important?

People expect to have a role in the matters that impact their lives. In the past, many people's first interaction with the planning system was when a new house or shopping centre or other form of development was built near them or a tree was cut down without their understanding the planning policy that enabled this to occur.

The Charter seeks to change this by increasing the community's knowledge of the planning system and inviting their input early when developing the planning policies that will shape the places they value.

The Charter seeks to support community engagement, not for engagement's sake, but to add value to the planning process and deliver improved planning outcomes.

What is the legislative role of the Charter?

The Act requires that the Charter be established by the State Planning Commission. The Act sets out requirements for the Charter's implementation, including the consideration of engagement plans and reports by the Commission.

Who does the Charter apply to?

The following entities are required under the Act to comply with the Charter when proposing and establishing changes to particular planning instruments:

- State Planning Commission
- Chief Executive of the Department of Planning Transport and Infrastructure
- Infrastructure Scheme Coordinators and government agencies
- Councils
- Joint Planning Boards

Guide for the Community Engagement Charter

What does the Charter apply to?

The Charter must be used to develop the engagement process associated with the preparation or amendment of the planning instruments and schemes listed in **Table 1**.

Figure 1 shows the process for preparation or amendment of these planning instruments and when community engagement fits in.

What does the Charter not apply to?

The Charter does not have a statutory role in the assessment of development applications. Separate and specific requirements for the public notification of certain classes of development applications are outlined in the Act and the procedures to be followed will be subsequently determined in regulations (yet to be prepared) under the Act.

Planning Instruments and schemes	Role
State Planning Policies	Provide the government's overarching goals or requirements for the planning system. They are to be taken into account when preparing other statutory instruments.
Regional Plans	Set the long-term vision for an area of the state, and must align with any relevant State Planning Policies.
Planning and Design Code	Set the rules and process for assessing development applications. Will replace Development Plans.
Design Standards	May specify design principles and standards and provide design guidance in relation to the public realm and infrastructure (e.g. public roads, footpaths, lighting, stormwater)
Infrastructure Schemes	Are legally binding arrangements for the delivery of basic and essential infrastructure within a defined area.

Table 1 - Planning instruments and schemes to which the Charter applies

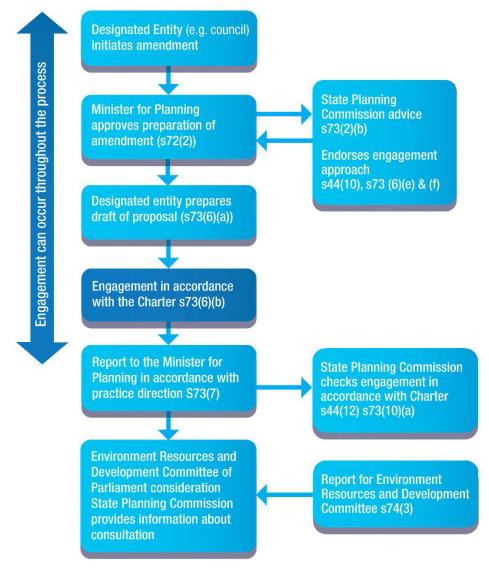
What is the role of the State Planning Commission?

The State Planning Commission is responsible for establishing and maintaining the Charter, which must be reviewed at least every 5 years.

Engagement plans required under the Charter are to be submitted to the Minister for Planning for approval, who acts on the advice of the State Planning Commission. Once the engagement on the instrument has been finalised, the instrument is required to be submitted to the Minister along with a public consultation report in accordance with a practice direction. If the Minister considers that the Charter requirements may not have been sufficiently met, he/she may consult with the State Planning Commission and ask them for advice as to whether they consider the Charter has been satisfied by the engagement conducted.

The State Planning Commission will use lessons learnt from reviewing the effectiveness of engagement to support ongoing sector-wide improvements in community engagement.





What might the Charter look like in action?

The Charter outlines five principles that describe what is important when engaging on changes to planning instruments and the outcomes sought by the community when they are involved in an engagement process. **Table 2** outlines these principles what they mightlook like in practice.

Table 2 - Engagement Charter Principles in Practice

Charter Principle	Performance Outcomes	How the principle may look in practice
Engagement is genuine All parties are genuine in their participation. Those conducting the engagement use their best endeavours to proactively seek community involvement and genuinely listen to and understand the range of views. Those participating are open to a range of perspectives and are well informed. Participants respect that their views may not prevail.	People had faith and confidence in the engagement process.	 A variety of opportunities are provided to participate (e.g. time of day, day of the week, online, face-to-face) to genuinely seek input. Information is presented in an easy-to-understand and accessible language and is available in multiple languages and formats, including graphics and other visual forms. Those engaging are open to considering change to a proposal as a result of engagement feedback. Engagement actively seeks input to shape proposals early in their development. The proponent is available to the process. Engagement allows adequate notice and time for input. Should a final proposal be presented, people have adequate time to understand and provide comments before the proposal is adopted.
Engagement is inclusive and respectful Affected and interested people can have their say and be heard, regardless of background or status. People are involved early so that they can influence the process and the thinking from the start. All views are acknowledged and considered.	Affected and interested people had the opportunity to participate and be heard.	 Engagement is tailored to support people of different ages, backgrounds, abilities and perspectives to participate. Effort is made to ensure that those affected or interested are aware of the proposal and engaged through the most direct means possible. Engagement actively seeks input to shape proposals early in their development. All comments and views are captured and considered. Participation methods encourage constructive discussion and debate. Real and potential conflicts are acknowledged in an open and non-judgemental way and those tensions are held in respectful dialogue.
Engagement is fit-for-purpose The process matches the significance of the planning change. It is value- for-money, targeted, flexible, scalable and timely.	 People were effectively engaged and satisfied with the process. People were clear about the proposed change and how it would affect them. 	 The "reach" of the engagement is determined based on the extent of the impact of the proposal and the level of community interest. Engagement activities address specific issues and/or matters of contention. Engagement activities are appropriate to the significance and likely impact of the proposal. Engagement activities match the scope of influence the community has in the proposal (i.e. what they can or cannot influence).
Engagement is informed and transparent <i>People have access to all relevant information at the time it is needed so that they can participate fully. They understand what is happening, why it is happening and what the consequences are. When decisions are made, the reasons behind them will be explained.</i>	 All relevant information was made available and people could access it. People understood how their views were considered, the reasons for the outcomes and the final decision that was made. 	 Information about the proposal is provided in a timely fashion and is readily available online or at request. Information is presented in an easy-to-understand language and format, uses visual tools or scenarios where possible, and builds knowledge from the starting point of community understanding on the matter. The process of the engagement, proposal development and when and how people can provide input and about what they can influence or not is clearly articulated. Engagement materials and activities articulate the key drivers for the proposal: what is the imperative, need, issue or opportunity that it will address. The potential impacts of the proposal and on-ground development outcomes, including those that may be contentious, are clearly articulated. Feedback is provided to participants at the end of each stage of engagement and at the end of the process, that outlines the input gathered and how it will be, or has been, used to inform the proposal and why. A decision maker's reasons for supporting a particular outcome demonstrate that alternatives have been considered.
Engagement is reviewed and improved After each engagement exercise, the process is reviewed to see whether the principles have been met and what can be done to improve the process next time.	The engagement was reviewed and improvements recommended.	 As the engagement plan is implemented, debriefs occur after each activity is completed to determine if any changes are required. At the conclusion of the engagement process, debriefs occur that identify lessons learnt and learnings are shared with peers. Engagement plans contain measures of success for the engagement undertaken. Where possible the community will be involved in setting measures about performance. Measures consider what successful engagement would mean for the community and the proponent (e.g. government). Engagement reports at the end of projects report and measure the outcomes of the engagement.

Guide for the Community Engagement Charter

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What is the role of this Guide?

This Guide provides step-by-step advice on putting the Charter into action when developing and implementing an engagement plan associated with the preparation or amendment of a designated planning instrument.

It is recognised that there are many organisations across South Australia- such as local governments - who have been actively engaging with their communities about planning using innovative and best practice techniques. It is intended that this Guide reinforces and builds on this work to move towards great engagement broadly across the planning system.

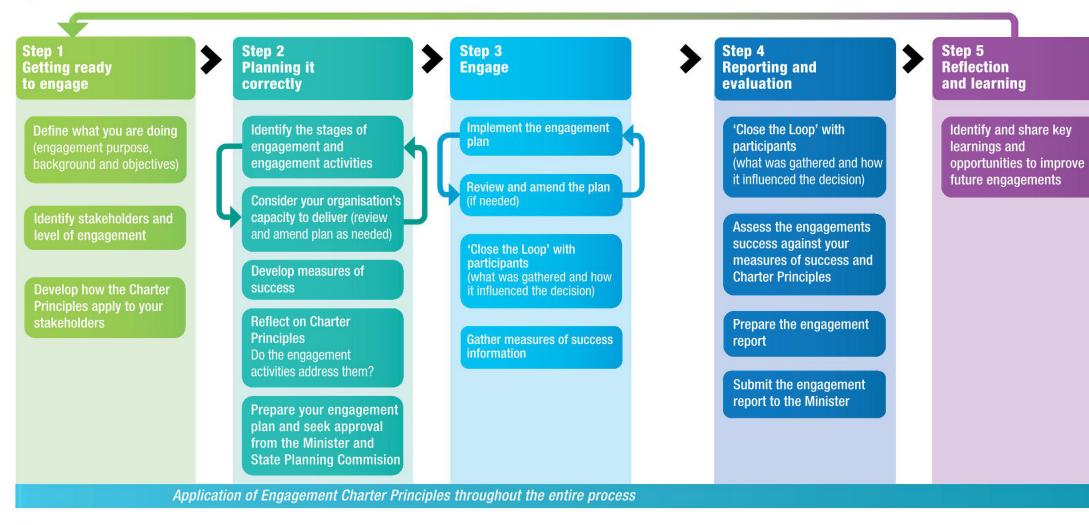
This Guide does not set prescriptive, one size fits all approaches for community engagement. Instead it provides prompts to stimulate thinking about why you are engaging and encourages you to tailor your engagement approach to fit your project's and community's unique characteristics.

How to use this Guide

This Guide presents 5 key steps when developing and implementing your engagement (**Fig. 2**). Considering this process will enable you to tailor your engagement so that it suits your needs, whilst also addressing the directions of the Charter.

This Guide does not provide prescriptive templates. You can use your own or those suggested. A checklist is provided at the end of this Guide to assist you in determining if you have all actions in place to meet the Charter's requirements.

Figure 2 The Charter Engagement Process



Guide for the Community Engagement Charter



A series of actions are provided at the end of each step.

Completing these actions will enable you to build and implement your engagement plan.



07

Guide for the Community Engagement Charter

Step 1 Getting ready to engage

Define what you are doing (engagement purpose, background and objectives)

Identify stakeholders and level of engagement

Develop how the Charter Principles apply to your stakeholders



This first step involves getting ready to engage and includes ensuring that you are clear about who you are engaging, why you are engaging them and what their scope of influence is.

Define what you are engaging on

In preparing for your engagement it is essential to have clear project team agreement on what is being engaged on and why. This will ensure from the outset that the best process is followed. It's important to be on the same page, as all your engagement activities will stem from this point on.

It is also important at this stage that you understand what engagement may have already been undertaken as this will influence who you engage with and how you go about it.

Defining what you are doing involves being clear about the planning decision you are focused on and articulating aspects such as:

- What proposed planning instrument you are engaging on?
- Is it being proposed or amended?
- Why it is being initiated (e.g. what are the key drivers, what issues are looking to be resolved or what opportunities are looking to be maximised)
- Any relevant background or history
- The location/area that it applies to.

Being clear about what you are doing and why will assist you with designing and implementing an appropriate engagement plan.

08

Determine the scope of influence

Determining your approach to engagement and the activities you will deploy depends on the level of influence people will have in the decision making process.

At the project's outset it is important to define the 'scope of influence' that applies to the decision at hand. This means identifying the extent to which the community, through their participation in engagement activities, can influence the final decision.

There may be aspects of the proposed planning instrument (i.e. the proposal) that are not negotiable (e.g. the geographic extent of a zone amendment) but others that are (e.g. specific conditions within a zone amendment).

Determining the scope of influence will enable you to identify the appropriate engagement activities in step 2. For instance, where there is a lot of room to move in a proposal, use techniques that encourage people to contribute diverse ideas (e.g. a workshop for open ideas sharing). Where there is less room to move, you may create activities that seek feedback on particular options only.

It is important that the community understands from the outset what aspects of the proposal they can influence and those they cannot. This must be clear in communication materials.

Identify stakeholders and the level of participation

In preparing for your engagement it is essential to have clear project team agreement on who your stakeholders are, their interest in the proposal and the level of participation they will have in the engagement. Agreeing on these things will determine the 'reach' of your engagement and the engagement activities you later identify. **Reach** refers to those who the engagement is targeted at and whose participation is desired. This could be those people impacted (positively or negatively) by the decision and/or those that have a particular interest. Reach can therefore be defined by a locality, geographical area, people, communities and/or groups.

To determine the level of engagement, this Guide recommends the International Association of Public Participation (IAP2) Spectrum (**Fig.3**), as it is well known and used by councils. The spectrum is the foundation of 'Better Together' the State Government's approach to engagement. If desired, alternative engagement frameworks can be used to determine your approach to engagement.

Identifying the level/s of participation for your engagement requires two steps:

- Identifying stakeholders who are likely to have an interest and/or be impacted (positively or negatively) by the proposal and what this interest or impact is.
- Identifying the levels of engagement for each stakeholder by considering:
 - Their level of INTEREST in the proposal and
 - The extent to which the proposal IMPACTS them.

It is important to recognise that in establishing or amending the various planning instruments the engagement will likely:

- Involve multiple levels on the IAP2 Spectrum.
- Differ depending on the level of impact and/or interest that the decision may have for members of the community.
- Be dependent on the 'promise to the public' and the extent to which the community can influence what is being proposed.

Guide for the Community Engagement Charter

Figure 3 IAP2 Public Participation Spectrum

The International Association of Public Participation (IAP2) Spectrum provides a guide to help define the public's role in any engagement process. A key element of the IAP2 Spectrum is identifying your 'promise to the public'. The further along the Spectrum, the greater the scope of influence available.

	€ ↓ € Inform	Consult	Involve	Collaborate	Empower					
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.					
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.					
		Increasing sco	Increasing scope of influence							

Engagement Charter Principles in practice

Now that you have identified your stakeholders, consider how the Charter Principles may apply to them.

Points to consider to ensure your stakeholders have the best opportunity to contribute include:

- Cultural needs
- Age related needs or preferences
- Language needs
- Preferred means of communication
- Accessibility requirements (physical ability and also timing and location of engagement)
- Particular forums or processes of stakeholder for providing feedback.

These considerations will inform the engagement activities developed in Step 2.

Diversity

Every community is unique. The reach of your engagement may require you to work with stakeholders of different cultural, professional or religious etc. backgrounds. Considering particular needs or preferences in how your stakeholders engage will maximise the most they and you get out of the process.

Step 1 Actions



Discuss as a project team what your engagement purpose is, the background and your objectives. These will ultimately form part of your Engagement Plan.

For example:

Engagement purpose:

To engage on the establishment of a Climate Change Policy that will apply to the whole of South Australia.

Engagement background:

Establishing a Climate Change Policy for South Australia is a requirement of the Planning, Development and Infrastructure Act 2016. The Policy is one of four State Planning Policies, which are designated instruments of the Act required to support the delivery of the new planning system. The Climate Change Policy will ensure that development in South Australia is resilient and mitigates and responds to the impacts of climate change. The Act requires that community engagement be conducted on the Policy's establishment in accordance with the requirements of the community engagement charter.

Engagement objectives:

- Obtaining localised knowledge and perspective to inform climate change mitigation and adaptation approaches
- To ensure stakeholders can provide early input to inform the development of the Climate Change Policy
- To ensure stakeholders are aware of the proposed changes to the Climate Change Policy
- To ensure that all affected and interested stakeholders have the ability to provide input

B

Determine the scope of influence of the community and stakeholders. Highlight what aspects of the proposal are negotiable (open to change) and those which are not negotiable (not open for change).

For example:

Negotiable

What elements of the proposal can stakeholders influence

- Specific conditions within the zone amendment, being...
- etc.

Not Negotiable

What elements do the stakeholders not have any opportunity to influence? This may be due to safety, technical or legislative requirements.

The geographic extent of an amendment of an existing zone to an urban corridor zone

etc.

As a project team conduct a stakeholder and community analysis to identify:

- Your stakeholders
- Their level of interest in the proposal
- The level to which they are impacted by the proposal
- Their anticipated expectations for the engagement and their scope of influence
- The level of participation they can expect in the engagement
- Any engagement they may have previously been involved in

For example:

Stakeholder analysis for changing zoning of an area as an amendment to the Planning and Development Code. These are for example only. The stakeholders and levels of engagement will be specific to the nature and significance of your proposal.

Stakeholder	Level and nature of Interest and Impact	Expectations	IAP2 Level
Property/Business owners within the zone	High interest and impact as zone change will affect their participation	That they will be made aware of the proposal, have an opportunity to participate, influence the outcome and be kept informed	Involve
Neighbouring land owners	Medium interest and impact as zone change will impact some qualities of their neighbourhood	That they will be made aware of the proposal, have an opportunity to participate, influence the outcome and be kept informed	Consult
etc			



Through the lens of the Charter Principles, consider how the characteristics of your stakeholders and community will need to be considered in the design of your engagement.

For example:

Stakeholder	Engagement need or avenue
Chinese community	Information brochure in Mandarin
Climate change officers in local government	Local Government Climate Change Officers Group
Regional community with limited internet	Hard copy materials in community hubs (e.g. libraries and sporting clubs)
etc.	etc.



Consider how to best demonstrate the tangible impacts of policy changes through visual and graphic means appropriate to your stakeholders and the nature of the policy changes.

For example:

For a policy that will effect built form consider 'now' versus 'future' drawings or visualisations.

Step 2 Planning it correctly

Identify the stages of engagement and engagement activities

Consider your organisation's capacity to deliver (review and amend plan as needed)

Develop measures of success

Reflect on Charter Principles Do the engagement activities address them?

Prepare your Engagement Plan and seek approval



Now that you know what you are engaging on, why it is important, what you want to achieve, who you want to engage with and the level of engagement required, you can put your mind to identifying and selecting the engagement activities to be undertaken.

Identify stages of engagement and engagement activities

Stages of engagement

The Charter encourages engagement to be weighted towards engagement at an early stage and scaled back when dealing with a settled or advanced policy. As such your engagement is likely to occur over multiple stages- at least early in the proposal's development and once the draft proposal is prepared.

Different stakeholders may be engaged at each stage and the primary level of engagement may change at each stage. For example you may involve or collaborate with residents in the development of a draft proposal (Stage 1) and then consult with them on the draft proposal (Stage 2). You may consult with the wider community only as part of Stage 2.

Attachment B demonstrates how the level of engagement may change across the stages of a proposal's development for the various designated instruments.

Determining the stages of engagement require you to consider:

- That engagement it is likely to occur over multiple stages.
- The objective of each stage. Is it early input to inform a draft feedback on the proposal's development; or notification that the proposal is complete?
- The primary level of engagement for each stage.
- The timeframes in which these stages of engagement must occur.

Engagement activities

Determining your engagement activities will require you to consider:

- The Charter Principles (see Table 2)
- The characteristics of your stakeholders and what their needs may be in the engagement e.g. the venue, timing and communication requirements. (Use methods tailored to stakeholders that they are comfortable with by reflecting on your stakeholder analysis and assessment against the Charter Principles in Step 1).
- The level of engagement required. If for instance, if you are simply 'informing' then a public press advertisement or letter may suffice. However if you are 'consulting' you may feel that inviting submissions, or holding a community event is more appropriate.
- Any mandatory requirements for engagement. (refer **Fig. 4**)
- The scope of influence stakeholders have to influence the outcome of the proposal. (Choose activities that gather the level of information needed to develop the proposal and that set the right level of community expectation.)
- The information that needs to be provided for the community to build their understanding of the matter so they can provide informed feedback. (Provide information in plain language and consider visual tools or scenarios to demonstrate on-ground development outcomes.)
- How you will 'close the loop' with stakeholders. This involves providing them feedback about the results of engagement and how it will be, or has been used to inform the development of the proposal.

Attachment B provides some guidance about the types of activities that can be conducted for different levels of engagement.

The Charter provides flexibility about how the engagement takes place. The important thing is to ensure that the Charter Principles and any statutory obligations (**Fig. 4**) are adhered to in the approach you take.

When developing your engagement approach remember to:

- Be clear about the scope of influence that is available in relation to the decision being made, and
- Ensure that the engagement techniques used match the scope of influence.

Figure 4 Statutory Obligations for engagement

The Planning Development and Infrastructure Act identifies a number of mandatory requirements for engagement in relation to the preparation and amendment of statutory instruments which must be reflected in engagement plans established under the Charter.

Consultation Category	Mandatory requirement
Proposals that are specific to a particular Council or Councils (where a Council did not initiate the proposal).	Council(s) must be directly notified of the proposal and consulted.
Proposals that are generally relevant to councils.	The Local Government Association must be notified in writing and consulted.
A proposal to enter a place within the Planning and Design Code as a place of local heritage value.	The owner of the land on which the place is situated, must be directly notified in writing of the proposal and consulted for a minimum of four weeks.
A proposal to amend the Planning and Design Code to include any heritage character or preservation policy that is similar in intent or effect to a local heritage listing.	The owner of the land on which the place is situated, must be directly notified in writing of the proposal and consulted for a minimum of four weeks.
Infrastructure delivery scheme.	Landowners affected by the scheme must be directly notified in writing of the scheme for a minimum of four weeks.

Determine your capacity to deliver

How ready is your organisation to deliver your engagement plan?

It is important to ensure that you have the resources (e.g. people, skills, finances, materials, venues) to implement your engagement plan.

Reflecting on your organisation's readiness will help identify areas that need more support or resourcing and the good engagement work that is already happening. Preparation of the engagement plan and consideration of your organisation's capacity to deliver may lead you to amend your engagement plan.

Similarly, as the engagement plan is implemented, it may be subject to change as new issues or ideas emerge.

Table 3	Charter	Engagement	Measures
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Considerations in measuring performance			
Principles	Performance outcomes	Types of measures	
Engagement is genuine	People had faith and confidence in the engagement process	 Primary Was there an opportunity for different knowledge and perspectives to be shared? Secondary How did people interact with each other and did the process build community capacity? Would people participate in a similar process in the future? 	
Engagement is inclusive and respectful	Affected and interested people and parties had the opportunity to participate and be heard.	Primary Did everyone who is impacted and/or interested have an opportunity to participate? Was there an opportunity for different knowledge and perspectives to be shared? Secondary What was the level of emotion and controversy?	
Engagement is fit-for- purpose	People were effectively engaged and satisfied with the process.	Did people feel the process enabled appropriate input? Did people understand how to participate in the engagement? Did people understand what was being proposed?	
Engagement is informed and transparent	All relevant information was made available and people could access it easily. People understood how their views were considered and the reasons for the outcomes.	Primary Did people have access to the information they needed? Was community input considered in the final decision?	
Engagement is reviewed and improved	The engagement was reviewed and improvements recommended	<i>Primary</i> Were learnings about the process documented?	

Develop measures of success

Consider how the 'success' of your engagement process will be measured. It is important to do this early, as you will need to incorporate the methods for collecting information into the engagement so it can be evaluated and you can ultimately determine whether the principles of the Charter have been met. This information will be needed as part of your reporting to the Minister and the State Planning Commission when you submit your initial or amended planning instrument.

Table 3 shows the areas in which engagement can
be measured. These measures were developed
with the assistance of the community during the
preparation of the Charter. The Charter identifies
some measures as being of primary importance and
places secondary importance on others.

In developing measures of success, consider what a successful engagement would look like for:

- The project team
- The decision maker
- The community and stakeholders.

The extent to which you can collect information that helps you measure the success of your engagement process will differ depending on the level of participation. It is expected that the higher the level of participation on the IAP2 Spectrum, the easier the engagement will be to measure as more direct contact is generally occurring with the public at this level and it is easier to gather feedback (e.g. via a survey or feedback form). This differs to the example of a widespread information campaign 'advertising' that consultation is occurring on a draft document and seeking input via an online survey. In this scenario, it is much more difficult to measure who has been 'reached' by the engagement and their level of satisfaction with the process.

Reflect on the Charter Principles

Reflect on the Charter Principles (**Table 2**) and assess how well your engagement plan addresses them.

Make any adjustments to ensure they are adequately represented, along with all statutory requirements.

How well your engagement plan addresses the principles will be a major consideration of the Minister and the State Planning Commission in approving your engagement plan.

Prepare your engagement plan

Using the information gathered through steps 1 and 2, prepare your engagement plan.

The Charter does not prescribe a particular template for the plan. The important thing is that it captures the information outlined in the steps of this Guide.

You may use your organisation's engagement plan template, another template or the example shown in **Attachment C.** This template is also available on the Better Together website (www.bettertogether. sa.gov.au) along with other great engagement tools.

Seek State Planning Commission approval

You are required to submit your engagement plan to the Minister for Planning, who acting on advice of the State Planning Commission, will consider it for approval.

Step 2 Actions



Determine the stages of engagement required for your proposal. Consider the engagement's objective(s), stakeholders, level of engagement and timeframes for each stage.

For example:

Stage	Objective	Stakeholders	Level of engagement	By When
Stage 1	We will engage early to enable stakeholders to understand the proposal and give their input into the development of the first draft.	Ministers Residents Interest groups	Involve	January 2018
Stage 2	We will refine and test the draft proposal and provide feedback to stakeholders arising from the early engagement.	Ministers Residents Interest groups Wider community	Consult	April 2018
Stage 3	We will inform stakeholders that proposal is completed and to provide feedback on the draft engagement.	Ministers Residents Interest groups Wider community	Inform	August 2018



Determine the engagement approach to be conducted for each stage of the engagement. Outline the activity/technique, resourcing and timing.

For example:

Stage	Engagement Level & Objective	Stakeholders	Technique/s	Who & Where	Estimated Timing
Stage 1	INVOLVE to obtain early input into the development of the proposal	The State Planning Commission	State Planning Commission meeting/paper	Project Manager DPTI Offices	January 2018
	As above	Ministers	Ministerial Briefing	Project Manager DPTI Offices	January 2018
	As above	Residents	Community open day	Engagement Officer Local reserve	February 2018
	As above	Interest Group	Stakeholder workshop	Engagement Officer Community Centre	February 2018
Stage 2	To CONSULT/seek adoption of the draft proposal for the purposes of stage 2 engagement and to INFORM how the results of stage 1 were taken into account	The State Planning Commission	State Planning Commission meeting/paper	Project Manager DPTI Offices	April 2018
	CONSULT on the draft proposal and INFORM how the results of stage 1 were used	Ministers	Ministerial Briefing Stage 1 results report	Project Manager DPTI Offices	April 2018
	As above	Residents	Letter Online feedback form Submissions Stage 1 results report	Engagement Officer	May 2018
	As above	Interest Groups	As above	Engagement Officer	May 2018
	To CONSULT on the draft proposal	General public	Public ad Social media Media release	Engagement Officer	May 2018
Stage 3	To INFORM about the final proposal and how the results of stage 2 were used	Ministers	Ministerial Briefing	Project Manager DPTI Offices	April 2018



Consider your organisation's capacity to deliver the engagement plan.

Key questions to ask include:

- What resources do we have available to implement this engagement plan (both financial and staffing)?
- Do we have the internal capacity to deliver this engagement process (i.e. the skills and expertise)?
- How else might we resource this engagement plan?
- How do we build our internal capacity to deliver this (or any future) engagement plan?
- Do we need to adjust the engagement plan to match our available capacity?
- Are there any opportunities to collaborate and share the responsibilities for engagement?

Identify measures of success for your engagement for areas in Table 3 (focusing on the primary measures as a minimum). Consider what success would look like for the project team, decision maker and stakeholders. Determine how you will collect the data or information required for the measures as part of the implementation of your engagement.

For example:

leasure	How measure
Number of stakeholder groups	Attendance sheet for workshopsWeb or social media hits or promotions reach
Extent that participants' comments influence the final position	Engagement report(s) that outline the themes of the feedback and how they have influenced the policy's position
Activities tailored to match the scope of influence of the community Activities tailored to stakeholder groups Information materials clearly articulated the proposal, its impacts and the	Description of activities undertakenParticipant feedback form on workshop experience

21 November 2017



Include a table in your engagement plan that outlines how the engagement approach addresses each of the Charter Principles. Refer to **Table 2** for examples of the Charter Principles in practice but make them specific to the actions your engagement will deliver. Also ensure that the activities you have selected consider the specific needs of the stakeholders you identified in Step 1.

For example:

Charter Principle	How the principle can be addressed
Inclusion and participation is genuine	Open day held on weekend to maximise opportunity for people to attend.Etc.
People affected are meaningfully engaged and those interested have an opportunity to participate	Letterbox drop/direct email to those immediately affected.Etc.
Differing views are acknowledged, respected and considered	 Invitation only workshop(s) held for most affected stakeholder group(s) and tailored to their needs Etc.
People have access to complete information that they can understand, they know about proposals and the impacts of the potential outcomes	 Information brochure (online and hard copy) in basic language clearly articulates the proposal, potential impacts, engagement process and invites feedback/participation Etc.
Engagement processes make clear the reasons for the outcomes and the decisions	 Community engagement report prepared at the end of each stage of engagement summarising the feedback received and how it has been, or will be, used to inform the decision. Etc.
Engagement is accountable and improving	 Measures of success are identified and measured at the conclusion of the engagement and reported on in the Engagement Report to the State Planning Commission. Etc.
Engagement is targeted, flexible, scalable and specific	 Engagement activities included the following activities to involve the broader community and the following to target specific stakeholder groups Etc.
People recognise that decision making often involves some interests being supported and others not	Key messages prepared and used across all engagement activities to articulate the key drivers for the proposal.



Prepare an engagement plan for your project which includes the information gathered through Steps 1 and 2.



Submit your engagement plan to the Minister and the State Planning Commission for consideration for approval.

Step 3 Engage

Implement the Engagement Plan

Review and amend the plan (if needed)

'Close the Loop' with participants informing them what was gathered and how it influenced the decision

Gather measures of success information



Once the engagement plan is prepared, approved by the State Planning Commission and the resources are available, the engagement process can be delivered.

Implement the engagement plan

Deliver the engagement activities in line with your engagement plan.

Review and amend your plan

As the engagement gets underway, you may need to review and amend your plan as new issues or ideas emerge; you learn more about the community; and/or your resourcing needs change. This may mean rethinking the activities you have planned and/or, the timing of the engagement or you may need to change who you engage with. As you review your actions, consider the resourcing requirements and adjust your plan as required.

Be flexible. Actively review and change direction if you need to throughout the engagement.

The reality is that all engagement plans will change in some way.

Close the loop

As you complete the stages of the engagement, 'close the loop' and provide information back to participants (such as those who attended a workshop or forum or the broader community) summarising the information that was gathered and how it will be, or has been, used.

An important direction of the Charter is to ensure that participants involved in engagement are shown that their input was heard and whether or not it has impacted the proposal. Doing so shows participants that their participation was valued and meaningful, and that the engagement and policy process is open, transparent and accountable.

The Charter does not require a set format to do this. The important thing is to ensure that by closing the loop you summarise the diversity of feedback received, outline how the information has been, or will be, used to inform the proposal, and does so in a way that is accessible to stakeholders.

Options for closing the loop include:

- Preparing an engagement report and providing it to participants and/or the wider public at the end of each stage of engagement.
- Providing closing statements at the end of activities, such as workshops, reiterating the kinds of feedback received during the event and how the information will be used.
- Sharing the results of the engagement online in information brochures or other published means.
- Conducting information events or presentions to groups on how the engagement results have influenced the evolved proposal.

Gather measures of success

As you implement your engagement activities, ensure you are gathering the required information, data and observations to support the analysis of the measures of success identified in Step 2. You will need this information to be able to complete your engagement report (in Step 4), which is submitted to the Minister and the State Planning Commission.

If multiple people are running different engagement activities, ensure that everyone is aware of the data collection requirements for their activities, prior to any activities being implemented.

Ensure that people have the tools to gather the information you need (e.g. feedback form, attendance sheet, web analytic tools) and the specific details you need (e.g. attendance numbers events, postcodes of participants, names of organisations).

Step 3 Actions



Implement the Engagement Plan and actively review and amend as required.



As your engagement progresses, provide feedback to participants (and/ or the wider community) at the end of activities or stages to summarise the information gathered and how it will be, or has been, used to inform the proposal.

As the engagement progresses, gather the information required to measure the success of your engagement.

Step 4 Reporting

'Close the Loop' with participants (what was gathered and how it influenced the decision)

Assess the engagements success against your measures of success and Charter Principles

Prepare the engagement report

Submit the engagement report to the State Planning Commission



Step 4 involves reporting on what you heard during the engagement, how this input has been used to inform the final proposed planning instrument and how well the engagement achieved its measures of success.

Closing the loop

An important direction of the Charter is ensuring that people know how their feedback was used to influence a planning outcome.

If your project involved a multi-stage engagement, you will have already closed the loop with your stakeholders and community at the end of each engagement activity and stage.

Once the proposal for the planning instrument has been completed, you need to again close the loop with your stakeholders and community about the feedback received and how it has been used to inform the proposal.

Remember, '**closing the loop**' is not just something that occurs at the end of the process when you submit your instrument to the State Planning Commission for approval.

Instead, it may occur multiple times as you provide feedback after each engagement activity or stage regarding information that has been gathered and how it has been used.

Review measures of success

At the end of the project it is important to determine how successful the engagement has been.

Understanding what went well in your engagement and what could have gone better will help inform future engagements. The information gathered will also form part of your engagement report to the Minister and the State Planning Commission.

Using the information collected, analyse how well your measures of success were achieved and how well the principles of the Charter were addressed.

Your measures of success will (at the very least) have considered the primary engagement measures in **Table 3**. You may also like to reflect on the secondary measures.

Questions to consider in reviewing the engagement's success include:

- Was there an opportunity for different knowledge and perspectives to be shared?
- How did people interact with each other, and did the process build community capacity?
- Would people participate in a similar process in the future?
- Did everyone who is impacted and/or interested have an opportunity to participate?
- Was there an opportunity for different knowledge and perspectives to be shared?
- What was the level of emotion and controversy?
- Did people feel the process enabled appropriate input?
- Did people understand how to participate in the engagement?
- Did people understand what was being proposed?
- Did people have access to the information they needed?
- Was community input considered in the final decision?

- Were learnings about the process documented?
- Did engagement result in a better planning outcome?

The questions you can answer will depend on the information and data gathered and the observations made.

Prepare your engagement report

You are required to submit an engagement report in accordance with a practice direction, along with the final proposed planning instrument (or amended version of), to the Minister. If the Minister considers that the Charter requirements may not have been sufficiently met, he/she may consult with the State Planning Commission and ask them for advice as to whether they consider the Charter has been satisfied by the engagement conducted.

This engagement report should outline the engagement conducted, the feedback received and how that feedback was used to shape the final proposed policy.

The engagement report must also include an evaluation of the effectiveness of the engagement that considers whether:

- The measure of success been achieved
- The principles of the Charter been achieved
- All mandatory requirements been met.

Step 4 Actions

At the end of the project report back to participants and the community regarding:

- The decision outcome
- How input gathered via the engagement has been used to inform the ultimate proposed planning instrument.

Compile the data collected and gather project team opinion to determine the level to which your measures of success have been achieved.

Also cross check how the engagement was delivered against the Charter Principles to identify where the engagement worked and where there were challenges.



Prepare your engagement report and submit it to the Minister and the State Planning Commission along with the completed proposed planning instrument.

Step 5 Reflection & learning

Identify and share key learnings and opportunities (improve future engagement)



This final step involves reflecting on the engagement process to identify key learnings and opportunities to improve future engagement processes.

Reflect on the engagement

As a project team reflect on how well the engagement went. Record and share your learnings to improve future engagement processes.

Key questions to ask include:

- What went well?
- What was challenging?
- What would you change if the same or similar situation presented itself again in the future?
- Was there anything you could have done better?
- Were the measures useful in understanding the success of the engagement?
- How could you incorporate these learnings into your next engagement process?

The important thing is to celebrate your successes and hard work, and where short fall is recognised, identify what you would do differently in the future.

Share your engagement journey with your colleagues and the industry to help improve their engagement skills.

Consider doing a presentation to staff or at an industry event, or share your story in a publication or as a case study on the Planning Portal.

Step 5 Actions



Conduct a lessons learnt exercise with your project team and share your engagement journey with your peers or industry.

Checklist

Step 1

Decide as a project team, your engagement's purpose, background and objectives. These will ultimately form part of your engagement plan.

Determine the scope of influence of the community and stakeholders. Highlight what aspects of the proposal are negotiable (open to change) and those which are not negotiable (not open for change).

Consider how to best demonstrate the tangible impacts of policy changes through visual and graphic means appropriate to your stakeholders and the nature of the policy changes.

Step 2

Determine the stages of engagement required for your proposal. Consider the engagement objective, stakeholders, level of engagement and timeframes for each stage.

Determine the engagement approach to be conducted for each stage of engagement. Outline the engagement objective, level of engagement, stakeholders, activity/technique, resourcing and timing.

Consider your organisation's capacity to deliver the engagement plan.

Identify measures of success for your engagement for the areas in Table 3 (focusing on the primary measures as a minimum). Consider what success would look like for the project team, decision maker, stakeholders and community. Determine how you will collect the data or information required for the measures as part of the implementation of your engagement.

Include a table in your engagement plan that outlines how the engagement approach addresses each of the Charter Principles. Refer to Table 2 for examples of the principles in practice but make them specific to the actions your engagement will deliver. Also ensure that the activities you have selected consider the specific needs of stakeholders you identified in Step 1.

Prepare an engagement plan for your project which includes the information gathered through steps 1 and 2.

Submit the plan to the Minister and the State Planning Commission for approval.

Step 3

Implement the engagement plan and actively review and amend as required.

As your engagement progresses, provide feedback to participants (and/or the wider community) at the end of each activity and stage to summarise the information gathered and how it will be, or has been, used to inform the proposal.

As the engagement progresses, gather the information required to measure the success of your engagement.

Step 4

At the end of the project report back to participants and the community regarding: the decision outcome and how input gathered via the engagement has been used to inform the ultimate proposed planning instrument.

Compile the data collected and gather project team opinion to determine the level to which your measures of success have been achieved. Also cross check how the engagement was delivered against the Charter Principles to identify where the engagement succeeded and where there were challenges.

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Step 5

Conduct a lessons learnt exercise with your project team and share your engagement journey with your peers and industry.

Attachment A

Examples of the varying levels of engagement that may be used throughout an engagement process for different designated instruments or schemes.

(These are examples only and not designed to provide direction for real projects)

Regional Planning Inform stakeholders and the broader community that the instrument is being prepared/amended and communicate opportunities for involvement Collaborate with stakeholders to gather information to inform the preparation/amendment of the instrument Consult with the broader community to gather information to inform the preparation/amendment of the instrument Consult on the draft instrument Consult stakeholders and the broader community about how input gathered via the engagement has or has not been used to prepare/amend the instrument and communicate the final outcome that has been delivered via the engagement has or has not been used to prepare/amend the instrument and communicate opportunities for involvement Planning & Design Code Inform stakeholders and the broader community that the instrument is being prepared/amended and communicate opportunities for involvement Planning & Design Code Inform stakeholders to gather information and together shape the preparation/amendment of the instrument Planning & Design Code Inform stakeholders to gather information to inform the preparation/amendment of the instrument Planning & Design Code Inform stakeholders and the broader community to gather information to inform the preparation/amendment of the instrument Planning & Design Code Inform stakeholders in the identification of key directions for preparing/amending the instrument <	Instrument or scheme to be prepared or amended		the levels of engagement that could be used throughout the repare or amend an instrument or scheme
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Inform stakeholders and the broader community about how input gathered via the engagement has or has not been used to prepare/amend the		Involve	
via the engagement has or has not been used to prepare/amend the		Consult	on the draft instrument
instrument and communicate the final outcome that has been delivered		Inform	

Instrument or scheme to be prepared or amended	Examples of the levels of engagement that could be used throughout the process to prepare or amend an instrument		
Design Standards	Inform	stakeholders and the broader community that the instrument is being prepared/amended and communicate opportunities for involvement	
	Consult	stakeholders to gather information to inform the preparation/ amendment of the instrument	
	Involve	stakeholders in the identification of key directions for preparing/ amending the instrument	
	Consult	on the draft instrument	
	Inform	stakeholders and the broader community about how input gathered via the engagement has or has not been used to prepare/amend the instrument and communicate the final outcome that has been delivered	
Infrastructure Schemes	Involve	stakeholders to identify key directions or features to inform the draft scheme outline	
	Consult	stakeholders and the broader community about how input gathered via the engagement has or has not been used to prepare/amend the scheme and communicate the final outcome that has been delivered	

Attachment B

Example engagement tools for different levels of engagement (IAP2)

			Providing Information	Maintaining Awareness/ Updating Inference	Identify Concerns and Issues	Develop Objectives/ Visions	Develop Options	Test Ideas Prioritise Options	Build Relationships and Involvement	Potential for Consensus/ Agreement	Potential to Reach Large Numbers	Suitable for People who don't readily note:	Suitable for small groups/individual contract	Obtaining input into decision making	Make decisions	Satisfy statutory Requirements	
		Advertisement/ Media	\checkmark	\checkmark							\checkmark					\checkmark	
		Letter/Phone Call/ Door Knock	\checkmark		\checkmark				\checkmark			\checkmark	\checkmark				
		Newsletter/ Brochure	\checkmark	\checkmark							\checkmark						
		Internet/Social Media	\checkmark	\checkmark	\checkmark			\checkmark	\checkmark		\checkmark	\checkmark		\checkmark			
	E	Signs/Maps/ Models	\checkmark	\checkmark							\checkmark						
	Inform	Public Display/ Exhibition	\checkmark					\checkmark			\checkmark	\checkmark		\checkmark		\checkmark	
1		Submissions			\checkmark						\checkmark		\checkmark	\checkmark		\checkmark	
		Telephone Hotline	\checkmark		\checkmark						\checkmark		\checkmark				
		Surveys			\checkmark			\checkmark			\checkmark	\checkmark		\checkmark			
		Presentations to Existing Groups	\checkmark		\checkmark								\checkmark				
		Public Meetings	\checkmark		\checkmark						\checkmark			\checkmark		\checkmark	
		Seminar/Forum	\checkmark	~	\checkmark						\checkmark						
		Community Event	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark		\checkmark	\checkmark	\checkmark	\checkmark			
	Consult	Open Day Information Session	\checkmark	\checkmark	\checkmark				\checkmark		\checkmark	\checkmark	\checkmark				

		Providing Information	Maintaining Awareness/ Updating 1.24	Identify Concerns and Issues	Develop Objectives/ Visions	Develop Options	Test Ideas I Prioritise Options	Build Relationships and Involvement	Potential for Consensus/ Agreement	Potential to Reach Large Numbers	Suitable for People who don't readily noted to	Suitable for small groups/individual contract	Obtaining input into decision making	Make decisions	Satisfy statutory Requirements	
	Meetings with key Individuals	\checkmark	\checkmark	\checkmark				\checkmark				\checkmark	\checkmark			
	Local Community Group Meetings	\checkmark	\checkmark	\checkmark		\checkmark	\checkmark	\checkmark				\checkmark	\checkmark			
	Workshops	\checkmark		\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark			\checkmark	\checkmark			
	Value Management Workshop	\checkmark			\checkmark	\checkmark	\checkmark	\checkmark	\checkmark				\checkmark			
ø	Participatory Design Exercise	\checkmark			~	\checkmark	\checkmark	\checkmark	\checkmark				\checkmark			
Involve	Search Conference	\checkmark		\checkmark	\checkmark	\checkmark		\checkmark	\checkmark				\checkmark			
	Consultative Committee	\checkmark	\checkmark					\checkmark	\checkmark				\checkmark			
	Community Forum/ Precinct Committee	\checkmark	\checkmark					\checkmark	\checkmark				\checkmark			
	Advisory/ Reference Group	\checkmark	\checkmark					\checkmark	\checkmark				\checkmark			
Collaborate	Steering/ Management Committee	\checkmark	\checkmark					\checkmark	\checkmark				\checkmark	\checkmark		
ပိ	Board/Authority	\checkmark	\checkmark					\checkmark	\checkmark				\checkmark	\checkmark	\checkmark	

Attachment C

Engagement Plan Template



Engagement Plan

An engagement plan takes you through a step by step process to guide planning, engaging and reporting successful and appropriate engagement activities for your project.

Engagement Plan

ENGAGEMENT PLAN

Project: *Insert title*

Prepared By: *Insert name*

Date: *Insert date*

The red guiding text has been provided to prompt your thinking about what you may need to consider for each stage. You can delete it as you go and replace with text relating to your project.

BACKGROUND INFORMATION

Gather and compile background information on the project, from its very beginning through to its current status.

Work with staff and stakeholders, review past reports or strategies and research related studies, media articles and press releases.

Draft a clearly written background information statement and a project purpose statement.

If you have followed the **Prepare** process you can simply copy and paste this information here.

Please visit the Better Together website to see what tools you can use to help guide you.

www.bettertogether.sa.gov.au/prepare

PURPOSE OF ENGAGEMENT

Craft a clear statement that summarises:

- · the purpose of the project,
- the opportunity to be explored,
- the problem to be solved,
- the decision to be made and
- the 1of influence the community can have on the project outcome.

A clear statement should be:

- reflective of the needs of decision makers and the public
- expressed clearly in common language
- a statement that the majority of stakeholders can live with.
- · Keep the language concise and to the point.
- Where possible limit its length to one paragraph

Engagement Plan

ENGAGEMENT OBJECTIVES

Engagement objectives are where you can start to 'upack' your engagement purpose statement.

Here you can be really clear about each stage of engagment.

Remember – a good objective is Succint, Measurable, Achievable, Realistic and Timely (SMART)

For example, you may have developed the following purpose statement "The purpose of the engagement is to consult with affected stakeholders during May 2016 to seek their level of support for the proposed laneway closure for an upcoming event in mid July 2016"

Your objectives may then be to:

- Inform the community of the proposed laneway closure at the beginning of May 2016 and the rationale as to why this is required.
- Promote engagement opportunities and timeframe input is required by during May 2016.
- Consult with directly affected stakeholders via a survey to identify how they
 currently use the laneways and how their needs can be considered in the
 negotiable aspects of the closure.
- Inform the community the consultation period has closed end of May 2016 and when you will be in touch with them about the outcome - June 2016.
- Follow up any queries or concerns and summarise key themes in survey using an engagement report.
- Inform the community of how their input was considered by distributing the feedback report by mid June 2016.
- Provide a project information update to explain the closure of the laneways by start of July 2016.



STAKEHOLDER AND COMMUNITY ANALYSIS

This table identifies stakeholders who may be impacted by the decision and those who will influence the outcomes of the engagement process. The level of impact / influence will help to determine the level of stakeholder engagement and communication required. *There are a number of tools you can use to identify your stakeholders. Please visit the Better Together website to see examples to suit your project. http://bettertogether.sa.gov.au/prepare

Stakeholder	Interest / Impact / Influence	Expectations	IAP2 Level
Ministers	High interest, impact and influence.	That they will remain informed of community feedback and the engagement process as it progresses	Involve
Business owners	Medium interest / high impact / medium influence	That they will be invited to participate in the decision to ensure their needs are considered during the closure	Consult
Traffic users and pedestrians	Medium interest / high impact / low influence	That they will know how to easily access alternate routes during closure and know when it is occurring	Inform
Event organisers	High interest / high Impact / high influence	That they will receive the support required from the Department to facilitate a successful event	Consult
General public (community)	Medium interest / low impact / low influence	A good experience at the event	Inform

Engagement Plan

Project Stage	Engagement Level & Objective	Stakeholders	Technique/s	Who & Where	Estimated Timing
List the stage	State the IAP2 level to be used (Inform, Consult, Involve, Collaborate, Empower) and the objective of the engagement activity for each stage.	List key stakeholder groups from your stakeholder identification worksheet. Stakeholder list may vary per project stage.	Describe the activity and techniques being used for each stage - eg mail out, workshop, online survey, focus group	Insert name/s of responsible officer and where the activity is to occur	
Planning	Involve	Ministers	Ministerial briefing	Department	Month 2016
Planning	Consult	Event Organisers	On site meeting Briefings Traffic planning session	Traffic engineers Communications department Community Engagement Coordinator	Month 2016
Planning	Consult / Inform	Business owners Traffic and pedestrian users	Information update/flyer Website Online and hard copy survey Door Knock business	Community Engagement Coordinator	Month 2016
Feedback	Inform	Business owners Traffic and pedestrian users Event Organisers Ministers	Feedback report Website update	Community Engagement Coordinator	Month 2016
Implementation	Inform	Business owners Traffic and pedestrian users, community	On site signage for alternate route Media release, website, social media.	Signage team Community Engagement Coordinator	Day / Month / Year

You may need to develop an Action Plan or program to outline when and how these activities will be implemented and by whom.

Check with your agency if they have a project management system with a template or tools that may assist with this.

BetterTogether.sa.gov.au

Engagement Plan

KEY MESSAGES

Consider developing key messages with your project team / working group to communicate consistent messages during the engagement process.

These key messages will form the basis of all communications materials and for use with stakeholder meetings.

Key messages could include:

- Relevant background information
- High level project/policy/initiative overview
- Project / initiative timeframe
- Purpose of the engagement process
- · Overview of engagement process / key timing
- · What can the community influence and how will feedback be used
- What is your promise to the public? (refer to <u>IAP2 Spectrum</u>)
- Outline what is negotiable and what is NOT negotiable.
- Status of funding i.e. if your initiative is not curently funded, let the community know during the engagement process to manage expectations.

Engagement Plan

PARAMETERS AND LIMITATIONS

Consider your available budget to conduct engagement activities. This can impact the kind of techniques you may use. Think about budget considerations for the engagement – separate to the project budget.

Consider the timeline of key dates and project milestones for delivery of your project. Ensure that the dates comply with any specific legislative requirements.

These types of considerations can be parameters or limitation to your project engagement, which neds to be considered in the planning.

Type of limitation/parameter	
Staff capacity and skills	e.g. Our Communications staff member is unavailable during June 2016 – we will need to consider using external resources to assist us to develop our information
Government meeting dates information may be required by	It will be important to provide a summary of the feedback at the departments meeting by 15 June 2016
Legal requirements you need to abide by	
Time to engage a consultant if required	
Time needed to complete enagement	
Consultation period	
Key organisational milestones	
Adverts/Notices dates	
Dates of face to face activities	

Engagement Plan

Negotiable and

Negotiable

closure

Issue

Length of laneway required for

Alternate route can be negotiated

IT systems such as online survey

Stakeholders you want to engage

does not work properly

with not participating

Better Together

Height of temporary fencing required (as per Australian Standards)

Timeframe lane closed for (as per

Prepare and provide hard copies as

Speak with IT about options if this

Ensure a variety of communication and engagement techniques

Door knock the businesses with a

high level of impact

Not Negotiable

event requirements)

Response

well

occurs

What elements do stakeholders not have any opportunity to influence?

This may be due to safety, technical or legislative requirements

Risks

BetterTog	ether.sa.gov.au



REPORTING BACK

How will you respond to your participants	Who will do it	When
Phone call/email follow up as issues raised during survey process	Project team	During engagement in May 2016
Build on FAQs on website and update during engagement process	Community Engagement Coordinator	During engagement in May 2016
Formal feedback report	Community Engagement Coordinator	June 2016

EVALUATION

What success looks like for:	The project team	The decision maker	The stakeholders

Engagement Plan

CHECKLIST

Before you send your engagement plan for sign off take some time to think....have you?

- ✓ Had input from others in your team or work group?
- Asked for some feedback and proof reading?
- ✓ Spoken with the Better Together team about your approach?

It is useful to read over your plan with others to identify how you have met each of the Better Together Principles

- We know why we are engaging
- ✓ We know who to engage
- ✓ We know the history
- ✓ We start together
- ✓ We are genuine
- ✓ We are relevant and engaging

SIGN-OFF

Discuss with the project manager who is the appropriate body to sign off this Engagement Plan. Obtain their approval prior to commencing with implementation.

Full Name:	
Position Title:	
Signature:	Date:



17.4 Food for Fines 2017

Brief

This report seeks Council's approval to conduct a Food for Fines program in the Library prior to Christmas 2017.

RECOMMENDATION

It is recommended to Council that it approves the Food for Fines program to be undertaken during November and December 2017.

Introduction

In 2009, the Hamra Centre Library (Library) implemented an annual 'fine amnesty program' called 'Food for Fines'. This program enables Library customers to enter into the spirit of the festive season and clear their library fines by paying with non-perishable food items which are then donated locally to those who need support in time for Christmas. Each item reduces the outstanding library fines by \$2.

This report seeks Council's approval to continue the program in 2017.

Discussion

Paying off fines with food is an attractive solution that supports struggling people/families at an expensive and often stressful time of the year.

Early donations are packaged into hampers and donated to vulnerable people across West Torrens while later donations are packed and delivered to a local charity. To date, the program has benefitted a large number of vulnerable people living within West Torrens.

Each year, Food for Fines is run between November and December for 4 - 6 weeks and results in approximately 100 donated items per week. It is a program that is embraced and supported by the community to the extent that a handful of customers donate items even though they do not have any outstanding Library fines.

Anecdotally, there have been stories of customers taking the opportunity to clear those fines incurred by their whole family by donating a bag or more of groceries. In addition, several customers each year take the trouble to donate items that, together, comprise a meal and ask that these be kept together when packed for delivery.

It is proposed that the 2017 Food for Fines program concludes on Sunday 17 December in order for the items to be distributed in time for Christmas.

Conclusion

The Food for Fines program has been successfully operating in the City of West Torrens for the past few years enabling those with overdue Library fines to pay these via the donation of non-perishable items which are distributed to vulnerable people and families across the City in time for Christmas.

Attachments

Nil

18 LOCAL GOVERNMENT BUSINESS

18.1 Local Government Circulars

Brief

This report provides a detailed listing of current items under review by the Local Government Association.

RECOMMENDATION(S)

It is recommended to Council that the Local Government Circulars report be received.

Discussion

The Local Government Association (LGA) distributes a weekly briefing on a range of matters affecting the general functions, administration and operations of councils through a 'General Circular'.

The indices attached for Members' information in this report are numbers 44 and 45.

If Members require further information, they may contact the Chief Executive Officer's Secretariat. In some circumstances, it may then be appropriate for the Member to contact the relevant General Manager for more information.

Attachments

1. Local Government Circulars Weeks 44 & 45

le	O Local Government Association of South Australia
44.3	Statutes Amendment (Leading Practice in Mining) Bill 2017 – Information Sessions The Mineral Resources Division of DPC has released the Statutes Amendment (Leading Practice in Mining) Bill 2017 for public comment. There will be a number of information sessions held around the state. Details of these can be found in this circular.
44.4	Labour Hire Licensing Bill 2017 - Government Amendments The State Government is proposing to amend to the Labour Hire Bill 2017 currently in Parliament. More information is available in this circular.
44.5	Food Trucks - 1 March 2018 New Start Date for Legislation Following a request from the LGA, officers from the Department of Premier and Cabinet have advised that the revised commencement date for the new amendments to the Local Government Act concerning food trucks (mobile food vendors) will be 1 March 2018.
44.6	OTR Non-drinking water guidelines workshop - 22 November 2017 The Office of the Technical Regulator is pleased to announce the date of the non-drinking water workshop for the water and plumbing industries for an overview of the guidelines, Guidelines for Non-drinking Water in South Australia.
44.7	STATE OF AUSTRALIAN CITIES CONFERENCE IN ADELAIDE, 28-30 NOVEMBER 2017 The State of Australian Cities Conference, Australia's pre-eminent Urban Policy and Research Conference, is now only a month away.
44.8	PDI Act Update - Draft Community Engagement Charter and Guide The State Planning Commission has released the Draft of the Community Engagement Charter and draft Guide for formal consultation
44.9	Recycle Right® Grant funding from Green Industries SA Councils and those working with local government are being encouraged to apply for funding to educate householders on how they can improve their recycling and reduce their waste.
45.1	GigCity Stage 2 Expressions of Interest Apply to become a GigCity Adelaide precinct and experience affordable gigabit-speed internet connectivity that's up to 100 times faster than the national average – Expression of Interest closes on 10 November 2017.
44.1	Engineering Services - Preferred Provider Arrangements SA Councils and Subsidiaries have access to Engineering Consultancy Services, Asset Management Services and Water Management Engineering Services through LGA Procurements Engineering Services Panel.
44.11	Carbon Neutral Adelaide and Sustainability within the Water Sector - 1 December 2017 New Water Industry event focusing on sustainability and Carbon Neutral Adelaide, hosted by the Australian Water Association Young Water Professionals SA.
44.10	Last chance to register - 2017 LGA Conference and AGM Online registrations close next Friday 10 November. Further information including the final program can be found in this Circular.
44.12	Dogs and Cats Online (DACO) - update 4 The Dog and Cat Management Board are continuing to progress the development of the Dogs and Cats Online (DACO) system that will replace the individual dog and cat registration databases run by SA councils. An update is available via this Circular.

le	O Local Government Association of South Australia
45.2	Aboriginal Heritage Act Amendments – Information Sessions The state government has amended the Aboriginal Heritage Act 1988 and is conducting information sessions. More information is available in this circular.
45.3	SANFRAG Sector Funding Consultation Meetings The State Government is committed to working with the not-for-profit sector to develop uniform guidelines for funding. Councils are invited to attend meetings to find out more about SA Not- for-Profit Funding Rules and Guidelines (SANFRAG).
45.4	Release of EPA Energy from Waste Discussion Paper The Environment Protection Authority (EPA) has released an Energy from Waste (EfW) Discussion Paper entitled Enhancing resource recovery and discussing the place of energy recovery for targeted stakeholder consultation. The EPA is holding an information session dedicated to local government elected members and staff on 21 November 2017.
45.5	Draft Representation Review Schedule – 2010-2024 ECSA has developed a draft Representation Review Schedule for 2020-2024. The LGA is seeking feedback from councils on the proposed Schedule.
45.6	Key Dates Table 2018 The Key Dates Table for 2018 has been released onto the LGA website. The table sets out key dates for councils under the Local Government Act.
45.7	Closing Soon - Applications to apply for Subsidy Funding of CWMS Projects 2017/18 to 2026/27 A second ten-year CWMS Subsidy Funding Agreement between the State Government and the LGA has been confirmed for approximately \$4 million per annum. Expressions of interest and applications are invited from interested councils in accordance with the guideline below.
45.8	2017 LGA Annual General Meeting - Late Items Late items for the agenda of the LGA Annual General Meeting to be held on Thursday 16 November 2017 are now available.
45.9	Upgraded Property Location Browser (PLB) The Department of Planning, Transport and Infrastructure has recently upgraded the Property Location Browser (PLB) which is a free map-based online application that can be used to view land administration boundaries and get information about the ownership of land.
45.10	LG Professionals, SA Annual General Meeting- 1 December 2017 The 2017 Local Government Professionals Australia, SA AGM will be held on Friday 1 December 2017. Further details can be found in this Circular.
45.11	2018 LG Professionals, SA Annual State Conference Announcing the launch of the 2018 LG Professionals, SA Annual State Conference FAST FORWARD: Navigating the Future.
46.1	STATE-LOCAL GOVERNMENT TASKFORCE ON REDUCING RED TAPE STATE-LOCAL GOVERNMENT TASKFORCE ON REDUCING RED TAPE Call for Nominations The LGA SA is seeking expressions of interest from senior Council representatives such as Chief Executive Officers and Senior Staff for FOUR positions (Two metropolitan and two regional) representing Local Government on the NEW State-Local Government Taskforce on Reducing Red Tape.

18.2 LGA Metropolitan Local Government Group Meeting - Key Outcome Summary

Brief

This report presents the Key Outcome Summary from the 8 November 2017 meeting of the LGA Metropolitan Local Government Group.

RECOMMENDATION

It is recommended to Council that the report be received.

Introduction

Attached for Members' information is a copy of the Key Outcome Summary from the Local Government Association Metropolitan Local Government Group meeting held on Wednesday 8 November 2017 (Attachment 1).

Attachments

1. Metropolitan Local Government Group Meeting - Key Outcome Summary



Metropolitan Local Government Group – Key Outcome Summary – 8 November 2017

Metropolitan Smart Cities (Technology) Snapshot

The MLGG heard from Associate Professor Nick Faulkner from the University of Adelaide Smart Cities Consortium regarding the Consortium's proposal to conduct a snapshot review into the smart city technologies used by metropolitan councils.

The Group accepted the proposal from the Consortium. The Group also accepted an offer made by the Lord Mayor during the meeting, for the City of Adelaide to host a Smart Cities Summit prior to the end of the financial year in order to share the outcomes of the work conducted by the Consortium in relation to the Smart Cities Technology Snapshot.

LGA Governance Review MLGG Workshop

LGA's Executive Director Corporate & Member Services, Ms Kathy Jarrett and consultant Mr Ted Byrt gave a presentation on the proposed LGA governance structure and draft Constitution. Members were given the opportunity to provide feedback on the proposals and this feedback will be taken into consideration when finalising the structure.

Recommendations to the LGA Board

Alternative cost effective and efficient models for the replacement of an elected member who is unable to complete their term.

The City of Mitcham brought a motion to the MLGG asking the LGA to investigate alternative cost effective and efficient models for the replacement of an Elected Member in the case of an Elected Member being unable to complete their term. The Group further asked the LGA to obtain from the Electoral Commission of South Australia, the number of supplementary elections held during the current term and the reasons that those supplementary elections have occurred.

A copy of the motion from the City of Mitcham and the LGA's comments in regard to this motion are attached for the Board's information.

While the MLGG did not refer this matter to the LGA Board, clause 116.5 of the LGA Constituion states that the Group may consider and discuss any matter affecting an Ordinary Member in the Group, and if necessary refer any matter to the Board.

The LGA Secretariat therefore seeks the direction of the LGA Board as follows:

That the LGA Board requests the LGA Secretariat to:

 contact the Electoral Commission of South Australia to seek data on the number of supplementary elections held during the current term and the reasons that supplementary elections have occurred; and





2. investigate alternative cost effective and efficient models for the replacement of an Elected Member in the case of an Elected Member being unable to complete their term.

LGA of SA ECM 656806 MLGG Key Outcome Summary 8 November 2017 Page 2 of 2

9.1 Alternative cost effective and efficient models for the replacement of an elected member

Urgent Business Affecting Metropolitan Councils

Metropolitan Lo	ocal Government Group
City of Mitcham	1
(LGA Contact -	- Andrea Malone, Director Legislation)
Nil	
MLGG	8 November 2017
655313	Attachment: 654239
	City of Mitcham (LGA Contact - Nil MLGG

Recommendation

That the Metropolitan Local Government Group requests that the Local Government Association investigate alternative cost effective and efficient models for the replacement of an Elected Member in the case of an Elected Member being unable to complete their term.

Discussion

The attached letter was received from the City of Mitcham (Mitcham) on 5 September 2017 asking the LGA to investigate alternative models for replacing elected members that are unable to complete their term of office.

This motion was considered by the MLGG Executive Committee at its meeting of 16 October 2017. The committee asked the LGA Secretariat to obtain further information from Mitcham as to the type of models the council was considering. The committee also suggested that councils may be able to develop their own policies on replacing elected members, given that some councils have such policies in place now.

Additional information requested by the MLGG Executive Committee

At the time of writing, the LGA Secretariat had not received a response from Mitcham in relation to the request for further information. In relation to the option for a council to develop its own policy, this is very limited in scope. Section 6 of the *Local Government (Elections) Act* (the Elections Act) sets out the circumstances in which a council can have a policy not to fill a casual vacancy. It applies where:

- The vacancy is for a council member other than the mayor;
- The council does not have wards; and
- There is no other vacancy on the council.

A policy of this nature is therefore unavailable to any council which is divided into wards and is of limited application to councils without wards.

Current Arrangements governing Supplementary Elections

Where a council is unable to carry a casual vacancy, the Elections Act requires a council to undertake a supplementary election. This is a costly exercise for councils and Mitcham has indicated that a supplementary election costs the council approximately \$30,000. Mitcham is not one of the larger councils, generally larger councils would incur significantly higher costs. Where a supplementary election is required more than once during a term of the council, costs can mount considerably.

The LGA Secretariat is aware that other Australian local government jurisdictions have other types of arrangements for filling casual vacancies and these could be explored in any investigation undertaken to consider alternative models.

It is recommended that this proposal from the City of Mitcham be presented to the Metropolitan Local Government Group for discussion. If there is sufficient interest from metropolitan councils in pursuing this proposal, it can referred to the LGA Board for endorsement and action.

There is no opportunity to finalise this proposal in the current term of councils as it would require a substantial body of work, substantial changes to the Elections Act and is also likely to require substantial changes to the methodologies used by the Electoral Commissioner, who is the Returning Officer for local government elections. This means that the work could be undertaken at some time over the next four year term, with appropriate resourcing.

Financial Implications

If this recommendation is endorsed by the LGA Board, resources will be required to undertake data collection, research, consult with the Electoral Commission of SA, prepare a discussion paper, consult with councils, develop a proposal to take to the state government and undertake advocacy activities to amend the Elections Act. This activity is not currently included in the LGA's Annual Business Plan. However, this project could be included in the 2018/19 Annual Business Plan with appropriate resources allocated to it.

MITCHAM



5 September 2017

Ref: 17.100583

Mr Matt Pinnegar Chief Executive Officer Local Government Association GPO Box 2693 ADELAIDE SA 5001

lgasa@lga.sa.gov.au

Dear Mr Pinnegar

Alternative Cost Effective and Efficient Models for the Replacement of an Elected Member

Council at its meeting held on 8 August 2017, resolved

That the City of Mitcham requests that the Local Government Association investigate alternative cost effective and efficient models for the replacement of an Elected Member in the case of an Elected Member being unable to complete their term.

As all South Australian Councils experience supplementary elections which have both a financial cost and a period when the community is underrepresented Council is seeking the LGA to explore other models which may be more efficient.

We look forward to a response to this question in the near future, and if you have any questions or require further information, please contact us on 8372 8888.

Yours sincerely

Matthew Pears Chief Executive Officer

Street Address: 131 Belair Road Torrens Park SA 5062 Postal Address: PO Box 21 Mitcham Shopping Centre Torrens Park SA 5062 Phone: (08) 8372 8888 Fax: (08) 8372 8101 mitcham@mitchamcouncil.sa.gov.au www.mitchamcouncil.sa.gov.au

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19 MEMBER'S BOOKSHELF

Nil

20 CORRESPONDENCE

20.1 Statement of Expectations for the Roads to Recovery (R2R) Program

Correspondence has been received from the Minister for Infrastructure and Transport, the Hon Darren Chester MP, providing a Statement of Expectations for the Roads to Recovery (R2R) Program **(Attachment 1)**.

RECOMMENDATION

That the correspondence be received.

Attachments

20.1 Statement of Expectations for the Roads to Recovery (R2R) Program



The Hon Darren Chester MP Minister for Infrastructure and Transport A/g Minister for Regional Development A/g Minister for Local Government and Territories Deputy Leader of the House Member for Gippsland

The Mayor **City of West Torrens** 165 Sir Donald Bradman Drive HILTON SA 5033

Dear Mayor

I am writing to advise you that I have issued a Statement of Expectations for the Roads to Recovery (R2R) Program. This statement is to bring R2R in line with other Australian Government programs where funding is issued with a set of expectations. This statement is the first one for the R2R Program and it aims to improve road safety for all Australians.

I am constantly reminded of the good use to which councils have put their R2R money, but I believe that more needs to be done to encourage more road safety outcomes from the funding.

The statement asks councils to consider directing more of their R2R funding to projects that are likely to reduce fatalities and serious injuries in crashes and to work with my Department to improve the reporting of safety and other outcomes from the R2R Program. A more formal evaluation by councils of their R2R projects will also make it easier for us to show how they have benefitted the local network and the community.

Reducing road trauma is a responsibility for us all. It's about safer drivers, safer cars and safer roads. Your support to help save lives and reduce the economic burden of road trauma will be greatly appreciated by your community.

The Australian Government has demonstrated its firm commitment to the R2R Program by providing an additional \$50 million on an ongoing basis from 2019-20, to bring the annual allocation to \$400 million across all councils in Australia, and by ensuring that the program did not contain a sunset clause under the *National Land Transport Act 2014*, meaning no new legislation is required for the continuation of the program.

I would be grateful if you would ensure that the Statement of Expectations is circulated to elected members and to council officers involved in selecting and administering R2R projects within your council.

The contact officer in my Department on this matter is Ms Sylvia Vincent at sylvia.vincent@infrastructure.gov.au or 02 6274 7387.

I look forward to continuing the successful relationship between the Australian Government and local councils through the R2R Program. By working together, we can make a difference to improve road safety.

Yours sincerely

DARREN CHESTER Encl

7 November 2017

Council



The Hon Darren Chester MP Minister for Infrastructure and Transport A/g Minister for Regional Development A/g Minister for Local Government and Territories Deputy Leader of the House Member for Gippsland

ROADS TO RECOVERY STATEMENT OF EXPECTATIONS

The Roads to Recovery (R2R) Program makes a valuable contribution to safety, economic and social outcomes in communities through supporting maintenance of the nation's local roads.

In the 2016-17 Budget, the Australian Government took a decision to provide an additional \$50 million on an ongoing basis to the R2R Program from 2019-20, to bring the annual allocation to \$400 million across all councils in Australia.

The Government also ensured that the R2R Program did not contain a sunset clause under the *National Land Transport Act 2014*, safeguarding the continuation of this important program.

1,300 people died on Australian roads last year and the Australian Government has been working closely with all levels of government to develop a strategy to reduce fatalities and serious injuries on our roads.

The current National Road Safety Strategy 2011-2020 sets out a plan using the safe system approach, safer vehicles, safer speeds, safer people and safer roads to reduce fatal and serious injury crashes by at least 30 per cent. This approach calls for a holistic view of the road transport system and the interactions among roads and roadsides, travel speeds, vehicles and road users.

Unfortunately, after a decade of good results, the trend over the last two years has been going in the wrong direction.

In reviewing the outcomes of the R2R Program, I am pleased to see that 27 per cent of funding received by councils has been spent on road safety across the life of the current program. A further 34 per cent of spending has been to maintain the road asset, which also has safety benefits.

There is a considerable body of knowledge that indicates that well-designed road improvements reduce the rate of road crashes and serious injuries.

A study of the Australian Government's Black Spot Program in 2012 examined the crash reduction benefits of a variety of road treatments based on a sample of 1,599 projects across the country.

Parliament House Canberra ACT 2600 Telephone: (02) 6277 7680

The Bureau of Infrastructure, Transport and Regional Economics estimated that the Black Spot Program is reducing fatal and casualty crashes in total at treated sites by 30 per cent.

The study found that roundabouts are the most effective treatment, reducing casualty crashes by over 70 per cent. Providing new traffic signals and altering the traffic flow direction are the next most highly effective treatments for most severity levels, reducing crashes by more than 50 per cent.

We do not have the same level of information to be able to assess the benefits of the R2R Program.

I would like to work with local councils to ensure that the R2R Program is delivering the best possible outcomes in the area of road safety. When selecting projects, I would urge councils to consider the likelihood that the selected project will reduce fatalities and serious injuries in crashes.

It may be that projects that may not have been able to be funded under State or Federal Black Spot programs could be delivered under the R2R Program.

In terms of road maintenance projects, improving the quality of the road asset through resheeting and resealing will have stronger safety outcomes than simply maintaining the quality through routine road maintenance.

I note that pedestrian and cycling facilities associated with a road can be funded under R2R. I do not propose to change the eligibility criteria, but ask that such projects are only prioritised if their specific aim is to improve safety for vulnerable road users.

Councils could consider pooling R2R funding or Financial Assistance Grants to prioritise and jointly improve the quality of roads in a region with a known crash record. Similar to the greater adoption of asset management plans, councils could draw up road safety plans on a network basis in conjunction with neighbouring councils.

I have asked my Department to improve the reporting of safety and other outcomes from the R2R Program and I would like councils to provide additional information on the benefits and outcomes of each project. I encourage you to evaluate the projects completed and how they have benefitted the local network and community (for example, crash reductions or travel efficiencies), to assist us to better monitor and evaluate the program. I ask that this information be provided as part of the annual reporting from councils. My Department will inform councils of new reporting templates that will need to be completed as a condition of funding release for future years.

I am also requesting councils provide the Department with more regular updates on the status of projects which are receiving funding under R2R. I know previously some councils have informed us once works have been completed rather than before they have begun. I would like councils to inform us of every project which will receive R2R funding before they commence work on them and update us on their progress each quarter. A higher level of engagement than we have previously requested will allow both of us to benefit by keeping the local community informed of works underway.

The Commonwealth Government is committed to using Federal funding to improve employment opportunities for Indigenous Australians and I ask for this consideration to be applied to projects using R2R funding.

Lastly, I invite councils to write to me with ideas of how all levels of government could be improving road safety and the outcomes from the considerable investment we all make in the country's roads.

DARREN CHESTER

7 November 2017

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21 CONFIDENTIAL

Nil

22 MEETING CLOSE

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1 MEETING OPENED

2 PRESENT

3 APOLOGIES

Leave of Absence Committee Members: Cr Tony Polito

4 DISCLOSURE STATEMENTS

Committee Members are required to:

- 1. Consider Section 73 and 75 of the *Local Government Act 1999* and determine whether they have a conflict of interest in any matter to be considered in this Agenda; and
- 2. Disclose these interests in accordance with the requirements of Sections 74 and 75A of the *Local Government Act 1999*.

5 CONFIRMATION OF MINUTES

RECOMMENDATION

That the Minutes of the meeting of the Finance and Regulatory Committee held on 17 October 2017 be confirmed as a true and correct record.

6 COMMUNICATIONS BY THE CHAIRPERSON

7 QUESTIONS WITH NOTICE

Nil

8 QUESTIONS WITHOUT NOTICE

9 MOTIONS WITH NOTICE

Nil

10 MOTIONS WITHOUT NOTICE

11 FINANCE AND REGULATORY REPORTS

11.1 Creditor Payments

Brief

This report tables a schedule of creditor payments for October 2017.

RECOMMENDATION

The Committee recommends to Council that the schedule of creditor payments for October 2017 be received.

Discussion

A schedule of creditor payments totalling \$3,168,755.45 (\$2,904,906.82 in September 2017) is attached for the information of Elected Members. Notable items include:

- A payment to Solo Resource Recovery for both waste collection and disposal for September 2017 of \$403,591.00 (refer ref. no. 386);
- A payment to Camco SA Pty Ltd of \$218,915.62 for May Terrace stormwater upgrade works (refer ref. no 96);
- A quarterly payment to the Local Government Association Workers Compensation Scheme of \$153,085.90 to cover premium and membership requirements (refer ref. no.271);
- Payments to Origin Energy Electricity Limited totalling \$172,555.79 for electricity and street lighting charges (refer ref. nos. 314 to 317);
- A payment to Toro Australia Pty Ltd of \$108,470.00 for the purchase of a ride on mower (refer ref. no. 437);
- A quarterly payment to LGA Asset Mutual Fund of \$97,762.50 for insurance premium (refer ref. no.265.

Conclusion

A schedule of creditor payments for October 2017 is provided for Elected Members' information and review.

Attachments

1. Creditor payments for the month of October 2017

Ref No.	Cheque/ EFT No.	Payee	Invoice Description	Cheque Total
1	EFT47695	AAPT Limited	Internet Connection	1,730.
2	059907	Ace Rent a Car	Vehicle Hire	275.
3	EFT47434	Active Education	Library Programme	330.
4	EFT47440	Adami's Sand & Metal	Depot Supplies	6,057.
5	EFT47698	Adams Cleaning & Maintenance Services	Cleaning	8,434
6	EFT47690	Adapta Business Products	Electronic Whiteboard	1,919.
7	EFT47853	Adelaide & Metropolitan Malayalee Assn	Thebarton Community Centre Bond Return	415
8	EFT47437	Adelaide Advanced Trees	Trees	2,238
9	EFT47358	Adelaide Baby Disco	Library Program	220
10	EFT47438	Adelaide Chainwire & Domestic Fencing Pty Ltd	Fencing	6,204
11	EFT47705	Adelaide Chainwire & Domestic Fencing Pty Ltd	Fencing	9,118
12	EFT47287	Adelaide Commercial Building & Property Services	Building Maintenance	2,634
13	EFT47701	Adelaide Commercial Building & Property Services	Building Maintenance	3,201.
14	EFT47427	Adelaide Merchandising	Depot Supplies	162
15	EFT47436	Adelaide Signs Group Pty Ltd	Depot Supplies	587
16	EFT47344	Adelaide Thunder Football Club	Thebarton Community Centre Bond Return	500
17	EFT47353	Adelaide Unique Surrounds & Distinguished Gardens	Landscaping	9,186
18	EFT47430	Adelaide Unique Surrounds & Distinguished Gardens	Landscaping	15,501
19	EFT47694	Adelaide Unique Surrounds & Distinguished Gardens	Landscaping	6,059
20	EFT47692	Adelaide Waste & Recycling Centre	Rubbish Disposal	5,982
21	EFT47285	Adelta Legal	Mendelson Allowance	1,337
22	EFT47433	Adler Business Gifts Pty Ltd	Gift Pens	771
23	EFT47286	ADS Architects	Consultants	22,368
24	EFT47288	Adtrade Industrial Supplies	Depot Supplies	5,018
25	EFT47429	Advam Pty Ltd	Transaction Fees	287
26	EFT47703	Advertiser Newspapers Ltd	Advertising	1,566
27	EFT47709	Aged & Community Services Australia	Staff Training	640
28	059922	AGL South Australia Pty Ltd	Power	1,803
29	EFT47431	Aish Solutions Pty Ltd	Stationery	305
30	EFT47488	AJ & CA Mackintosh	Weed Spraying	19,500
31	EFT47816	Alan Shepard	Composting Workshop	350
32	EFT47691	All Laundry & Linen Pty Ltd	Contract Linen	410
33	EFT47704	All4cycling Pty Ltd	Depot Supplies	214
34	EFT47428	Allen Press Pty Ltd	Business Cards	275
35	059906	Allightsykes Pty Ltd	Plant Maintenance	1,791
36	EFT47441	Allightsykes Pty Ltd	Pump	54,835
37		Allsurv Engineering Surveys Pty Ltd	Field Survey	704
38		Allsurv Engineering Surveys Pty Ltd	Field Survey	4,950
39	EFT47432		Dry Cleaning	4,555
40	059957	Amanda Gladdy	Junior Development Grant	400
41	059901	Anastasia Mitsoulis	Refund Dog Registration	400
			and the second	
42	EFT47708	Anchor Critical Pty Ltd	Staff Training	2,337
43	059902	Andrew Tsipianitis	Refund Dog Registration	80
44	EFT47696	Animal Management Services Pty Ltd	Doggy Bags	1,914
45	EFT47689	Animal Welfare League SA	Impound Dogs	2,110
46	059935	Anne Parkes	Refund Parking Permit Fee	70
47	EFT47284	Answering Adelaide Pty Ltd	After Hours Answering Service	780
48	EFT47357	Aquarium Aid	Library Aquarium Maintenance	199
49	EFT47706	Aquarium Aid	Library Aquarium Maintenance	109
50	EFT47700	Arborgreen Landscape Products	Depot Supplies	361
51	EFT47354	Aroma Fresh SA Coffee	Tea & Coffee Supplies	156
52	059889	Ashdown Ingram Thebarton	Depot Supplies	1,163
53	EFT47355	Assa Abloy Entrance Systems Aust Pty Ltd	Building Maintenance	693
54	EFT47699	ATF Services Pty Ltd	Fencing	279
55	059951	Athanasios Morakis	Junior Development Grant	500
56		Attorney-General's Department	Explation Lodgement Fees	3,211

Ref No.	Cheque/ EFT No.	Payee	Invoice Description	Cheque Total
57	EFT47443		Roadworks	7,348
58	EFT47710	Aussie Digging	Roadworks	4,620
59	EFT47283	Australasian Performing Right Assoc Ltd	Licence Renewal	531
60	EFT47444	Australia Post	Agency Collection Fees	3,169
61	EFT47435	Australia Post	Postage	3,317
62	EFT47356	Australian Civil and Mining Training	Staff Training	2,325
63	EFT47442	Australian Fire Services Pty Ltd	Building Maintenance	2,252
64	059890	Australian Institute of Building Surveyors	Membership	499
65	059908	Australian Institute of Building Surveyors	Accreditation	510
66	EFT47702		Conference Registration	1,980
67		Australian Refugee Assoc Inc	Thebarton Community Centre Bond Return	120
68	EFT47715	Battery World Hilton	Batteries	1,156
69	EFT47361	BCE & CJ Electrical	Electrical	208
70	EFT47716	BCE & CJ Electrical	Electrical	24,176
71	EFT47447	BDO Audit Partnership (SA)	Auditors	11,660
72	EFT47359	Belair Turf Management Pty Ltd	Irrigation System	32,950
73	EFT47451	Bench Excavation and Civil Construction Pty Ltd	Optic Fibre Connection	31,185
74	059898	Betty Tsolomytis	Refund Parking Explation	51
75	059937	Beyond Blue	Staff Casual Day Donations	110
76	EFT47718	Bianco Walling Pty Ltd	Depot Supplies	3,492
77	EFT47407	BL Shipway & Co Pty Ltd	Depot Supplies	80
78	EFT47449	Blade Assurance and Advisory	Audit Committee Allowance	844
79	EFT47712	Blade Runner Distributors Pty Ltd	Depot Supplies	616
80	EFT47739	Bob Cannan	Reimburse Volunteer Expenses	29
81	EFT47294	Bob Jane T Mart - Brooklyn Park	Tyres	14,709
82	EFT47290	BOC Limited	Depot Supplies	312
83	EFT47446	BOC Limited	Depot Supplies	433
84	EFT47363	Bolzen Vehicle Equipment	Vehicle Maintenance	561
85	EFT47452	Bone Health Foundation	Library Performance	150
86	059912	Brenton Gill	Reimburse Volunteer Expenses	44
87	EFT47313	Bucher Municipal Pty Ltd	Vehicle Maintenance	1,001
88	EFT47781	Bucher Municipal Pty Ltd	Vehicle Maintenance	3,765
89	EFT47293	BuildSurv Pty Ltd	Consultants	538
90	EFT47291	Bundaleer Apiaries	Wasp Removal	340
91	EFT47360	Bundaleer Apiaries	Wasp Removal	170
92	EFT47714	Bundaleer Apiaries	Wasp Removal	1,110
93	EFT47445	Bunnings Building Supplies Pty Ltd	Maintenance Supplies	346
94	EFT47295	Cabcharge Australia Pty Ltd	Cab Fares	549
95	EFT47729	Calypso Tree Co Pty Ltd	Tree Maintenance	3,157
96	EFT47719	Camco SA Pty Ltd	Roadworks	218,915
97	EFT47720	Camden Community Centre	Partnership Agreement	11,747
98	059891	Cancelled		
99	059919	Cancelled		
100	EFT47297		Copier Charges	52
101	EFT47727	Cartoon Guy	Entertainment	185
102	EFT47366	Cash Security Services Pty Ltd	Banking	665
103	EFT47725	Cavill Power Products Pty Ltd	Vehicle Maintenance	48
104	059953	Christopher Vivian	Junior Development Grant	500
105	EFT47298	Chubb Fire & Security Ltd	Security	5,536
106	EFT47459	Chubb Fire & Security Ltd	Security	1,682
107	EFT47740	Chubb Fire & Security Ltd	Security	247
108	EFT47734	CircoBats Community Circus	Performance	400
109	EFT477367	City Circle Newsagents	Library Magazines	400
110	EFT47367	City Circle Newsagents	Library Magazines	33
110				
111	059938	City of West Torrens Petty Cash	Petty Cash	2,271

ACCOUNTS DUE AND SUBMITTED TO THE CORPORATE STANDING COMMITTEE MEETING
21 NOVEMBER 2016

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118 EFT 119 EFT 120 EFT 121 EFT 122 05 123 EFT 124 05 125 EFT 126 EFT 127 EFT 128 EFT 129 EFT 130 EFT 131 EFT 133 EFT 134 EFT 135 05 136 EFT 137 EFT 138 EFT 140 EFT 141 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47370 T47368 T47737 T47736 559913 T47453 559932 T47365 T47724 T47365 T47724 T47364 T47726 T47726 T47726 T47726 T47726 T47454 T47460 T47376 T47376 T47376 T47376 T47464	Click Promos Climbing Tree Creations Pty Ltd Climbing Tree Creations Pty Ltd Climbing Tree Design Play Create Pty Ltd CMW Geosciences (East Coast) Pty Ltd Coda-Cola Amatil (SA) Pty Ltd Colin Case Combined Fire Systems Pty Ltd Combined Fire Systems Pty Ltd Combo Industries Consolidated Bearing Co Continuum Care Australia Pty Ltd Cornes Toyota Cornes Toyota Cornes Toyota Coronandel Native Nursery Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment	Promotional Products Install Playground Install Playground Library Entertainment Underground Service Location Refreshments Compost Bin Rebate Fire Safety Fire Safety Vehicle Maintenance Depot Supplies Home Support Services Purchase Vehicle Vehicle Maintenance Plants Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	574. 29,701. 29,523. 726. 6,681. 470. 35. 171. 171. 171. 91. 165. 1,981. 28,311. 701. 1,639. 165. 1,028. 429. 594. 974. 2,420.
119 EFT 120 EFT 121 EFT 122 05 123 EFT 124 05 125 EFT 126 EFT 127 EFT 128 EFT 129 EFT 130 EFT 131 EFT 133 EFT 134 EFT 135 05 136 EFT 137 EFT 138 EFT 140 EFT 141 EFT 142 EFT 144 EFT 145 EFT 146 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47368 T47737 T47736 559913 T47453 559932 T47455 55932 T47365 T47724 T47366 T47722 T47738 T47726 T47726 T47726 T47454 T47460 T47454 T47460 T47376 T47376 T47376 T47464	Climbing Tree Creations Pty Ltd Climbing Tree Design Play Create Pty Ltd CMW Geosciences (East Coast) Pty Ltd Coca-Cola Amatil (SA) Pty Ltd Colin Case Combined Fire Systems Pty Ltd Combined Fire Systems Pty Ltd Combo Industries Consolidated Bearing Co Continuum Care Australia Pty Ltd Cornes Toyota Cornes Toyota Cornes Toyota Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment	Install Playground Install Playground Library Entertainment Underground Service Location Refreshments Compost Bin Rebate Fire Safety Fire Safety Vehicle Maintenance Depot Supplies Home Support Services Purchase Vehicle Vehicle Maintenance Plants Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	29,701. 29,523. 726. 6,681. 470. 35. 171. 171. 171. 91. 165. 1,981. 28,311. 701. 1,639. 165. 1,028. 429. 594. 974. 2,420.
120 EFT 121 EFT 122 05 123 EFT 124 05 125 EFT 126 EFT 127 EFT 128 EFT 129 EFT 130 EFT 131 EFT 133 EFT 134 EFT 135 05 136 EFT 137 EFT 138 EFT 140 EFT 141 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47737 559913 559913 559932 T47453 559932 T47456 T47724 T47365 T47724 T47364 T47726 T47726 T47726 T47726 T47454 T47460 T47376 T47376 T47376 T47464	Climbing Tree Creations Pty Ltd Climbing Tree Design Play Create Pty Ltd CMW Geosciences (East Coast) Pty Ltd Coca-Cola Amatil (SA) Pty Ltd Colin Case Combined Fire Systems Pty Ltd Combined Fire Systems Pty Ltd Combo Industries Consolidated Bearing Co Continuum Care Australia Pty Ltd Cornes Toyota Cornes Toyota Cornes Toyota Coronandel Native Nursery Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment	Install Playground Library Entertainment Underground Service Location Refreshments Compost Bin Rebate Fire Safety Fire Safety Vehicle Maintenance Depot Supplies Home Support Services Purchase Vehicle Vehicle Maintenance Plants Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	29,523. 726. 6,681. 470. 35. 171. 171. 91. 165. 1,981. 28,311. 701. 1,639. 165. 1,028. 429. 594. 974. 2,420.
121 EFT 122 05 123 EFT 124 05 125 EFT 126 EFT 127 EFT 128 EFT 129 EFT 130 EFT 131 EFT 133 EFT 134 EFT 135 05 136 EFT 137 EFT 138 EFT 140 EFT 141 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47736 559913 T47453 55992 T47456 T47724 T47364 T47722 T47728 T47728 T47726 T47726 T47726 T47454 T47460 T47369 559930 T47735 T47462 T47462 T47376 T47376 T47464	Climbing Tree Design Play Create Pty Ltd CMW Geosciences (East Coast) Pty Ltd Coca-Cola Amatil (SA) Pty Ltd Colin Case Combined Fire Systems Pty Ltd Combined Fire Systems Pty Ltd Combo Industries Consolidated Bearing Co Continuum Care Australia Pty Ltd Cornes Toyota Cornes Toyota Cornes Toyota Coronandel Native Nursery Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment	Library Entertainment Underground Service Location Refreshments Compost Bin Rebate Fire Safety Fire Safety Vehicle Maintenance Depot Supplies Home Support Services Purchase Vehicle Vehicle Maintenance Plants Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	726. 6,681. 470. 35. 171. 171. 91. 165. 1,981. 28,311. 701. 1,639. 165. 1,028. 429. 594. 974. 2,420.
122 05 123 EFT 124 05 125 EFT 126 EFT 127 EFT 128 EFT 129 EFT 130 EFT 131 EFT 132 EFT 133 EFT 134 EFT 135 05 136 EFT 137 EFT 138 EFT 140 EFT 141 EFT 142 EFT 144 EFT 144 EFT 144 EFT 145 EFT 146 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	559913 TT47453 159932 TT47365 TT47364 TT47722 TT47728 TT47296 TT4726 TT47454 TT47369 TT47369 TT47369 TT47369 TT47369 TT47369 TT47369 TT47369 TT47350 TT47362 TT47376 TT47364	CMW Geosciences (East Coast) Pty Ltd Coca-Cola Amatil (SA) Pty Ltd Colin Case Combined Fire Systems Pty Ltd Combined Fire Systems Pty Ltd Combo Industries Consolidated Bearing Co Continuum Care Australia Pty Ltd Cornes Toyota Cornes Toyota Cornes Toyota Coromandel Native Nursery Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment	Underground Service Location Refreshments Compost Bin Rebate Fire Safety Fire Safety Vehicle Maintenance Depot Supplies Home Support Services Purchase Vehicle Vehicle Maintenance Plants Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	6,681. 470. 35. 171. 171. 91. 165. 1,981. 28,311. 701. 1,639. 165. 1,028. 429. 594. 974. 2,420.
123 EFT 124 05 125 EFT 126 EFT 127 EFT 128 EFT 129 EFT 130 EFT 131 EFT 132 EFT 133 EFT 134 EFT 135 05 136 EFT 137 EFT 138 EFT 140 EFT 141 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47453 159932 T47365 T47724 T47724 T47722 T47728 T47728 T47296 T47296 T47296 T47726 T47454 T47460 T47359 159930 T47735 T47462 T47462 T47376 T47376 T47464	Coca-Cola Amatil (SA) Pty Ltd Colin Case Combined Fire Systems Pty Ltd Combo Industries Consolidated Bearing Co Continuum Care Australia Pty Ltd Cornes Toyota Cornes Toyota Coromandel Native Nursery Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment	Refreshments Compost Bin Rebate Fire Safety Fire Safety Vehicle Maintenance Depot Supplies Home Support Services Purchase Vehicle Vehicle Maintenance Plants Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	470. 35. 171. 171. 91. 165. 1,981. 28,311. 701. 1,639. 165. 1,028. 429. 594. 974. 2,420.
124 05 125 EFT 126 EFT 127 EFT 128 EFT 129 EFT 130 EFT 131 EFT 132 EFT 133 EFT 134 EFT 135 05 136 EFT 138 EFT 140 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 147 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	59932 T47365 T47724 T47724 T47722 T47738 T47296 T47296 T47296 T47296 T47454 T47460 T47460 T47369 59930 T47356 T47462 T47462 T47376 T47376 T47464	Colin Case Combined Fire Systems Pty Ltd Combo Industries Consolidated Bearing Co Continuum Care Australia Pty Ltd Cornes Toyota Cornes Toyota Corromandel Native Nursery Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment Dallas Equipment	Compost Bin Rebate Fire Safety Fire Safety Vehicle Maintenance Depot Supplies Home Support Services Purchase Vehicle Vehicle Maintenance Plants Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	35. 171. 171. 91. 165. 1,981. 28,311. 701. 1,639. 165. 1,028. 429. 594. 974. 2,420.
125 EFT 126 EFT 127 EFT 128 EFT 129 EFT 130 EFT 131 EFT 132 EFT 133 EFT 134 EFT 135 05 136 EFT 137 EFT 138 EFT 140 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47365 T47724 T47364 T47722 T47738 T47296 T47296 T47296 T47454 T47454 T47460 T47456 T47456 T47462 T47376 T47376 T47464	Combined Fire Systems Pty Ltd Combined Fire Systems Pty Ltd Combo Industries Consolidated Bearing Co Continuum Care Australia Pty Ltd Cornes Toyota Cornes Toyota Coromandel Native Nursery Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment Dallas Equipment	Fire Safety Fire Safety Vehicle Maintenance Depot Supplies Home Support Services Purchase Vehicle Vehicle Maintenance Plants Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	171. 171. 91. 165. 1,981. 28,311. 701. 1,639. 165. 1,028. 429. 594. 974. 2,420.
126 EFT 127 EFT 128 EFT 129 EFT 130 EFT 131 EFT 132 EFT 133 EFT 134 EFT 135 05 136 EFT 137 EFT 138 EFT 140 EFT 141 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47724 T47364 T47722 T47738 T47296 T47726 T47726 T47454 T47460 T47460 T47369 059930 T47735 T47462 T47462 T47376 T47376 T47464	Combined Fire Systems Pty Ltd Combo Industries Consolidated Bearing Co Continuum Care Australia Pty Ltd Cornes Toyota Cornes Toyota Coromandel Native Nursery Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment Dallas Equipment	Fire Safety Vehicle Maintenance Depot Supplies Home Support Services Purchase Vehicle Vehicle Maintenance Plants Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	171 91 165 1,981 28,311 701 1,639 165 1,028 429 594 974 2,420
127 EFT 128 EFT 129 EFT 130 EFT 131 EFT 132 EFT 133 EFT 134 EFT 135 05 136 EFT 137 EFT 138 EFT 140 EFT 141 EFT 142 EFT 144 EFT 145 EFT 146 EFT 147 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47364 T47722 T47738 T47296 T47726 T47726 T47454 T47460 T47460 T47369 059930 T47735 T47735 T47462 T47376 T47376 T47464	Combo Industries Consolidated Bearing Co Continuum Care Australia Pty Ltd Cornes Toyota Cornes Toyota Coromandel Native Nursery Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment Dallas Equipment	Vehicle Maintenance Depot Supplies Home Support Services Purchase Vehicle Vehicle Maintenance Plants Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	91. 165. 1,981. 28,311. 701. 1,639. 165. 1,028 429. 594. 974. 2,420.
128 EFT 129 EFT 130 EFT 131 EFT 132 EFT 133 EFT 134 EFT 135 05 136 EFT 137 EFT 138 EFT 139 EFT 140 EFT 142 EFT 144 EFT 145 EFT 146 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47722 T47738 T47296 T47296 T47726 T47454 T47460 T47460 T47469 059930 T47735 T47735 T47762 T47736 T47376 T47464	Consolidated Bearing Co Continuum Care Australia Pty Ltd Cornes Toyota Cornes Toyota Coromandel Native Nursery Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment Dallas Equipment	Depot Supplies Home Support Services Purchase Vehicle Vehicle Maintenance Plants Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	165 1,981 28,311 1,639 165 1,028 429 594 974 2,420
129 EFT 130 EFT 131 EFT 132 EFT 133 EFT 134 EFT 135 05 136 EFT 137 EFT 138 EFT 139 EFT 140 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47738 T47296 T47726 T47726 T47454 T47460 T47369 059930 T47735 T47462 T47462 T47376 T47376 T47464	Continuum Care Australia Pty Ltd Cornes Toyota Cornes Toyota Coromandel Native Nursery Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment Dallas Equipment	Home Support Services Purchase Vehicle Vehicle Maintenance Plants Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	1,981 28,311 701 1,639 165 1,028 429 594 974 2,420
130 EFT 131 EFT 132 EFT 133 EFT 134 EFT 135 05 136 EFT 137 EFT 138 EFT 139 EFT 140 EFT 142 EFT 144 EFT 145 EFT 146 EFT 147 EFT 148 05 149 EFT 150 EFT 151 EFT 152 EFT 153 EFT	T47296 T47726 T47454 T47460 T47369 J59930 T47735 T47462 T47462 T47376 T47376 T47464	Cornes Toyota Cornes Toyota Coromandel Native Nursery Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment Dallas Equipment	Purchase Vehicle Vehicle Maintenance Plants Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	28,311 701 1,639 165 1,028 429 594 974 2,420
131 EFT 132 EFT 133 EFT 134 EFT 135 05 136 EFT 137 EFT 138 EFT 139 EFT 140 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 147 EFT 148 05 149 EFT 150 EFT 152 EFT 153 EFT 154 EFT	T47726 T47454 T47460 T47369 059930 T47735 T47462 T47302 T47376 T47464	Cornes Toyota Coromandel Native Nursery Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment Dallas Equipment	Vehicle Maintenance Plants Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	701 1,639 165 1,028 429 594 974 2,420
132 EFT 133 EFT 134 EFT 135 05 136 EFT 137 EFT 138 EFT 139 EFT 140 EFT 141 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 147 EFT 148 05 149 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47454 T47460 T47369 059930 T47735 T47762 T47302 T47376 T47464	Coromandel Native Nursery Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment Dallas Equipment	Plants Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	1,639 165 1,028 429 594 974 2,420
133 EFT 134 EFT 135 05 136 EFT 137 EFT 138 EFT 139 EFT 140 EFT 141 EFT 142 EFT 144 EFT 145 EFT 146 EFT 147 EFT 148 05 149 EFT 150 EFT 152 EFT 153 EFT 154 EFT	T47460 T47369 059930 T47735 T47462 T47302 T47376 T47364	Corporate Health Group Pty Ltd Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment Dallas Equipment	Medical Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	165 1,028 429 594 974 2,420
134 EFT 135 05 136 EFT 137 EFT 138 EFT 139 EFT 140 EFT 141 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 147 EFT 148 05 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47369 059930 T47735 T47462 T47302 T47376 T47464	Corporate Platters Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment Dallas Equipment	Catering Reimburse Expenses Consultants Vehicle Maintenance Contractor	1,028 429 594 974 2,420
135 05 136 EFT 137 EFT 138 EFT 139 EFT 139 EFT 140 EFT 141 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 147 EFT 148 05 151 EFT 152 EFT 153 EFT 154 EFT	059930 T47735 T47462 T47302 T47376 T47464	Cr G Vlahos Crossways Consulting Daimler Trucks Adelaide Dallas Equipment Dallas Equipment	Reimburse Expenses Consultants Vehicle Maintenance Contractor	429 594 974 2,420
136 EFT 137 EFT 138 EFT 139 EFT 140 EFT 141 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 147 EFT 148 05 149 EFT 150 EFT 152 EFT 153 EFT 154 EFT	T47735 T47462 T47302 T47376 T47464	Crossways Consulting Daimler Trucks Adelaide Dallas Equipment Dallas Equipment	Consultants Vehicle Maintenance Contractor	594 974 2,420
137 EFT 138 EFT 139 EFT 140 EFT 141 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 147 EFT 148 05 150 EFT 152 EFT 153 EFT 154 EFT	T47462 T47302 T47376 T47464	Daimler Trucks Adelaide Dallas Equipment Dallas Equipment	Vehicle Maintenance Contractor	974 2,420
138 EFT 139 EFT 140 EFT 141 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 147 EFT 148 05 149 EFT 150 EFT 152 EFT 153 EFT 154 EFT	T47302 T47376 T47464	Dallas Equipment Dallas Equipment	Contractor	2,420
139 EFT 140 EFT 141 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 147 EFT 148 05 149 EFT 150 EFT 152 EFT 153 EFT 154 EFT	T47376	Dallas Equipment		
140 EFT 141 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 147 EFT 148 05 149 EFT 150 EFT 152 EFT 153 EFT 154 EFT	T47464		Contractor	6,875
141 EFT 142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 147 EFT 148 05 149 EFT 150 EFT 152 EFT 153 EFT 154 EFT		Dallas Equipment		
142 EFT 143 EFT 144 EFT 145 EFT 146 EFT 147 EFT 148 05 149 EFT 150 EFT 152 EFT 153 EFT 154 EFT	T47745		Contractor	10,807
143 EFT 144 EFT 145 EFT 146 EFT 147 EFT 148 05 149 EFT 151 EFT 152 EFT 153 EFT 154 EFT		Dallas Equipment	Contractor	1,474
144 EFT 145 EFT 146 EFT 147 EFT 148 05 149 EFT 150 EFT 152 EFT 153 EFT 154 EFT	T47329	Daniels Health Services Pty Ltd	Immunisation	91
145 EFT 146 EFT 147 EFT 148 05 149 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47837	Daryl K Warman	Reimburse Volunteer Expenses	87
146 EFT 147 EFT 148 05 149 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47372	Database Consultants Australia	Software Licence	4,483
147 EFT 148 05 149 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47300	Davalan Industries Pty Ltd	Roadworks	5,394
148 05 149 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47375	Department of the Premier and Cabinet	Act Amendments/Gazette Notices	94
149 EFT 150 EFT 151 EFT 152 EFT 153 EFT 154 EFT	T47743	Department of the Premier and Cabinet	Act Amendments/Gazette Notices	13
150 EFT 151 EFT 152 EFT 153 EFT 154 EFT)59904	Dept for Education & Child Develop	Thebarton Community Centre Bond Return	500
151 EFT 152 EFT 153 EFT 154 EFT	T47346	Deshani Gokarella	Thebarton Community Centre Bond Return	1,000
152 EFT 153 EFT 154 EFT	T47299	Diana Caratozzolo	Reimburse Volunteer Expenses	12
153 EFT 154 EFT	T47728	Diane Cannan	Reimburse Volunteer Expenses	29
154 EFT	T47744	Direct Mix Concrete Sales	Concrete	29,735
	T47463		DAP Allowance	2,941
	T47374	dormakaba Australia Pty Ltd	Building Maintenance	559 2.055
	T47742	dormakaba Australia Pty Ltd	Building Maintenance	
	T47425	Downer EDI Works Pty Ltd	Asphalt	415
	T47843	Downer EDI Works Pty Ltd	Asphalt	1,065
	T47371	Dri-Fast Carpet Cleaning Pty Ltd	Clean Carpets	990
)59939	Dulux Australia	Paint	62
	T47823	DWS Advanced Business Solutions	DBA Support	1,375
	T47747	E & J Music Productions Pty Ltd	Library Entertainment	110
)59905	Early Childhood Australia	Thebarton Community Centre Bond Return	500
		Eclipse Publishing Pty Ltd	Advertising	5,541
	T47748	El Ritmo	Library Workshop	120
	T47749	EMA Legal	Legal Fees	2,774
	T47749			9,105
167 EFT 168 EFT	T47749 T47466 T47746		Legal Fees Home Support Services	943

ACCOUNTS DUE AND SUBMITTED	TO THE CORPORATE STANDING COMMITTEE MEETING
	21 NOVEMBER 2016

Ref No.	Cheque/ EFT No.	Payee	Invoice Description	Cheque Total
169	EFT47467	Expressions SA Pty Ltd	Newspapers	151.:
170	EFT47469	Felicity Media Arts Pty Ltd	Photography	462.
171	059911	Feriwalla	Library Books	
172	059923	Feriwalla	Library Books	11.
173	EFT47753	Fleet Complete Australia Pty Ltd	Support	194.
174	EFT47468	Flight Centre Ltd	Early Bird Rate Prizes	1,500.
175	EFT47752	Flightpath Architects Pty Ltd	Consultants	4,097.
176	059924	Foodbank SA	Staff Casual Day Donations	4,057.
177	EFT47304	Forpark Australia (SA)	Playground Equipment	12,180.
178	EFT47379	Forpark Australia (SA)	Playground Equipment	8,052.
179	059910	Foxtel Cable Television Pty Ltd	Library Connection	210.
180	EFT47305	Fragglerocc Pty Ltd	Roadworks	5,549.
			Roadworks	
181	EFT47754	Fragglerocc Pty Ltd		42,397.
182	059920	Francis Cain	Rainwater Tank Rebate	300.
183	EFT47377	Frank Siow Management Pty Ltd	Traffic Management Consultants	9,420.
184	EFT47751	Fresh & Clean	Hygiene Service	2,182.
185	EFT47378	Freshford Nurseries Pty Ltd	Plants	2,101.
186	EFT47750	Freshford Nurseries Pty Ltd	Plants	374.
187	EFT47380	Genpower Australia Pty Ltd	Generator Service	2,953.
188	EFT47473	Genpower Australia Pty Ltd	Generator Service	754.
189	EFT47755	Genpower Australia Pty Ltd	Generator Service	682.
190	EFT47471	GGC Earthmovers Pty Ltd	Concrete Recycling	12,095.
191	EFT47760	Giordano & Associates Pty Ltd	Consultants	594.
192	EFT47851	Giuseppina Leone	Thebarton Community Centre Bond Return	450.
193	EFT47383	Gleam Team Domestic Services	Home Support Services	317.
194	EFT47761	Gleam Team Domestic Services	Home Support Services	388.
195	EFT47306	GLG GreenLife Group Pty Ltd	Landscaping	3,190.
196	EFT47381	GLG GreenLife Group Pty Ltd	Landscaping	6,805.
197	EFT47756	GLG GreenLife Group Pty Ltd	Landscaping	4,037.
198	EFT47825	Gordon J Tregoning Pty Ltd	Depot Supplies	122.
199	EFT47475	Grace Records Management (Aust) Pty Ltd	Records Storage	3,449.
200	059950	Grace Zada Boatwright	Junior Development Grant	200.
201	EFT47416	Graham Tapscott	Reimburse Volunteer Expenses	146.
202	EFT47382	Grant's Coach Lines	Bus Hire	693.
203	EFT47474	Green Steel Supplies Pty Ltd	Depot Supplies	360.
204	EFT47470	Greening Australia (SA) Ltd	Landscaping	3,283.
205	EFT47307	GRH Supplies	Depot Supplies	1,525.
206	EFT47758	GRH Supplies	Depot Supplies	5,682.
207	EFT47385	Health & Immunisation Management Services	Temp Immunisation Staff	165.
208	EFT47334	Heatley Sales Pty Ltd	Depot Supplies	2,057.
209	EFT47485	Helen Lawry	Library Storytelling	120.
210	EFT47477	Hender Consulting	Temp Staff	6,490.
211	EFT47763	Hi-Line Hardware Distributors Pty Ltd	Home Support Services	1,860.
212	EFT47308	Hoban Recruitment	Temp Staff	134.
213	EFT47384	Hoban Recruitment	Temp Staff	134.
214	EFT47347	Human Appeal	Thebarton Community Centre Bond Return	1,175
215	059940	HydroPlan	Depot Supplies	4,455
216	EFT47479	Hypernet Computer Distribution	Computer Equipment	290
217	EFT47767	iFibre Pty Ltd	Computer Software	1,815
218	059955	Inclusive Sports SA	Thebarton Community Centre Bond Return	1,000
210	059958	Inclusive Sports SA	Thebarton Community Centre Bond Neturn	675
219	EFT47765	Indigeflora Nursery	Plants	690
220	EFT47489	Innova Group Pty Ltd	Furniture	7,467
221	059892	Internode Pty Ltd	Internet Connection	343
		2.		
223	059914	Internode Pty Ltd	Internet Connection	49.

Ref No.	Cheque/ EFT No.	Payee	Invoice Description	Cheque Total
225	059941	Internode Pty Ltd	Internet Connection	49.
226	059900	Irene Salagaras	Refund Dog Registration	40.
227	EFT47766	iSentia Pty Ltd	Media Monitoring	883.
228	EFT47518	ISS Facility Services Aust Limited	Cleaning	3,695.
229	EFT47711	J Blackwood & Son Ltd	Depot Supplies	137.
230	EFT47769	Jac Comrie Pty Ltd	Consultants	6,864.
231	EFT47478	James Hay	Reimburse Expenses	60.
232	EFT47331	Jane Strange	DAP Member Allowance	1,458.
233	EFT47771	Jasol Australia	Cleaning Chemicals	2,783
234	EFT47448	Jason Bury	Reimburse Expenses	150
235	EFT47713	Jason Bury	Reimburse Expenses	420
236	EFT47480	Jaybro	Depot Supplies	898.
237	EFT47309	JCB Construction Equipment Australia	Plant Maintenance	2,316
238	EFT47768	Jeffries Garden Soils	Mulch	1,338
239	EFT47472	Jessica Grima	Reimburse Expenses	150
240	EFT47386	JF Mobile Catering	Catering	2,105
241	EFT47482	John Kruger	Photography	3,250
242	059952	Joseph Coppola	Junior Development Grant	500
243	EFT47292	Josephine M Bishop	Yoga Classes	80
244	EFT47770	JPE Design Studio Pty Ltd	Consultants	13,173
245	EFT47373	JR Devereaux	Reimburse Volunteer Expenses	36
246	059936	Judith Pitcher	Refund Dog Registration	40
247	EFT47850	Keith Preston	Thebarton Community Centre Bond Return	840
248	EFT47774	Kelledy Jones Lawyers	Legal Fees	6,737
249	EFT47775	Kellogg Brown & Root Pty Ltd	Professional Fees	74,735
250	EFT47310	Kemps Credit Solutions	Debt Collection	33,600
251	EFT47773	Kent Civil Pty Ltd	Roadworks	52,914
252	059909	Kishor Chand	Reimburse Volunteer Expenses	81
253	EFT47348	Krissy Ballinger	Thebarton Community Centre Bond Return	500
254	EFT47362	Kym Strelan	Home Advantage Program	556
255	EFT47450	Kym Strelan	Home Advantage Program	697
256	EFT47717	Kym Strelan	Home Advantage Program	695
257	059949	Lachlan Eichner	Junior Development Grant	200
258	EFT47779	Land Services Group	Searches	971
259	EFT47484	Lane Print & Post	Printing	915
260	EFT47312	Leadership Learning Dynamics	Consultants	3,300
261		Leadership Learning Dynamics	Consultants	3,300
262	EFT47487	Leading Edge Town Planners Pty Ltd	Consultants	16,665
263	EFT47391	Learning Discovery Pty Ltd	Library Books	619
264	EFT47311 EFT47390	LGA Asset Mutual Fund	Insurance Excess Insurance Premium	500
265	EFT47390	LGA Asset Mutual Fund	Clean Butt Out Bins	97,762 390
266		Lion's Club of West Beach		1,000
267 268	EFT47652 EFT47778	Lions Clubs International District 201 Little Kickers Inner North and West Adelaide	Thebarton Community Centre Bond Return	220
269	EFT4778	Local Government Association Mutual Liability Scheme	Library Program Insurance Premium	74,031
209	EFT47389		Membership	2,361
271	EFT47388	Local Government Information Technology SA Inc Local Govt Assoc Workers Compensation Scheme	Renewal of Membership	153,085
272	EFT47776	LOTE Libraries Direct Pty Ltd	Library Books	2,173
273	EFT47486	Lotux IT	Computer Equipment	2,173
274	EFT47786		Roadworks	57,013
274	EFT47785	M & B Civil Engineering Pty Ltd Macspred Pty Ltd	Depot Supplies	357,013
275	EFT47787			275
276	EFT47787	Magpie Coaching Mainstreet SA Incorporated	Library Workshop Awards Event	275
278	EFT47493 EFT47393	Marino Uniforms	Uniforms	293
279	059926	Marino Onnorms Mario & Marie Industrial Rag	Depot Supplies	293
	0009920	mano a mane muusulai nag	Dehor orthhies	390

Ref No.	Cheque/ EFT No.	Рауее	Invoice Description	Cheque Total
281	059917	Marjorie Tuckfield	Reimburse Volunteer Expenses	166.5
282	EFT47394	Materne Pennino Hoare Architects	Professional Fees	6,864.0
283	EFT47315	Maxima Group Training	Temp Depot Staff	2,862.2
284	EFT47783	Maxima Group Training	Temp Depot Staff	3,391.0
285	EFT47419	Maxima Tempskill	Temp Depot Staff	15,754.4
286	EFT47832	Maxima Tempskill	Temp Depot Staff	14,156.2
287	EFT47521	Mayor John Trainer	Mayoral Allowance	6,483.0
288	EFT47491	McArthur (SA) Pty Ltd	Temp Staff	4,783.9
289	EFT47784	McArthur (SA) Pty Ltd	Temp Staff	3,212.5
290	EFT47490	Mechanical Vegetation Solutions Pty Ltd	Tree Maintenance	660.0
291	EFT47494	Message4U Pty Ltd	Software	203.5
292	EFT47780	Messenger Newspapers Pty Ltd	Advertising	4,485.6
293	EFT47782	Metropolitan Machinery Pty Ltd	Vehicle Maintenance	641.
294	EFT47458	Michael Craig Consulting	Consultants	396.0
295	EFT47821	Milosh Stjelja	Reimburse Expenses	287.8
296	EFT47314	Momar Australia Pty Ltd	Depot Supplies	3,849.
297	EFT47392	Morestel Powder Coaters	Depot Supplies	352.
298	059894	Mr Wayne Stokes	DAP Member Allowance	1,458.
299	EFT47492	Mt Compass Sand & Loam	Depot Supplies	2,007.
300	059893	National Malaya & Borneo Veterans' Assoc Aust Inc	Donation	2,000.
301	EFT47788	Nelson Locksmiths Pty Ltd	Locks	506.
302	EFT47757	Neopost Australia Pty Ltd	Service Equipment	734.
303	EFT47790	Neverfail Springwater Ltd	Spring Water	132.
304	059928	Nick Roussianos	Reimburse Volunteer Expenses	194.
305	EFT47789	Norman Waterhouse	Legal Fees	17,891.
306	EFT47316	Norwood Screen Printers Pty Ltd	Clothing	440.
307	EFT47395	Oaklands Road Mower Centre	Mower Repairs / Purchases	559.
308	EFT47495	Oaklands Road Mower Centre	Mower Repairs / Purchases	307.
309	059948	Olivia Raestas	Junior Development Grant	200.
310	EFT47398	Option [a] Pty Ltd	Signage	7,183.
311	059927	Optus Billing Services Pty Ltd	Telephone	5.
312	EFT47396	Orana Australia Ltd	Home Advantage Program	2,829.
313	EFT47791	Orana Australia Ltd	Home Advantage Program	1,100.
314	EFT47317	Origin Energy Electricity Limited	Power	244.
315	EFT47397	Origin Energy Electricity Limited	Power	68.
316	EFT47496	Origin Energy Electricity Limited	Power	46,455.
317	EFT47792	Origin Energy Electricity Limited	Power	125,787.
318	059942	Origin Energy Services Ltd	Gas Supply	1,952.
319	EFT47342	Owen Wheeler	Reimburse Volunteer Expenses	7.
320	EFT47497	Pacific Hydro Retail Pty Ltd	Green Power Sales	121.
321	EFT47848	Pakistan-Australia Literary Forum Inc	Thebarton Community Centre Bond Return	500.
322	EFT47318	Parclay Pty Ltd	Consultants	11,000.
323	059933	Patricia Balfour	Rainwater Tank Rebate	500.
324	059899	Paul Janusaitis	Refund Dog Registration	40.
325	EFT47498	Peake Machinery Maintenance Engineering	Contractors	140.
326	EFT47399	Peats Soil & Garden Supplies	Loam	1,210.
327	EFT47799	Phonographic Performance Co of Aust Ltd	Licence Renewal	183.
328	EFT47401	Platters Plus Catering Pty Ltd	Catering	224.
329	EFT47801	Platters Plus Catering Pty Ltd	Catering	407.
330	EFT47795	Plumbing & Pipeline Solutions SA Pty Ltd	Plumbing	4,195.
331	EFT47800	PMP Distribution	Distribution	1,885.
332	059943	Portside Mitsubishi	Purchase Vehicle	29,168.
333	059915	Powerdirect Pty Ltd	Power	161.
334	EFT47793	Prestige Sports & Earthmoving Constructions Pty Ltd	Basketball Court	28,242.
335	EFT47499	Pro Bitumen Pty Ltd	Roadworks	55,445.
	EFT47400	Property & Advisory Pty Ltd	Consultants	17,468.

ACCOUNTS DUE AND SUBMITTED TO THE CORPORATE STANDING COMMITTEE MEETING	
21 NOVEMBER 2016	

Ref No.	Cheque/ EFT No.	Payee	Invoice Description	Cheque Total
007	EET 13300		2	1 507
337	EFT47796	Property & Advisory Pty Ltd	Consultants	4,537.
338	EFT47797	Pump Technology Services (SA) Pty Ltd	Pump Maintenance	19,958.4
339	EFT47320	Quin Sports & Nets		324.
340	EFT47523	R/T Towing	Vehicle Tow	150.
341 342	EFT47501	Randstad Pty Ltd	Temp Staff	1,328. 2,240.
342 343	EFT47810	Randstad Pty Ltd	Temp Staff	
	EFT47803 EFT47804	Reece Pty Ltd	Irrigation	4,949. 11,747.
344	EFT47804 EFT47807	Reedbeds Community Centre Rentokil Initial Pty Ltd	Partnership Agreement Pest Control	
345 346	EFT47807 EFT47802		Indoor Plant Hire	401. 598.
340 347		Rentokil Tropical Plants		330.
	EFT47322 EFT47402	Resimax Pty Ltd	Depot Supplies	71
348 349		Resimax Pty Ltd	Depot Supplies	
	EFT47321	Resource Furniture	Office Furniture	249.
350	EFT47349	Rhythm Dance and Events	Thebarton Community Centre Bond Return	500.
351	EFT47503	Ricoh Australia Ltd	Copy Charges	13,971
352	EFT47811	Rio Coffee Pty Ltd	Tea & Coffee Supplies	152
353	EFT47500	Road Movie Mobile Cinema	Film Screening	1,590
354	EFT47403	Roadrunner Couriers	Couriers	459
355	EFT47806	Roadrunner Couriers	Couriers	475
356	EFT47505	Roadshow Films Pty Ltd	Library Film Showing	220
357	EFT47805	Roadside Services & Solution	Depot Supplies	247
358	059921	Ron Moore	Rainwater Tank Rebate	300
359	EFT47323	Roofdex Pty Ltd	Home Support Services	363
360	EFT47502	Roofdex Pty Ltd	Home Support Services	141
361	EFT47504	Roxy Centre	Library Program	330
362	EFT47404	Rundle Mall Plaza Newsagency	Library Magazines	413
363	EFT47808	Rundle Mall Plaza Newsagency	Library Magazines	559
364	EFT47405	RWA Pty Ltd	Park Shelter	10,010
365	EFT47511	S & P Graphics	Stationery	251
366	EFT47813	SA Group Enterprises Inc	Electronic Recycling Cages	10,972
367	EFT47406	SA Local Govt Financial Management Group	Membership	480
368	EFT47815	SA Mobile Mower Grinders Pty Ltd	Mower Repairs	2,899
369	059895	SA Power Networks	Power	31,493
370	059896	SA Water	Water	109.
371	EFT47513	Safety Institute of Australia Ltd	Membership	330
372	EFT47330	Saggese Transport & Crane Services Pty Ltd	Plant Maintenance	2,310
373	EFT47325	SAI Global Limited	Standards	92
374	059947	Samuel Garden	Junior Development Grant	200
375	EFT47408	Sassafras Agencies Pty Ltd	Depot Supplies	204
376	EFT47759	Scott Gavillett	Reimburse Expenses	287
377	EFT47332	Seed Consulting Services	Consultants	12,633
378	EFT47516	Seek Limited	Advertising	1,506
379	EFT47818	SEM Civil Pty Ltd	Roadworks	29,381
380	059916	Sensis Pty Ltd	Yellow Pages Listing	29
381	059944	Shirley Sampson	Reimburse Volunteer Expenses	58
382	EFT47820	Silverback Cargo Equipment Pty Ltd	Depot Supplies	4,312
383	EFT47350	Simon Vine	Thebarton Community Centre Bond Return	500
384	EFT47411	Skilmar Systems Pty Ltd	Consultants	4,752
385	EFT47506	Solo Resource Recovery	Rubbish Removal	142
386	EFT47812		Garbage Collection & Waste Disposal	403,591
387	EFT47847	Sophia Barone	Thebarton Community Centre Bond Return	915
388	EFT47508	Source Separation Systems Pty Ltd	Rubbish Removal	663
389	059954	South Australia Benkoma Assoc Inc	Thebarton Community Centre Bond Return	500
390	EFT47455	Southern Cross Protection	Patrol Service	4,982
391	EFT47723	Southern Cross Protection	Patrol Service	143
	LI 14/120			145.

Ref No.	Cheque/ EFT No.	Payee	Invoice Description	Cheque Total
393	EFT47412	Southern Region Waste Resource Authority	Waste Disposal	225
394	EFT47409	Southern Volunteering (SA) Inc	Staff Training	90
395	EFT47814	Southfront	Consultants	6,843
396	EFT47510	Southland Supply Group	Depot Supplies	147.
397	EFT47849	Special Education Planning	Thebarton Community Centre Bond Return	500
398	059956	Special Olympics South Australia	Thebarton Community Centre Bond Return	120
399	EFT47817	Sports Medicine Australia - SA Branch	Library Program	138
400	EFT47326	St James First Aid	First Aid Kits	42
401	EFT47324	St John Ambulance Australia SA Inc	First Aid Training	189
402	EFT47846	Staking U Asia Pacific	Thebarton Community Centre Bond Return	500
403	EFT47514		Security	130
404	EFT47819	Streamline Plumbing SA Pty Ltd	Plumbing	4,509
405	EFT47328	Studio Nine	Consultants	6,886
406	EFT47515	Stumpy Stumps	Grind Stumps	450
407	EFT47822	Stumpy Stumps	Grind Stumps	400
408	EFT47512		Taxi Fares	669
409	059945	Suez Environnement Recycling & Waste Recovery	Rubbish Removal	557
410	EFT47507	Sunny Industrial Brushware	Sweeper Brooms	107
411	EFT47509	Super Hands Cleaning Solutions	Home Support Services	280
412	EFT47327	Sure Search Locations	Service Locations	2,233
413	EFT47351	Susan Cummins	Reimburse Expenses	540
414	EFT47336	Taking Care of Trees	Tree Maintenance	6,437
415	EFT47525	Taking Care of Trees	Tree Maintenance	635
416	EFT47828	Taylor Cullity Lethlean	Consultants	7,876
117	EFT47418	Telelink Business Systems Pty Ltd	Telephone Equipment	284
418	EFT47524	Telelink Business Systems Pty Ltd	Telephone Equipment	2,970
419	EFT47830	Telelink Business Systems Pty Ltd	Telephone Equipment	388
420	059918	Telstra	Telephone	15,511
420 421	059929	Telstra	Telephone	4,041
422	059946	Telstra	Telephone	3,702
423	EFT47517	Terrain Group Pty Ltd	Irrigation	15,727
424	EFT47289	ne contrata e entrata de la companya	Tree Maintenance	13,827
425	EFT47239	The Adelaide Tree Surgery The Adelaide Tree Surgery	Tree Maintenance	
+25 126		The Adelaide Tree Surgery	Tree Maintenance	6,666
	EFT47707 EFT47721	• •	Contractor	16,566
427		The Charlotte Trust		4,829
428	EFT47301	The Department for Correctional Services	Litter Collection	2,805
129	EFT47764	The Highway	Venue Hire	278
430		The Paper Bahn	Stationery	368
431		The Paper Bahn	Stationery	7,041
132	EFT47794	The Personnel Risk Management Group	Security Checks	39
433	EFT47519	TNPK Staff Pty Ltd	Temp Compliance Staff	1,979
134	EFT47476	Tom Howard's Crash Repair Service	Vehicle Maintenance	498
135	EFT47414	Tom's Car Wash	Vehicle Maintenance	550
136	EFT47520	Tom's Car Wash	Vehicle Maintenance	187
437	EFT47333	Toro Australia Pty Ltd	Mower Repairs	108,470
138	EFT47824	Toro Australia Pty Ltd	Mower Repairs	69
139	EFT47831	Torrens Safety	Depot Supplies	8,490
140	EFT47413	Total Construction Surveys Pty Ltd	Survey and Setout	4,510
441	EFT47826	Total Construction Surveys Pty Ltd	Survey and Setout	5,236
142	EFT47522	Total Tools Thebarton	Depot Supplies	1,325
143	EFT47481	Tracey Beaumont	Catering	756
144	EFT47772	Tracey Beaumont	Catering	756
445	EFT47829	Tracking, Labels & Consulting Pty Ltd	Library Supplies	92
446	EFT47335	Tree Care Machinery	Depot Supplies	409
147	EFT47417	Tree Care Machinery	Depot Supplies	591
	EFT47415	Triple Cherry Coffee	Coffee Supplies	125

ACCOUNTS DUE AND SUBMITTED TO THE CORPORATE STANDING COMMITTEE MEETING
21 NOVEMBER 2016

Ref	Cheque/	Bayes	Invoice Description	Cheque
No.	EFT No.	Payee	Invoice Description	Total
449	EFT47827	Triple Cherry Coffee	Coffee Supplies	250.0
450	EFT47461	Tudor Civil	Roadworks	31,278.6
451	EFT47741	Tudor Civil	Roadworks	81,935.5
452	059897	Underdale High School	Environment Grant	3,054.7
453	EFT47420	Unicard Systems Pty Ltd	Computer Equipment	141.9
454	EFT47833	UrbanVirons Group Pty Ltd	Tree Maintenance	2,050.4
455	EFT47337	Veolia Environmental Services	Rubbish Removal	399.0
456	EFT47422	Vermeer Equipment Holdings Pty Ltd	Depot Supplies	97.5
457	059903	Victoria Pessima	Refund Permit Fee	56.0
458	EFT47835	Victorian YMCA Community Programming Pty Ltd	Library Program	2,200.0
459	EFT47338	VIP Commercial Cleaning Melrose Park	Window Cleaning	100.
460	EFT47834	VIP Commercial Cleaning Melrose Park	Window Cleaning	100.0
461	EFT47421	Vivacity Engineering Pty Ltd	Depot Supplies	330.0
462	EFT47423	Wallmans Lawyers	Legal Fees	6,851.
463	EFT47838	Wallmans Lawyers	Legal Fees	6,850.
464	EFT47527	Walter Brooke & Associates Pty Ltd	Professional Fees	53,031.
465	EFT47836	Walter Brooke & Associates Pty Ltd	Professional Fees	3,800.
466	EFT47840	Waterpro Pty Ltd	Irrigation	1,740.
467	EFT47341	Wavesound Pty Ltd	Library Supplies	1,819.
468	EFT47426	WC Convenience Management Pty Ltd	Cleaning	12,556.
469	EFT47845	WC Convenience Management Pty Ltd	Cleaning	10,605.
470	EFT47424	Web Safety Pty Ltd	Clothing	92.
471	EFT47839	Web Safety Pty Ltd	Clothing	730.
472	059931	WebCentral	Computer Software	110.
473	EFT47343	Webroot International Ltd	Software	866.
474	EFT47340	Western Youth Centre	Partnership Agreement	11,747.
475	EFT47842	Winc Australia Pty Limited	Stationery	424.
476	EFT47528	Word Cafe	Publications	4,048.
477	EFT47526	Workcomp Pty Ltd	Recruitment	193.
478	EFT47530	Workzone Traffic Control Pty Ltd	Traffic Control	1,932.
479	EFT47844	Workzone Traffic Control Pty Ltd	Traffic Control	1,695.
480	EFT47529	Worlds Best Specialised Cleaning	Graffiti Removal	1,661.
481	EFT47762	WR Haslam	Audit Committee Allowance	768
482	EFT47841	WSP Australia Pty Ltd	Consultants	11,547
483	EFT47339	Wurth Australia	Depot Supplies	220.
484	EFT47531	Zen Home Energy Systems	Solar System	13,201.

\$ 3,168,755.45

11.2 Taxi Voucher Usage

Brief

This report provides information on Elected Members' taxi voucher usage for the 3 month period to 30 September 2017.

RECOMMENDATION

The Committee recommends to Council that the report be received.

Discussion

As required by Council resolution, a report on taxi voucher usage is tabled as **Attachment 1** for Elected Member information and review.

Conclusion

For information and review.

Attachments

1. Elected Members Taxi Voucher Usage Report

Elected Member	Journey Date	From	То	Cost
Mayor	08.09.17	Goodwood	Adelaide	21.42
	08.09.17	Adelaide	Goodwood	16.17
	14.09.17	Goodwood	Adelaide	15.54
		Sub Total		53.13
Cr Haese	22.06.17	City	Lockleys	27.50
		Sub Total		27.50
Cr Demetriou	21.06.17	Hotel	Airport	22.99
		Sub Total		22.99
		Grand Total		\$103.62

ELECTED MEMBER TAXI VOUCHER USAGE 3 Months to 30 September 2017

11.3 Elected Members' Telephones

Brief

This report provides information on Elected Members' telephone costs, reimbursements and returns for the period to 30 September 2017, pursuant to the requirements of the *Elected Members Allowances, Facilities, Support and Benefits Policy*.

RECOMMENDATION

The Committee recommends to Council that the report be received.

Discussion

Council policy requires in part that:

- Elected Members complete and sign a pro-forma to show the value of any personal telephone usage that occurred with the form to be returned to finance staff within 21 days; and
- A report on telephone usage be referred quarterly to the Finance and Regulatory Prescribed Standing Committee showing costs, reimbursements and returns completed for each Member.

The required report is included as Attachment 1.

Conclusion

Information on Elected Members' telephone costs, reimbursements and returns for the period to 30 September 2017 is presented for review pursuant to the requirements of *Elected Members Allowances, Facilities, Support and Benefits Policy.*

Attachments

1. Elected Members Telephone Report

City of West Torrens	
Report of Telephone/Fax Call Costs, Reimbursements and Returns	

	3 Months Perio	od Ended 30 Sep	tember 2017		
Elected Member	Cost of Calls and Charges	Amount Reimbursed *	Number of Returns Required	Number of Returns Completed	Number of Returns Outstanding
Mayor	21.57	0.00	0	0	0
Cr Haese	0.75	10.00	1	1	0
Cr Palmer	12.89	0.00	3	3	0
Cr C O'Rielley	0.00	0.00	0	0	0
Cr G Vlahos	0.00	0.00	0	0	0
Cr Woodward	0.00	0.00	0	0	0
Cr McKay	177.10	80.00	3	2	1
Cr Demetriou	2.11	0.00	3	3	0
Cr Tsiaparis	0.00	0.00	0	0	0
Cr Mangos	0.40	0.00	1	1	0
Cr Polito	0.00	0.00	0	0	0
Cr Farnden	0.00	0.00	0	0	0
Cr Rypp **	0.00	0.00	0	0	0
Cr Hill **	0.00	0.00	0	0	0
Cr Nitschke **	0.00	0.00	0	0	0

* Amounts involve committed reimbursements for the July 17 to June 18 accounts

** Crs Rypp, Hill and Nitschke do not have a Council supplied phone service

Council policy from 15 March 2015 only requires a return to be lodged if costs have been incurred.

11.4 Register of Allowances and Benefits - 3 Months to 30 September 2017

Brief

This report tables the register of allowances and benefits for Elected Members for the 3 months to 30 September 2017, prepared pursuant to the requirements of Section 79 of the *Local Government Act 1999*.

RECOMMENDATION

The Committee recommends to Council that the register of allowances and benefits for Elected Members for the 3 months to 30 September 2017, prepared pursuant to the requirements of Section 79 of the *Local Government Act* 1999, be received.

Discussion

The register of allowances and benefits for Elected Members for the 3 month period to 30 September 2017 is included with this agenda for information **(Attachment 1)**. All amounts are gross, with reimbursements shown in the second last column.

Conclusion

The register of allowances and benefits for Elected Members for the 3 months to 30 September 2017 is tabled for information.

Attachments

1. Register of Allowances and Benefits - 3 Months to 30 September 2017

Mayor 19,440.0 718.3 1,143.7 22.75 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	Elected Member	Allowance YTD	Phone/Fax & Internet	Vehicle Running	Taxi Fares	Air Fares & Mileage	Training & Conferences	Accomm	Reimburse Expenses	Sundry	Meals & Functions	Reimburse to Council	Total
ese6.078.06345.450.0049.500.000.000.000.000.000.000.000.00Iner6.078.00287.580.000.000.000.000.000.000.000.000.000.00Orkelety6.078.00287.580.000.000.000.000.000.000.000.000.000.00Orkelety6.078.00289.850.000.000.000.000.000.000.000.000.00Orkelety6.078.00289.860.000.000.000.000.000.000.000.000.00Orkelety6.078.00289.860.000.000.000.000.000.000.000.000.00Moder6.078.00289.860.000.000.000.000.000.000.000.000.00Moder6.078.00289.860.000.000.000.000.000.000.000.000.00Moder6.078.00289.860.000.000.000.000.000.000.000.000.000.00Moder6.078.00289.860.000.000.000.000.000.000.000.000.000.00Moder6.078.000.000.000.000.000.000.000.000.000.000.000.000.00Moder6.078.000.00 <td>Mayor</td> <td>19,449.00</td> <td>718.39</td> <td>1,174.37</td> <td>92.79</td> <td>00.0</td> <td>00.0</td> <td>00.00</td> <td>00.0</td> <td>00.0</td> <td>0.00</td> <td></td> <td>21,359.55</td>	Mayor	19,449.00	718.39	1,174.37	92.79	00.0	00.0	00.00	00.0	00.0	0.00		21,359.55
Inner6.078.00287.590.000.000.1600.000.000.000.000.00PReliew6.078.00298.850.000.000.000.000.000.000.000.00Abs6.078.00224.700.000.000.000.000.000.000.000.00Abs6.078.00224.700.000.000.000.000.000.000.000.00Abs6.078.00224.700.000.000.000.000.000.000.000.00Abs6.078.00581.800.000.000.000.000.000.000.000.00Abs6.078.00581.800.000.000.000.000.000.000.000.00Abs6.078.00581.800.000.000.000.000.000.000.000.00Abs6.078.00581.800.000.000.000.000.000.000.000.00Abs6.078.00581.800.000.000.000.000.000.000.000.00Abs6.078.005.078.0073.590.000.000.000.000.000.000.00Abs6.078.005.078.0070.000.000.000.000.000.000.000.00Abs6.078.0025.1073.590.000.000.000.000.000.00 <t< td=""><td>Cr Haese</td><td>6,078.00</td><td>345.45</td><td>00.0</td><td>49.50</td><td>0.00</td><td></td><td>00.0</td><td>00.0</td><td>00.0</td><td>0.00</td><td>Ĺ</td><td>6,442.95</td></t<>	Cr Haese	6,078.00	345.45	00.0	49.50	0.00		00.0	00.0	00.0	0.00	Ĺ	6,442.95
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hiss6.078.06224.700.000.000.000.000.000.000.000.00codward6.078.00120.000.000.000.000.000.000.000.000.00Kay6.078.00581.800.000.000.000.000.000.000.000.00Kay6.078.00581.800.000.000.000.000.000.000.000.00Kay6.078.00581.800.000.000.000.000.000.000.000.00Kay6.078.00735.00.000.000.000.000.000.000.000.00Interiou6.321.00106.560.000.000.000.000.000.000.000.00Interiou6.321.00106.560.000.000.000.000.000.000.000.00Interiou6.321.00106.560.000.000.000.000.000.000.000.00Interiou6.321.00120.000.000.000.000.000.000.000.000.00Interiou6.078.00120.000.000.000.000.000.000.000.000.00Interiou6.078.00120.000.000.000.000.000.000.000.000.00Interiou6.077.00100.000.000.000.000.000.00 <t< td=""><td>Cr C O'Rielley</td><td>6,078.00</td><td>299.85</td><td></td><td>0.00</td><td>0.00</td><td></td><td>0.00</td><td>00.0</td><td>0.00</td><td>0.00</td><td></td><td>6,377.85</td></t<>	Cr C O'Rielley	6,078.00	299.85		0.00	0.00		0.00	00.0	0.00	0.00		6,377.85
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Imetriou6,321.00106.960.0073.590.00625.00170.000.000.000.000.000.0016,078.000.000.000.000.000.000.000.000.000.00ingos6,078.00225.100.000.000.003,501.650.000.000.000.000.00ingos6,078.00225.100.000.000.000.000.000.000.000.00ingos6,078.00120.000.000.000.000.000.000.000.000.00ingos6,078.00120.000.000.000.000.000.000.000.000.00ingos6,321.000.000.000.000.000.000.000.000.000.00induti6,321.000.000.000.000.000.000.000.000.000.00induti6,321.00344.700.000.000.000.000.000.000.000.00induti4,862.00120.000.000.000.000.000.000.000.000.00induti4,862.00344.700.000.000.000.000.000.000.000.00induti10,343.003,474.541,174.37215.880.000.000.000.000.000.000.000.00induti103.043.003,445.4	Cr Rypp	6,078.00	00.0	0.00	0.00	00.0		0.00	00.0	00.0	0.00		6,078.00
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Ingos 6,078.00 225.10 0.00 0.00 3,501.65 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	Cr Hill	6,078.00	00.0		0.00	0.00		0.00	00.0	00.0			6,078.00
isparis5,057.00120.000.000.000.000.000.000.000.00schke6,321.000.000.000.000.000.000.000.000.00lito6,321.00344.700.000.000.000.000.000.000.00nden4,862.00120.000.000.000.000.000.000.000.00nden103,043.003,474.541,174.37215.880.006,276.65170.00249.880.000.00-360.00	Cr Mangos	6,078.00		00.0	00.0	0.00		00.0	00.00	00.00	0.00		9,804.75
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lito 6,321.00 34.70 0.00 0.00 0.00 0.00 0.00 0.00 0.00	Cr Nitschke	6,321.00	0.00	0.00	0.00	0.00		0.00	119.40	00.00	0.00		6,440.40
mden 4,862.00 120.00 0.00 0.00 0.00 0.00 0.00 0.0	Cr Polito	6,321.00	344.70		0.00	0.00			00.0	00.0	0.00		6,665.70
103,043.00 3,474.54 1,174.37 215.88 0.00 6,276.65 170.00 249.88 0.00 -360.00 -360.00	Cr Farnden	4,862.00		0.00	0.00	0.00		0.00	00.0	0.00	0.00		4,982.00
	Total	103,043.00	1029		215.88	00.0		170.00	249.88	00.00	0.00	, î	114,244.32

Register of Allowances and Benefits for the period from 1 July 2017 to 30 September 2017

 Allowances to Crs. Haese and Hill include payments to each as members of the Mendelson Trust Management Committee. This payment is as a consequence of the Council's role as Trustee and not pursuant to any entitlement under the Local Government Act, 1999 or the Local Government (Members Allowances and Benefits) Regulations 2010.
 Complimentary tickets to SANFL matches at Richmond Oval are made available to Elected Members upon request. Note:

11.5 Council Budget Report - FOUR Months to 31 October 2017

Brief

This report provides information to Council on budget results for the four months ended 31st October 2017.

RECOMMENDATION(S)

The Committee recommends to Council that the report be received.

Introduction

The report provides year to date (YTD) budget results for October 2017.

Discussion

Budget variances are summarised in the financial report which is included as **Attachment 1**, with key variances explained below in terms of:

- Operational Income
- Operational Expenditure
- Capital Expenditure
- Capital Income
- Capital Works Expenditure

Operational Income

Key variances include:

- Rates and related income is below budget YTD by \$119,748, largely because on-airport valuation increases are lower than those off-airport and this has impacted rate equivalent payments by Adelaide Airport Limited. Adjustments are recommended in the September budget review.
- Statutory charges are above budget YTD by \$136,929, with parking income (\$44,833), property search fees (\$34,032), and dog related income (\$50,702) greater than expected. Budget adjustments have been recommended in the September budget review.
- Grants and subsidies income is above budget YTD by \$301,812, largely due to the timing of special road grants (\$350,000), library associated grants (\$281,091), specific transport grants (\$152,872 unfavourable), and Grants Commission payments (\$235,047 unfavourable). September budget review adjustments have been recommended.

The end of year (EOY) forecast for operational income is expected to decrease by \$251,102 based on variances, key information to date and adjustments recommended in the September budget review.

Operational Expenditure

Key variances include:

 Staff and related costs are showing a YTD under-spend of \$859,966, largely because of unexpected changes to the billing of workers compensation premiums by our insurers (\$651,966). Billing is now occurring on a quarterly basis (it was fully in July previously) and bonus income once paid separately is now being netted off the quarterly premium. The balance of the variance is mostly due to a combination of unpaid EB increases and position vacancies. September budget review adjustments have been recommended.

- Costs associated with buildings, furniture, plant and equipment are \$140,244 below budget, mainly due to the timing of computer associated expenditure (\$139,325). September budget review adjustments have been recommended.
- General expenses are below YTD budgets by \$628,292, largely due to the timing of payments of professional fees (\$313,064) and insurance premiums (\$331,209). Three areas are largely responsibility for the professional fees variance, being City Assets (\$147,211), Urban Services Management (\$101,951) and City Strategy (\$80,955). Variations have been reviewed as part of the September budget review process and adjustments have been recommended.
- Council related expenditure is \$103,303 below budget YTD, largely due to a delay in award of community grants (\$97,058), and the timing of Dog and Cat Management Board contributions (\$63,583). This is offset by an over-spend in street lighting (\$53,755). September budget review adjustments have been recommended.
- Contract and material expenditure is \$117,705 over budget YTD, largely for timing reasons. Budget adjustments have been recommended in the September budget review.
- Occupancy and property costs are above budget YTD by \$331,162, mainly because of unbudgeted payments to Adelaide Airport Ltd for the new depot (\$289,349) and the timing of water rates (\$53,844).

The end of year (EOY) forecast for operational expenditure is expected to increase by \$1,153,133 largely on based on variances, key information to date and adjustments recommended in the September budget review.

Capital Expenditure

Key variances include:

- Motor vehicle expenditure is above budget YTD by \$26,577, which is timing related.
- Computer equipment expenditure is below budget YTD by \$225,790, again timing related.
- Other plant and equipment expenditure is below YTD budget by \$280,163 for timing reasons. This is almost entirely depot related.
- Land and building costs are \$2,814,709 below budget YTD, for timing reasons, most of which relates to Council's community facilities program such as Weigall and Lockleys Oval developments.
- Library resources are \$122,559 above budget YTD, for timing reasons, associated with the library materials grant.

The end of year (EOY) forecast for capital expenditure is expected to increase by \$15,726,209, largely due to costs associated with the new depot (\$9,127,008) and expenditure on community hubs such as Weigall and Lockleys Ovals recommended in the September budget review.

Capital Income

Key variances include:

• Capital income is below YTD estimates by \$59,000, largely because budgeted state black spot funding is yet to be received.

The EOY capital income budget is expected to increase by \$2,523,000 (offsetting expenditure), largely based on variances, key information to date and adjustments recommended in the September budget review.

Capital Works Expenditure

Expenditure on capital works YTD is \$2,354,214.

A capital works expenditure summary for YTD October 2017 is attached with appropriate comments provided on the status of individual budget lines. 34.4 percent of the capital works budget has been spent or committed by way of purchase orders as at 31 October 2017. It is estimated that 100 per cent of the forecast budget of \$35,750,686 is required to complete the program of works and that 82 per cent will be completed by 30 June 2017.

The EOY forecast for capital works expenditure is expected to increase by \$6,152,679 (excluding overheads), largely based on variances, key information to date and adjustments recommended in the September budget review.

Conclusion

Information is provided in this report on budget results for the four months ended 31 October 2017.

Attachments

- 1. October Budget v's Actual
- 2. Budget Capital Works Expenditure

		City of West Torrens Einsuro Budgot Bouget for the A Months Ended 31 October 2017	City of West Torrens	irrens the End	31 02			
		Operational Income and Expenditure (\$'000's)	e and Ex	oenditui	re (\$'000	's)		
Adopted Budget Original	Adopted Budget Revised	Income & Expenditure	YTD Budgets	YTD Actuals	YTD Variance	YTD Variance %	Budget Remaining	EOY Forecast
		Income						
56,263	56,263	Rates	55,948	55,828	(120)	(%0)	435	56,138
2,293	2,293	Statutory Charges	887	1,024	137	15%	1,269	2,333
1,242	1,242	User Charges	461	474	14	3%	768	1,400
3,615	3,652	Grants & Subsidies	788	1,090	302	38%	2,562	3,476
1,163	1,163	Reimbursements & Other Income	624	592	(32)	(2%)	571	1,016
64,577	64,614	Total Income	58,707	59,008	300	1%	5,606	64,363
		Expenditure						
22,988	23,058	Staff & Related Costs	7,325	6,465	860	12%	16,593	22,848
4,768	4,768	Buildings, Furniture, Plant & Equipment	2,029	1,889	140	7%	2,879	4,811
8,315	8,315	Community Asset Costs	2,802	2,802	0	%0	5,513	8,315
4,115	4,501	General Expenses	2,251	1,623	628	28%	2,878	4,753
151	151	Bank & Finance Charges	55	54	-	1%	96	151
4,279	4,403	Council Related Expenditure	2,058	1,955	103	5%	2,448	4,607
8,355	8,355	Contract & Material Expenditure	2,348	2,474	(125)	(2%)	5,881	8,555
1,670	1,670	Occupancy & Property Costs	346	677	(331)	(%96)	993	2,340
(85)	(82)	Expenditure Recovered	(28)	(57)	29	(101%)	(28)	(91)
54,556	55,136	Total Expenditure	19,187	17,883	1,304	7%	37,253	56,289
10,020	9,478	Operating Surplus/Deficit						8,074

	Fin	City of West Torrens Finance Budget Report for the 4 Months Ended 31 October 2017 Capital Income and Expenditure (\$'000's)	City of West Torrens rt for the 4 Months El come and Expenditur	rens hs Ende diture (\$	d 31 Oct :'000's)	tober 20	17	
Adopted Budget Original	Adopted Budget Revised	Capital Expenditure and Sales	YTD Budgets	YTD Actuals	YTD Variance	YTD Variance %	Budget Remaining	EOY Forecast
97 255 1,049 7,930 323	97 255 1,412 18,240 323	Motor Vehicles Computer Equipment Other Plant & Equipment Land & Buildings Library Resources	30 245 623 11,745 98	56 19 275 8,930 221	(27) 226 347 2,815 (123)	(89%) 92% 56% 24% (125%)	41 236 1,136 9,310 102	97 155 1,412 34,066 323
9,654	20,326	Total Expenditure	12,740	9,502	3,238	25%	10,825	36,053
Adopted Budget Original	Adopted Budget Revised	Capital Income	YTD Budgets	YTD Actuals	YTD Variance	YTD Variance %	Budget Remaining	EOY Forecast
3,625 3,625	3,718 3,718	Grants & Subsidies - Capital Income Total Income	93 93	34 34	59 59	64% 64%	3,684 3,684	6,241 6,241
Adopted Budget Original	Adopted Budget Revised	Capital Works Expenditure	YTD Budgets	YTD Actuals	YTD Variance	YTD Variance %	Budget Remaining	EOY Forecast
2,556 4,387 11,919 18,862	4,547 6,307 18,129 28,983	Environment Program Recreation Program Transport Program Total Expenditure	1,516 2,102 6,043 9,661	466 852 1,036 2,354	1,049 1,250 5,007 7,307	69% 59% 83% 76%	4,080 5,455 17,093 26,629	4,562 4,774 26,415 35,751

CITY OF WEST TORRENS BUDGET 2017/18 - AS AT 31 October 2017 CAPITAL WORKS EXPENDITURE

ADOPTED BUDGET ORIGINAL	ADOPTED BUDGET REVISED	FUNCTION	YTD	COMMITTED OR CONTRACTED	ACTUALS AND COMMITTED	% SPENT OR COMMITTED	FORECAST EXPENDITURE TO COMPLETE	EOY FORECAST PERCENTAGE COMPLETE	COMMEN
		ENVIRONMENT PROGRAM							
		Stormwater & Drainage							
300,000	300,000	Minor Drainage Upgrades and Replacement Work	159,338	218,563	377,901	126.0%	322,000	100%	Minor Works / Program upgrade ongo
1,985,900	3,751,855	Lockleys Catchment	259,183	3 141,836	401,019	10.7%	3,751,855	100%	Works on May Tce are completed. Co and local stormwater collection has be scheduled shortly. Henley Beach Roa Detailed designing of Henley Beach Ro tenders are being evaluated.
0	96,502	Ashley St (West St to Hayward Ave)	C	0 0	0	0.0%	96,502	100%	Design is complete and is being review management works in Ashley St and H
175,000	175,000	BHKC- Down stream South Rd and Gray St Bend	C	0 0	0	0.0%	175,000	100%	
50,000	50,000	Plympton Green	C	0 0	0	0.0%	50,000	100%	
45,000	45,000	Shannon Ave Pump Station	37,878	3 17,930	55,808	124.0%	45,000	100%	Design project is underway for upgrad subject to budget approval - 2018 / 20 2017.
0	6,908	Maria Street Drainage	C	0 0	0	0.0%	0	100%	These works are now being considere George St, Dew St and Maria St. Deta evaluated.
		Other Environment							
0	32,145	Brown Hill and Keswick Creeks	10,000	0 0	10,000	31.1%	32,145	100%	Approval for 1st stage of Greater Man necessary stake holders. Project for o through West Torrens area is nearing
0	89,462	Glenelg Adelaide Pipeline (GAP)	C	43,500	43,500	48.6%	89,462	100%	The budget funds to undertake a revie commence design on the next stage c
2,555,900	4,546,871	Program Total	466,399	9 421,829	888,228	19.5%	4,561,964	100%	
		RECREATION PROGRAM	-						
		Parks & Gardens							
620,000	833,750	Playground Upgrade	162,011	27,825	189,836	22.8%	1,163,750	100%	Project in progress; refer Urban Servic
330,000	724,677	Reserve Developments - Various	365,388	94,688	460,076	63.5%	772,329	100%	Project in progress; refer Urban Servio
560,000	704,893	River Torrens Upgrade	17,879	9 474,187	492,066	69.8%	704,893	100%	Project in progress; refer Urban Servic
30,000	42,919	River Torrens Path Upgrades	24,255	5 745	25,000	58.2%	42,919	100%	Works in progress
645,000	1,069,410	Reserve Irrigation Upgrades	202,477	44,905	247,383	23.1%	1,021,313	100%	Project in progress; refer Urban Servic
0	100,596	Additional Open Space Amenity Initiatives	18,428	3 25,746	44,174	43.9%	100,596	100%	Works upgrade program commenced
60,000	65,000	Bikeway Path Upgrade and Reseal	C	0 0	0	0.0%	65,000	100%	Works scheduled / programmed
		Sports Facilities							
50,000	207,808	Tennis Court Upgrades	C	74,010	74,010	35.6%	207,808	100%	Works scheduled / programmed
1,441,900	1,860,224	Apex Park	49,035	5 307,576	356,611	19.2%	0	100%	Project in progress; refer Urban Servic
0	45,600	Airport Road	C	600	600	1.3%	45,600	0%	
0	2,152	Memorial Gardens	C	3,152	3,152	146.5%	0	0%	
U			2. 190 million and a second	Sec. Second Second				500/	
650,000	650,000	Thebarton Oval Kings Reserve	12,738	61,282	74,020	11.4%	650,000	50%	Project in progress; refer Urban Servic

IENT / EXPLANATION

going

Consultation design for Rutland Ave Traffic Control been completed with community consultation to be oad crossing at Rutland Avenue is completed . In Rd crossing at May Terrace is completed and

iewed in consideration of adjacent traffic d Hayward Ave.

rade of pump station. Works to be scheduled, 2019, refer Urban Services Report 7 November

ered in context with greater drainage upgrade along etailed design completed and tenders are being

lanagement Plan has been confirmed by all or design concept upgrade of Brown Hill Creek ing draft report stage.

eview of the current staged implementation plan and e of the pipeline network.

vices Report 7 November 2017

vices Report 7 November 2017

vices Report 7 November 2017

ervices Report 7 November 2017 eed - various projects

vices Report 7 November 2017

vices Report 7 November 2017

				В	UDGET 201	7/18 - AS AT 31 WORKS EXPE	October 2017	7		
ADOPTED BUDGET ORIGINAL	ADOPTED BUDGET REVISED	FUNCTION	YTD		OMMITTED OR NTRACTED	ACTUALS AND COMMITTED	% SPENT OR COMMITTED	FORECAST EXPENDITUR TO COMPLET		COMMENT
		TRANSPORT PROGRAM Roads Sealed								
9,339,763	14,655,638	City Funds/ULRG Funds/Carryovers	81	,646	4,621,674	5,433,321	37.1%	22,846,93	1 75%	Project in progress; refer Urban Services
873,376	873,376	Roads to Recovery Grant Funds		0	0	0	0.0%	873,37	6 100%	Project in progress; refer Urban Services
150,000	313,054	Other Transport Bus Shelters	45	5,666	138,710	184,376	58.9%	313,05	4 100%	Sites being scoped in preparation for civi installed.
280,000	545,360	Traffic Management	76	3,575	402,801	479,376	87.9%	545,36	0 100%	Minor Traffic Management & LATM relate Dew and George Street, Thebarton comp reconstruction project and currently evalu is at Hardys Rd & Ashley St - roundabout (\$20,000).Wainhouse Street & North Par Roundabout is 90% complete. Ashwin Pa 90 % complete. Jenkins St koala school
300,000	366,579	Bicycle Management Schemes	1:	3,735	0	13,735	3.7%	366,57	9 100%	Beare Avenue shared use path is comple Captain Mckenna and Reece Jennings sl
360,000	548,426	Public Lighting	41	1,128	382,935	424,063	77.3%	548,42	6 95%	
0	22,969	Bio-Science Precinct Works		0	0	0	0.0%	117,35	2	
		Bridges								
50,000	111,479	Bridge Ancillary Works (as per Bridge Audit)		0	7,964	7,964	7.1%	111,47	9 100%	Topographic survey undertaken for Bear
		Footways & Cycle Tracks								
168,054	226,868	Footpath Renewal Program		0	207,216	207,216	91.3%	226,86	8 85%	Project in progress; refer Urban Services
197,862	265,088	Footpath Construction Program		0	265,088	265,088	100.0%	265,08	8 85%	Project in progress; refer Urban Services
200,000	200,000	Footpath Remediation Program	46	6,854	45,198	92,052	46.0%	200,00	0 100%	Various footpath projects are scheduled t
11,919,055	18,128,837	Program Total	1,03	5,604	6,071,586	7,107,190	39.2%	26,414,51	3 78%	
18,861,855	28,982,738	TOTAL - ALL CAPITAL WORKS	2,354	l,214	7,608,132	9,962,346	34.4%	35,750,68	6 82%	

CITY OF WEST TORRENS

Page 24

ENT / EXPLANATION

- vices Report 7 November 2017
- vices Report 7 November 2017
- r civil works. Bus shelters to be purchased and
- elated works ongoing. Design for roundabout at completed, works incorporated with George Street avaluating tenders. Blackspot funding for 16/17 bout (\$79,250), Wainhouse St & North Pde Parade is complete, Asley Street & Hardys Road in Parade & Hardys Road junction realignment is tool crossing is completed.
- mpleted, currently scoping upgrade works to gs shared paths.
- vices Report 7 November 2017
- Beare Avenue and Daly Street locations.
- vices Report 7 November 2017
- vices Report 7 November 2017
- led to commence

11.6 Budget Review - September 2017

Brief

This report provides details of changes proposed to the 2017/18 budget, following completion of the budget review for September 2017.

RECOMMENDATION

The Committee recommends to Council that the budget review changes for September 2017 be adopted pursuant to Regulation 9 of the *Local Government (Financial Management) Regulations 2011.*

Introduction

This report proposes changes to the 2017/18 budget and requires adoption by Council pursuant to Regulation 9 of the *Local Government (Financial Management) Regulations 2011.*

Discussion

Key changes to the 2017/18 budget are highlighted below.

Operational Income

An operational income budget reduction of \$251,102 is proposed, as itemised in **Attachment 1**, the key changes being:

- A reduction in Grants Commission income which was paid in advance in 2016/17 of \$1,556,700 (fully offset by an adjustment to reserves);
- An increase of \$1.4 million in identified local road grants (offset by an increase in the capital works budget);
- A reduction of \$340,000 in bonus income payable on Council's workers compensation arrangements, given our insurers are now netting this income off our quarterly premiums (expenditure is being reduced by the same amount);
- An increase of \$145,179 in other income associated with insurance fund special disbursements (offset by an adjustment to reserves);
- A reduction of \$180,563 in airport rate equivalent payments, largely because on-airport valuation increases were lower than those off-airport;
- An increase of \$100,000 in income for the Thebarton Community Centre, with bookings much higher than expected;
- An increase of \$71,810 in income for the new depot building;
- An increase of \$55,000 in rates income, with growth slightly higher than was expected and budgeted.

Operational Expenditure

An operational expenditure budget increase of \$1,153,133 is proposed, as itemised in **Attachment 1**, the key changes being:

- An increase of \$652,173 in costs associated with the new depot building, including lease payments to AAL (fully funded by lease income and adjustments against reserves);
- A reduction of \$373,628 in workers compensation insurance payments, largely to reflect the fact that bonus income is now being netted off premiums;
- An increase of \$200,000 in the community grants budget (fully offset by a reduction in funds set aside in reserves for grant purposes);
- An increase of \$200,000 in aged care funding (fully offset by a reduction to funds set aside in reserves for aged care purposes);
- An increase of \$160,281 in staff costs which have been impacted by the need to fund a new Assessment Manager position, staff separations and new Council approved casual staffing at the Thebarton Community Centre;
- An increase of \$100,000 in minor capital IT expenditure, fully offset by a reduction of the capital expenditure budget;
- An increase of \$100,000 for unbudgeted property-related charges in Community Development;
- An increase in professional fees in City Development of \$61,000 for contract assistance to cover staff shortages.

Capital Expenditure and Income

Capital budget changes are itemised in Attachment 1, and include:

- A capital expenditure budget increase of \$15,726,209;
- Capital income budget increase of \$2,523,000; and
- A capital works expenditure budget increase of \$6,152,679.

Key changes include:

- An amount of \$9,127,008 has been added to the capital budget for the acquisition of the new depot, including an amount of \$1,000,000 to cover the cost of preparing the building for Council use (with the full cost offset by a reduction of reserve funds from the sale of St Martins);
- Funding for the Weigall Oval redevelopment has been increased by \$4.5 million to \$7.0 million (funded by loan and \$1.2 million in capital grant income);
- \$2.877 million has been added to the capital works budget for the WTC share of the West Beach Road upgrade (funded by loan and capital grant income of \$1.323 million (WTC's share));
- An amount of \$2,645,045 has been transferred to the capital works budget form reserves for the upgrade of West Thebarton Road;

- An amount of \$1.4 million in identified road funding has been added to the capital works budget (offset by grant income);
- \$350,000 set aside for playground and related work in the Memorial Gardens has been transferred into the budget from reserves;
- A funding shortfall of \$331,603 has been included for the RLS building upgrade.

Other Adjustments

Other adjustments include reductions in committed reserve funds of \$5.331 million and development reserve funds of \$8.968 million, based largely on changes mentioned above.

Borrowings

Council is currently debt free, but loans of \$11.194 million are now being factored into the 2017/18 budget, as below, and borrowings are projected to increase further in forward estimates.

	\$
Lockleys Area Catchment Drainage	3,751,855
Weigall Development	3,300,000
West Beach Road	2,877,000
BHKC Project (no overhead)	1,868,354
Overhead	(602,623)
Balance	11,194,586

The annual repayments on a loan of this magnitude will exceed \$1.0 million and could impact rates by 2.0 per cent. Council needs to be mindful that borrowings will impact rate increases and budget flexibility is expected to be impacted if rate capping is introduced sometime after the upcoming state election.

Financial Statements and Ratios

A revised Comprehensive Income Statement has been included with the budget review as **Attachment 2**. It shows an operating surplus before capital revenues, capital grants and subsidies, gain/loss on disposal of assets and physical resources received free of charge of \$8.073 million, an decrease of \$1.947 million or 19.4 per cent compared to the original budget. The projection assumes all allocated budgets are expended by 30 June 2018.

Revised budget statements, comprising Statement of Comprehensive Income, Cash Flow Statement, Financial Indicators, and Uniform Presentation of Finances, are also included.

The operating surplus ratio of the Council, which expresses the operating surplus as percentage of total operating income, is now 13 per cent compared to the original budget of 16 per cent. Council is aiming to maintain an ongoing operating surplus ratio between zero and 15 per cent.

Council's asset sustainability ratio, which expresses net asset renewal expenditure as a percentage of the infrastructure & asset management plan required expenditure, has been budgeted to move from an estimated 102 per cent to 119 per cent, compared to the original budget. Council is aiming to maintain an ongoing asset sustainability ratio of greater than 100 per cent.

A modest cash surplus net of reserves is being projected as at 30 June 2018.

Conclusion

The September 2017 budget review must be adopted by Council pursuant to Regulation 9 of the *Local Government (Financial Management) Regulations 2011.*

Attachments

- 1. 2017/18 September Budget Review Proposed changes
- 2. 2017/18 September Budget Review Financial Statements and Ratios

The following changes are in the form of financial information as presented in Model Statement format as required by legislation

2017/18 September Budget Review Proposed Changes

INCOMERates RelatedCorporate & Regulatory125,563Rates Related Total125,563Statutory ChargesCorporate & Regulatory40,000Statutory Charges Total40,000User ChargesBusiness & Community Services100,000
Corporate & Regulatory125,563Rates Related Total125,563Statutory Charges Corporate & Regulatory40,000Statutory Charges Total40,000User Charges40,000
Rates Related Total125,563Statutory Charges Corporate & Regulatory40,000Statutory Charges Total40,000User Charges40,000
Statutory Charges Corporate & Regulatory40,000Statutory Charges Total40,000User Charges
Corporate & Regulatory40,000Statutory Charges Total40,000User Charges40,000
Statutory Charges Total 40,000 User Charges
User Charges
Corporate & Regulatory 3,000
Urban Services 10,770
User Charges Total 86,230
Grants Subsidies & Contributions
Corporate & Regulatory 940,188
Urban Services 763,510
Grants Subsidies & Contributions Total 176,678
Reimbursements
Corporate & Regulatory 5,000
Reimbursements Total 5,000
Occupancy & Property
Urban Services 71,810
Occupancy & Property Total 71,810
Other Revenue
Business & Community Services 20,000
City Management 2,351
Corporate & Regulatory 179,821
Urban Services 5,569
Other Revenue Total 151,901
Total Operational Income 251,102

The following changes are in the form of financial information as presented in Model Statement format as required

by legislation

2017/18 September Budget Review Proposed Changes

	Increase	Decrease
EXPENDITURE Staff Control		
Staff Costs Business & Community Services		35,185
City Management		43,000
Corporate & Regulatory	128,966	
Urban Services	109,500	
Staff Costs Total	160,281	
Staff Related		
Business & Community Services		88,860
City Management		16,663
Corporate & Regulatory Urban Services		97,474
Staff Related Total		167,131 370,128
		570,120
Plant & Equipment	1 000	
Corporate & Regulatory Plant & Equipment Total	1,000 1,000	
Plant & Equipment Total	1,000	
Computer Expenditure		
Corporate & Regulatory	42,300	
Computer Expenditure Total	42,300	
General Expenditure		
Business & Community Services	89,265	
City Management	2,072	
Corporate & Regulatory	113,693	
Urban Services	47,213	
General Expenditure Total	252,243	
Council Expenditure		
Business & Community Services	220,000	
Corporate & Regulatory	20,000	
Urban Services	004.000	36,000
Council Expenditure Total	204,000	
Occupancy & Property		
Business & Community Services	15,600	
Urban Services	654,263	
Occupancy & Property Total	669,863	

The following changes are in the form of financial information as presented in Model Statement format as required

by legislation

2017/18 September Budget Review Proposed Changes

Toposed onlange

	Increase	Decrease
EXPENDITURE		
Internal		
Urban Services		6,426
Internal Total		6,426
Contract Expenditure Works		
Business & Community Services	200,000	
Contract Expenditure Works Total	200,000	
Total Operational Expanditure	4 452 422	
Total Operational Expenditure	1,153,133	
CAPITAL		
Computer Equipment		
Corporate & Regulatory		100,000
Computer Equipment Total		100,000
Land & Building		
Corporate & Regulatory	50,000	
Urban Services	15,776,209	
Land & Building Total	15,826,209	
Total Capital Expenditure	15,726,209	
Total Capital Experiditure	15,720,209	
CAPITAL INCOME		
Capital Works Other		
Urban Services	2,523,000	
Capital Works Income Other Total	2,523,000	

The following changes are in the form of financial information as presented in Model Statement format as required

by legislation

2017/18 September Budget Review

Proposed Changes

	Increase	Decrease
CAPITAL WORKS EXPENDITURE		
8159 Minor Drainage Upgrades & Replacement Works	22,000	
8180 Maria Street Drainage		6,908
8204 Bio-Science Precinct	94,383	
8291 Reserve Irrigation Upgrade - Camden Oval		48,097
8293 Reserve Irrigation Upgrade - Richmond Oval		37,738
8298 Reserve Irrigation Upgrade - Tyson Ave & Wide Verge		3,878
8300 Apex Park		1,860,224
8302 Memorial Garden		2,152
8406 Holland Street & Thebarton		94,383
8407 West Thebarton Road / Phillips Street Stage 2		61,314
8409 West Beach Road	2,877,000	
8569 George Street Thebarton (South Rd to Dew St)	1,329,908	
8570 May Terrace Brooklyn Park	55,723	
8572 North Parade Torrensville (Clifford St to Stephens Ave)		22,000
8573 West Thebarton Road (South Rd to James St)	2,750,986	
8732 Playground Upgrade Program	330,000	
8737 Reserve Developments	47,652	
8770 Irrigation	41,616	
9000 Unallocated Contruction Monies	1,400,000	
9966 West Thebarton Road / Phillips Street		44,627
Overhead		615,268
Capital Works Expenditure Total	6,152,679	
OTHER ADJUSTMENTS		
Committed Exp. Reserve		14,299,176
Reserve Movements Total		14,299,176

BUDGETED STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2018

	Original Budget 2017/18	September Budget Review
	\$'000	\$'000
INCOME		
Rates	55,523	55,392
Statutory charges	2,293	2,333
User charges	1,242	1,400
Grants, subsidies and contributions	3,615	3,476
Investment income	349	349
Reimbursements	213	218
Other income	531	364
Total Income	63,766	63,532
EXPENSES Employee costs Materials, contracts & other expenses Depreciation, amortisation & impairment Finance costs Total Expenses	22,988 19,366 11,245 147 53,746	22,848 21,219 11,245 147 55,459
OPERATING SURPLUS / (DEFICIT)	10,020	8,073
Amounts received specifically for new or upgraded	3,625	6,241
NET SURPLUS / (DEFICIT) transferred to Equity Statement	13,645	14,314
Other Comprehensive Income	-	-
TOTAL COMPREHENSIVE INCOME	13,645	14,314

BUDGETED CASH FLOW STATEMENT for the year ended 30 June 2018

CASH FLOWS FROM OPERATING ACTIVITIES Receipts	Original Budget 2017/18 \$'000	September Budget Review \$'000
Operating receipts Investment receipts	63,417 349	63,184 349
Payments Operating payments to suppliers and employees Finance payments	(42,258) (151)	(43,970) (151)
Net Cash provided by (or used in) Operating Activities	21,357	19,411
CASH FLOWS FROM INVESTING ACTIVITIES Receipts		
Amounts specifically for new or upgraded assets Sale of replaced assets	3,625 437	6,241 527
Payments Expenditure on renewal/replacement of assets Expenditure on new/upgraded assets	(11,115) (16,123)	(13,863) (54,446)
Net Cash provided by (or used in) Investing Activities	(23,176)	(61,541)
CASH FLOWS FROM FINANCING ACTIVITIES Receipts		
Proceeds from borrowings Payments	1,805	11,195
Repayments of borrowings	-	-
Net Cash provided by (or used in) Financing Activities	1,805	(20.025)
Net Increase (Decrease) in cash held	(13)	(30,935)
Cash & cash equivalents at beginning of period	6,438	21,844
Cash & cash equivalents at end of period	6,425	(9,091)

BUDGETED FINANCIAL INDICATORS for the year ended 30 June 2018

	Original Budget 2017/18	September Budget Review
These Financial Indicators have been calculated in accordan 9 - Local Government Financial Indicators prepared as part of Sustainability Program for the Local Government Association	of the LGA Fina	incial
Operating Surplus Ratio <u>Operating Surplus</u> Total Operating Revenue	16%	13%
This ratio expresses the operating surplus as a percentage of total operating	revenue.	
Net Financial Liabilities Ratio <u>Net Financial Liabilities</u> Total Operating Revenue	2%	41%
Net Financial Liabilities are defined as total liabilities less financial a investments in Council businesses). These are expressed as a percentage of		

Asset Sustainability Ratio Net Asset Renewals

Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.

102%

119%

BUDGETED UNIFORM PRESENTATION OF FINANCES for the year ended 30 June 2018

The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances

	Original Budget 2017/18 \$'000	September Budget Review \$'000
Income	63,766	63,532
less Expenses	53,746	55,459
Operating Surplus / (Deficit)	10,020	8,073
less Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	11,115	13,863
Depreciation, Amortisation and Impairment	11,245	11,245
Proceeds from Sale of Replaced Assets	437	527
	(567)	2,091
less Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	16,123	54,446
Amounts received specifically for New and Upgraded Assets	3,625	6,241
	12,498	48,206
Net Lending / (Borrowing) for Financial Year	(1,911)	(42,223)

12 MEETING CLOSE

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2	Present		
3	Apolog	ies	.1
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5	Confirn	nation of Minutes	.1
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7	Questions with Notice1		.1
	Nil		
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	Nil		
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11	Strateg	y and Community Reports	2
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12	Meeting	g Close	7

1 MEETING OPENED

2 PRESENT

3 APOLOGIES

Leave of Absence Committee Members: Cr Tony Polito

4 DISCLOSURE STATEMENTS

Committee Members are required to:

- 1. Consider Section 73 and 75 of the *Local Government Act 1999* and determine whether they have a conflict of interest in any matter to be considered in this Agenda; and
- 2. Disclose these interests in accordance with the requirements of Sections 74 and 75A of the *Local Government Act 1999*.

5 CONFIRMATION OF MINUTES

RECOMMENDATION

That the Minutes of the meeting of the Strategy and Community Committee held on 17 October 2017 be confirmed as a true and correct record.

6 COMMUNICATIONS BY THE CHAIRPERSON

7 QUESTIONS WITH NOTICE

Nil

8 QUESTIONS WITHOUT NOTICE

9 MOTIONS WITH NOTICE

Nil

10 MOTIONS WITHOUT NOTICE

11 STRATEGY AND COMMUNITY REPORTS

11.1 City Strategy Activity Report

Brief

This report presents the City Strategy Unit's monthly activity report for October 2017.

RECOMMENDATION

The Committee recommends to Council that the City Strategy Activity Report for October 2017 be received.

Introduction

A report is presented to each Strategy and Community Committee detailing the status of key projects and activities within the Strategy Team since the last meeting of the Committee.

Discussion

Key activities	Update			
Environmental Plan	Environmental Planning			
Environmental Education	The Administration recently undertook tree tagging with Warriappendi Indigenous School at Mellor Park, Lockleys. Students worked with staff to gather data which was used to prepare information for the Tree Tags. Six trees were selected for this activity and will help to raise awareness about the benefits of trees.			
Rainwater Rebate Scheme	Council received 13 applications during 2016/17 for the Rainwater Rebate Scheme totalling \$4,850 in rebates, resulting in 70,380 litres of rainwater storage. Interesting Statistic: Over the 7 years that Rainwater Rebates have been provided to West Torrens residents, Council has facilitated the installation of 1.346 million litres of rainwater storage.			
Economic Planning				
Economic Development Australia Conference	The Administration attended the National Economic Development Australia Conference to improve awareness of leading practice economic development approaches and gain insight into ways in which technology can be applied to boost economic development in local areas.			
Tourism Projects	The Administration progressed work on a combined tourism website to promote the region by attending a meeting with the Western Region Tourism Destination Action Plan group and JABA Multimedia Design. Initial content for each council is currently being prepared.			

Land Use Planning				
Heritage Reform	On 3 October, Minister Rau indicated that he would not pursue changes to local heritage listing laws because of "limited parliamentary time" before the state election in March. The Advertiser reported this in small column article on page 12 of the paper the following day.			
	On 4 October, Staff attended the launch of National Trust SA's booklet "The 2016 South Australian Community Consultation on Local Heritage".			
	Professor Norman Etherington, President of the National Heritage Trust launched the booklet which reviews all the submission made to the State Government as part of the consultation on proposed state heritage reform.			
	The National Trust has reviewed all submissions on the proposed Heritage Reform that were made available to the public. In summary:			
	 30 Local Councils (out of a possible 68) made submissions. 183 submissions were made - with only 2 submissions out of the total that were duplicate copies signed by different submitters (i.e. template-based responses). 			
	 Information provided was of an exceptionally high standard The majority of responses indicate that if there is any need for heritage reform, it is to be more protective of heritage assets, not less protective. Published versions of the document may be purchased from 			
	National Trust SA at cost, otherwise it is available online, free. At the launch, Professor Etherington:			
	 Rejected the notion that there is hierarchy of heritage. Highlighted that community members often have a sense that their local heritage was sometimes more important than national heritage so the notion that a weighting value can indicate that one heritage place is more important than the other is misguided. Championed data that showed the estimated contribution of cultural tourism (which includes tourism linked to heritage) is \$375 million to the state's economy. 			
Ministerial DPAs	On Saturday 7 October the Administration attended DPTI's public information session at the Highway Inn on Anzac Highway.			
Morphettville Racecourse DPA	Feedback on the Morphettville Racecourse DPA was sent in accordance with the resolution of Council at its meeting on 17 October.			
	A public hearing for the State Planning Commission to hear representations on the Morphettville Racecourse DPA is scheduled for 15 November 2017.			

Neighbouring Council DPAs	 In accordance with resolutions of Council, responses have been sent for the following Neighbouring Council DPA's: City of Charles Sturt Local Heritage Places DPA & City of Charles Sturt Privately-funded mixed use DPA in Seaton. 		
Privately Funded	City of Marion Housing Diversity DPA. Previously, Council approved in principle the progression of a privately funded DPA for the Mooringe Avenue site.		
	The Administration sought legal advice to develop a privately-funded DPA funding agreement to guide the work of the planning consultants and additional independent consultants to work on the DPA on behalf of, and at the expense of, the developer of the Mooringe Avenue site.		
	Upon receipt of the required legal advice, the Administration forwarded a copy of the funding agreement to the planning consultants (Holmes Dyer) for consideration in collaboration with its client, the developer.		
	The Administration did not receive any further contact from the consultant or developer throughout October and awaits further contact.		
Corporate Planning			
Corporate Planning Framework Review	The review of Council's Corporate Planning Framework and Policy continued. It is anticipated to be substantially completed by the end of the calendar year.		

Conclusion

This report details the activities of the City Strategy Unit for October 2017.

Attachments

Nil

11.2 Community Services Monthly Report - October 2017

Brief

This report details the activities of the Community Services Department for October 2017.

RECOMMENDATION

The Committee recommends to Council that the Community Services Activity Report - October 2017 be noted.

Introduction

The community services department (Department) provides a report to each Strategy and Community Committee meeting detailing the status of key projects and activities for the preceding month

Discussion

The key projects and activities undertaken by the Department during the month of July are as follows:

Community Centres

The Booking calendar for 2018 dates opened on 1 October 2017. There have been a huge number of booking requests making October the busiest month in terms of administration for the Community Centres.

Over the month of October, Thebarton Community Centre has been booked out with engagements, weddings, birthday parties and anniversary parties. Thebarton Community Centre also hosted the Annual Lions Club International convention which featured a full weekend of different activities and events and a very well received 'baby disco' event run by the Hamra Library Service. The smaller meeting rooms were booked out with training sessions, immunisations, first-aid courses, self-help-support groups and certificate level educational classes.

During the school holidays Plympton Community Centre played host to a DISCO event for the local residents. The Pan Hellenic Dance group have moved their hire from Sundays to Thursday evenings in 2018, this frees up a prime time slot for hirers.

Over the month of October, there were a total of 92 groups booked into Thebarton Community Centre and 89 booked into Plympton Community Centre.

Volunteers

A total of 62 residents received assistance by volunteers through the 2017 Tax Help program. *First Aid and Mental Health First Aid training* was provided for volunteers using DCSI grant funding and *Child Safe Environments training* was provided to for local volunteers.

Arts and Culture

The Skylight (formerly MIFSA) exhibition *'celebration of life'* was successfully launched with a large crowd in attendance. Skylight also held a carers pampering day during the exhibition. These events are held in recognition of mental health week and carer's week.

Currently, the Western woodworkers are exhibiting their annual show and selling their wares. A call for art works for the Adelaide Fringe has been sent out and the Fringe registration completed.

Outreach

The GWP (*Get with the Program*) Spring Holiday program was delivered with a total of 28 activities run between 3 -13 October 2017. To assist in delivery of activities, Council partnered with a variety of organisations including Game Traders, the Roxy Centre, YMCA Skate Park League, Adelaide Lions Club, Plympton Halifax Calisthenics Club, Golden Knights Karate and El Ritmo Dance Academy. The program was very popular with all activities well attended once again.

The Orange tree quilters (by West Torrens) donated 40 quilts to a local autism organisation.

The Department collaborated in the promotion and delivery of 2 workshops on composting and worm farming.

Library Services

Story Time celebrated Children's Week with 2 Teddy Bear Picnic's in the park. Participants enjoyed being out on 2 beautiful mornings in the Memorial Gardens with our very own Hamra Bears. They read big format books including 'The Very Cranky Bear' and 'The Very Brave Bear' and 'Brown Bear, Brown Bear, What Do You See?' by Bill Martin and Eric Carle. Families enjoyed participating in the readings and in making their own craft basket of picnic ideas. Children were encouraged to take their teddy bears out in their own gardens and read to them.





The library *Friday Fun* program celebrated Halloween with a professional face painter, mummy wrap (team wrap a person in toilet roll to mummify them) and spider tic-tac-toe. Many children dressed up and they watched *'ParaNorman'* with a few spooky snacks like snakes and spider lollies.



Active Ageing

The second *Active Ageing Expo* was delivered on Friday 13 October 2017, 51 residents attended. Feedback from the day was very positive, with the healthy food a highlight. Participants particularly enjoyed the many opportunities to get active throughout the day, from a strengthening and stretching session to watching and learning circus skills. The LGBITQ session was well received by the group and highlights the need for further discussions and work in this area.

Movie Nights

Movie nights will continue to be held on Thursday evenings every second month. This is a free event with refreshments which is held at the West Torrens Auditorium.

• Thursday 14 December, 'La La Land'

Attachments

Nil

12 MEETING CLOSE

CITY OF WEST TORRENS



ATTACHMENTS

UNDER SEPARATE COVER

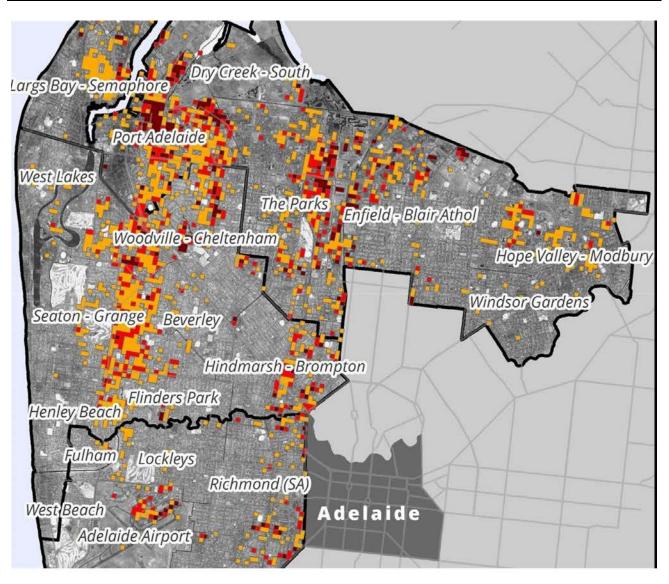
Council

21 November 2017

Item 17.1 Urban Heat Mapping Report

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Western Adelaide Urban Heat Mapping Project

Report August 2017

Western Adelaide Urban Heat Mapping Project Report

prepared for the Cities of West Torrens, Charles Sturt and Port Adelaide Enfield, and the Adelaide Mount Lofty Ranges Natural Resources Management Board

Prepared by:

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In collaboration with: Airborne Research Australia and EnDev Geographic



Document Control

Document information

Information	
Document Owner	City of West Torrens
Project ID	705 CWT UHM
Last Saved Date	27 August 2017
File Name	DRAFT Western Adelaide region heat mapping report v4

Document history

Version	Issue date	Changes
Draft V1	25 April 2017	First draft for comment
Draft V2	28 June 2017	Second draft for comment
Draft V3	14 August 2017	Third draft for comment
Final	27 August 2017	

Document approvals

Version	Issue date	Changes
Project Director	Mark Siebentritt	27 August 2017
Written	Mark Siebentritt (Seed), Justin VanderBerg (EnDev)	27 August 2017
Edited	Mark Siebentritt (Seed), Justin VanderBerg (EnDev)	27 August 2017

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Executive summary

Extreme heat impacts the health and wellbeing of the community, the environment, and economic performance. The accumulation of heat in urban areas can result in urban heat islands, which experience temperatures higher than the surrounding landscape. Under climate change, the impact of higher temperatures will become more evident in these areas.

To ensure the Western Adelaide Region can respond positively to the opportunities and challenges of a changing climate, the three Western Adelaide councils are implementing a range of adaptation projects under the AdaptWest Climate Change Adaptation Plan. Given the rising incidence of extreme heat under climate change and projected housing infill trends which could exacerbate the urban heat island effect, the Cities of West Torrens, Charles Sturt and Port Adelaide Enfield, in conjunction with the Adelaide Mount Lofty Ranges Natural Resources Management Board, engaged Seed Consulting Services, EnDev Geographic and Airborne Research Australia to investigate the impact of neighbourhood urban form on its microclimate to enable more effective planning for community health and wellbeing across the region.

To better understand the location of urban heat islands and the factors that influence their occurrence, day and night heat (thermal) data was collected using a specialist remote sensing aircraft across 110 suburbs in Western Adelaide. The data were collected on 9 February 2017, which at 39.2°C was the fourth hottest day and second warmest night (25.2°C) of the 2016/2017 summer. This followed days of 31°C and 42°C, meaning that heat had accumulated in the landscape.

All councils had hot spots present, covering approximately one third of each council area. There were two north-south bands of heat islands, running from Dry Creek South to Henley Beach in the west of the region and from Wingfield to Brompton in the centre of the region. The highest rates of residents living within heat islands occurred in the City of Charles Sturt and City of Port Adelaide Enfield with 20.1% and 17.2% of their population, respectively, compared with only 5.6% of residents in the City of West Torrens.

The warmest suburbs by council area were:

- City of Charles Sturt Ridleyton, Hindmarsh, Bowden, Brompton, Renown Park;
- City of Port Adelaide Enfield Walkley Heights, Hillcrest, Enfield, Sefton Park, Northgate; and
- City of West Torrens Ashford, Keswick, Kurralta Park, Mile End South, Thebarton.

Comparison of low, medium and high density residential developments suggest that the goal of the 30-Year Plan for Greater Adelaide, which is to increase infill across Metropolitan Adelaide, will exacerbate the development of heat islands if sufficient mitigation strategies are not implemented.



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A number of suburbs were identified that contain urban heat islands and that also have a high degree of social vulnerability. Heat islands in Fulham Gardens had the highest degree of social vulnerability within the City of Charles Sturt and overall, while heat islands in Oakden and Lockleys had the highest degree of social vulnerability in Port Adelaide Enfield and West Torrens, respectively. Other suburbs that had high social vulnerability and exist within heat islands include parts of Albert Park, Seaton and Findon. Understanding the drivers of social vulnerability (e.g. age versus need for assistance with core activities) will be important in designing mitigation strategies for assisting the community to prepare and respond to extreme heat.

Land use and building materials have a significant impact on surface temperatures. As demonstrated by a series of case studies, land use decisions and material selection in Western Adelaide can cause at least a 7°C difference in surface temperature. For example, major roads averaged 3°C above the surrounding landscape and minor roads and parking lots 1.6°C warmer. Dark roofs were 2.9°C above the region average whereas light roofs were 2.3°C cooler. Temperatures were, on average, 2.8°C lower over green infrastructure, with irrigation creating an additional cooling effect of 1.7°C compared with non-irrigated open space.

The day-night time data comparison revealed that although many residential areas heated up during the day, they also cooled during the evening, with heat islands less evident at night for the region. Despite this, the impact of major roads was still a source of heat during the evening.

The thermal data collected for this study provides a comprehensive illustration of hot spots and urban heat islands and can help guide development and implementation of mitigation strategies. Based on the findings of this study and general strategies for mitigating urban heat islands it is recommended that:

- 1. despite the pressure from infill, the amount of green space and tree cover should at least be maintained, and preferably increased to provide cooling benefits;
- green infrastructure such as trees, grass and raingardens should be used alongside or to shade bitumen covered surfaces such as major and minor roads, bikeways and footpaths. Where feasible, this green infrastructure should be irrigated in order to maximise its cooling effect;
- 3. where feasible the carriage way for main roads should be narrowed, stormwater treatment devices installed, and road pavement changed to lighter coloured materials;
- councils maximise the cooling benefit from existing green cover by ensuring sufficient irrigation is provided to urban forests and other green infrastructure networks where available, such as from recycled stormwater;



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- 5. light coloured roofs be encouraged in residential and industrial areas rather than using dark coloured roofs;
- 6. material selection is carefully considered in the design of recreation areas for the young and elderly, with substrates such as artificial turf and rubber softfall covering used only after consideration is given to how heat absorption can be offset e.g. through the use of shade sails;
- 7. guidelines be developed for the amount of green space and landscaping required and building materials to be used in medium and high density developments, noting their potential to develop into significant heat islands; and
- 8. planning, development and infrastructure be supported with a strong focus on design and build quality for dwelling comfort and liveability.

There is a range of additional analyses that can further assist in developing heat mitigation strategies for Western Adelaide, including:

- **targeting analysis**, which integrates numerous variables to identify project-specific priorities that will provide the greatest relief;
- prioritising green infrastructure to mitigate high temperatures, which focuses on determining which streets in particular in the region should be the target for greening strategies;
- targeting delivery of community services, which would use data generated for this study to target the delivery of community services to suburbs where heat exposure and social vulnerability intersect;
- **further comparison of materials and surface types** across the region to understand how land surface types can differ in their thermal performance (e.g. roof types and colours); and
- exploring the relationship between surface and air temperature, focusing on sites with a mix of surface types and materials.

The data collected and analysed during this study has been provided to the councils as spatial layers to inform future decision making for the region. Detailed heat maps are provided as annexes to this report.



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1 Introduction

1.1 Context

The Western Adelaide regions lies in the northern western corner of Metropolitan Adelaide, covering the City of Charles Sturt, the City of Port Adelaide Enfield and the City of West Torrens. A common strategic objective for the three councils in the region is to improve the liveability and health and well being of residents. The Western Adelaide Region is characterised by different areas of social vulnerability such as:

- a high proportion of residents who are susceptible to heatwaves (elderly, existing health risk factors);
- a diverse community with English as a second language, complicating the councils' capacity to communicate with people at risk;
- · areas of low income experiencing reduced capacity to pay energy bills; and
- corridor development, infill development and proposed higher densities that will further intensify the urban heat effect.

Globally, extreme heat events have led to high rates of mortality and morbidity in cities, having a major impact on the health and well being of the community. They also result in increased electricity consumption which in turn increases the release of greenhouse gases. Heat impacts are greatest in urban heat islands, which are areas where the average temperature is above that of the surrounding urban landscape. Urban heat islands tend to occur where buildings, roads and pavements associated with urban development have largely replaced trees and green space.

Warming associated with urban development will be exacerbated in future years by temperature increases due to climate change (Norton, et al., 2015). This was highlighted by the findings of the recent regional AdaptWest Climate Change Adaptation Plan, which found that the average temperature in Western Adelaide will continue to rise over the century, which will in turn exacerbate the impact of the urban heat island effect.

Without mitigation strategies, the urban heat island effect will be further enhanced by urban infill. The 30-Year Plan for Greater Adelaide, which is the strategic land-use plan that guides the long-term growth of Adelaide and its surrounds, has an objective of 85% of new dwellings in the form of infill. This will result in a higher population across Western Adelaide and drive a more compact and dense urban form.

Recent experience has shown that gradual infill across the region is occurring in the form of one into two developments (i.e. one larger single block with a home divided in two blocks with a home on each). This style of development generally results in the loss of tree canopy cover,



which has an impact on the State Government's tree canopy targets and the cooling effect which trees have on the local environment and streetscape.

Early identification of areas at high risk from extreme heat due to the urban heat island effect can help to target investment in heat mitigation activities, such as green infrastructure like trees, irrigated open space, green walls and green roofs, and guide the selection of building and construction materials that result in less heat accumulation in the urban environment.

1.2 Objectives

To ensure the Western Adelaide Region can respond positively to the opportunities and challenges of a changing climate, the three Western Adelaide councils are implementing a range of adaptation projects which are driven by the regional AdaptWest Climate Change Adaptation Plan.

Given the rising occurrence of extreme heat under climate change and projected housing infill trends, the Cities of West Torrens, Charles Sturt and Port Adelaide Enfield, in conjunction with the Adelaide Mount Lofty Ranges Natural Resources Management Board, engaged Seed Consulting Services, EnDev Geographic and Airborne Research Australia to investigate the impact of neighbourhood urban form on its microclimate in order to enable more effective planning for community health and wellbeing across the Western Adelaide Region.

The key objectives of the project were to:

- undertake detailed urban heat mapping across the Western Adelaide Region to identify the location and characteristics of urban heat;
- obtain data which will provide a better understanding of how the Western Adelaide Region is currently affected by urban heat; and
- identify key factors which influence temperatures across a city at the local scale, such as urban design and spatial geometry.

These objectives were addressed by conducting a flyover in February 2017 to collect data to generate urban heat maps, followed by analysis to identify patterns and relationships to inform decision making. This report provides the results of the analysis and a discussion of mitigation strategies and recommendations. A description of the methodology for conducting the flyover along with additional maps and data are provided in the following annexures:

- Annex 1: Council thermal maps;
- Annex 2: Thermal map profiles;
- Annex 3: Normalized Difference Vegetation Index (NDVI) maps;
- Annex 4: Suburb analysis tables; and
- Annex 5: Instrumentation, data collection and analysis.



2 Responding to urban heat

2.1 Urban heat island and hot spot identification

Heat maps were generated from data collected during a flyover at 3,000 m with a purpose-built aircraft, fitted with a thermal imager and other supporting instrumentation. The trigger for undertaking the flight was two or more consecutive days with the average temperature greater than or equal to 33°C. This occurred on 9 February 2017 and the surveys were flown around solar noon from approximately 11 am to 4 pm, and from approximately 11 pm to 3 am (i.e. 10 February 2017).

Thermal patterns in the urban landscape can be viewed as *heat islands* (areas at least 125 m x 125 m) and localised *hot spots* (areas at least 2 m x 2 m). Heat islands reveal where heat has built up and what features of the urban setting are most severely affected. Hot spots display intricate patterns of heat and allow for exploration of how different surfaces contribute to heat build-up.

For this project, the processes of identifying and analysing urban heat islands and hot spots were applied to both day and night time thermal data, resulting in day and night urban heat island and hot spot maps. Different thermal patterns emerge in the day and night time thermal maps. A spatial comparative analysis was applied to assess where and why these patterns vary. Comparing warm areas that persist into the night with those that cool rapidly identifies *high intensity* and *low intensity* heat islands each of which require different strategies for remediation and have different implications for planning.

2.2 Understanding urban heat in Western Adelaide

The data collected describes the land surface temperature of the study area which directly influences air temperature. Air temperature, however, is also influenced by local wind patterns, proximity to water, and other local weather conditions that affect the interaction between land surfaces and air. For instance, wind increases circulation which limits the time that any individual column of air is in contact with a hot surface thus weakening the influence of surface heat on air temperature; on calm days surface heat translates more directly into warmer air temperature. This report discusses impacts of land use on land surface temperature and methods for reducing the disproportionate build-up of surface heat.

The varying influence of surface heat on air temperature is governed by local conditions known as micro-climates. In addition to surface heat, many local factors affect air temperature including building shadows, urban wind-tunnelling, and fountains which have a cooling effect, and air conditioners, traffic exhaust, and other sources of waste heat which have a warming effect.



Surface temperature is the main influence on general air temperature, but understanding the balance between these additional, local factors requires a detailed micro-climate model.

While land surface temperature and air temperature are clearly different, mitigating high surface temperatures in cities is an appropriate target, as these reflect locations where both air temperature and absorbance of solar radiation is high, which impacts directly on human thermal comfort (Matzarakis, et al., 2007 in Norton, et al., 2015). Therefore, and notwithstanding that micro-climate modelling has not been undertaken, for the purposes of this study, surface temperature provides an appropriate and sufficiently reliable indicator on which to base conclusions and recommendations.

2.3 Framework for identifying priority urban heat mitigation areas

Specific locations can be identified for heat mitigation activities by identifying areas with the largest numbers of people that may be exposed and/or are vulnerable to excessive urban heat. A priority neighbourhoods framework (Norton, et al., 2015) has been adapted to structure the presentation of results for this analysis. Summarised in Figure 1, this framework seeks to identify areas of heat exposure, behavioural exposure and social vulnerability, and where they intersect, to determine the location of priority neighbourhoods.

This study provides quantitative data to inform identification of areas of heat exposure and social vulnerability, and their overlap. In contrast, behavioural exposure is considered qualitatively by describing areas of outdoor activity in the land use management and building material selection section e.g. playgrounds, bikeways, sporting fields, pedestrian thoroughfares.



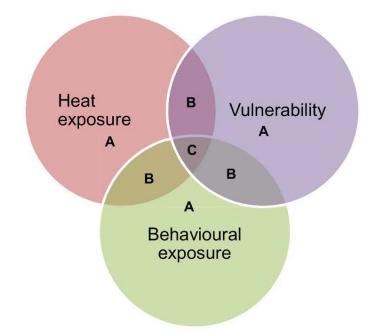


Figure 1. Framework to identify priority neighbourhoods for heat mitigation activities. Factors required to of high (C), medium (B) and moderate (A) priority for Urban Green Infrastructure (UGI) implementation for surface temperature heat mitigation. The key factors are high daytime surface temperatures (Heat exposure) intersecting with areas with more vulnerable sections of society (Vulnerability) and identifying the zones of high activity (Behavioural exposure) with this area. (Norton, et al., 2015)



3 Identifying priority areas

NB. While not referred to specifically through the text in this section, the analysis presented is also supported by a range of additional maps (A3) and data provided in Annexes 1-4.

3.1 Heat exposure

3.1.1 Temperature during flyover

On 9 February 2017, temperatures at the Adelaide Airport weather station reached 39.2°C, making it the fourth hottest day of the 2016/2017 summer. Of the three councils analysed, the City of Port Adelaide Enfield was the warmest with a mean surface temperature of 38.9°C, more than 1.3°C warmer than the mean temperature of the City of West Torrens. During the evening of 9 February 2017, night time temperatures at the Adelaide Airport reached a minimum of 25.2°C, the second warmest night of the 2016/2017 summer.

3.1.2 Hot spots and thermal analysis

The thermal data collected for this project reveals that 34.9% (63.7km2) of Western Adelaide classifies as a daytime hotspot, measuring warmer than 2°C above average temperature (Figure 2). Day time temperatures ranged from 10°C to 80°C, with 95% of the landscape measuring between 31°C and 42°C. Extreme temperatures over 65°C were driven by highly localised manufacturing processes, with the maximum temperature of 80°C occurring at Adelaide Brighton Cement.

The City of Charles Sturt received the highest percentage of hot spots of the three councils within the study region with hotspots covering 36.8% (20.1 km²) of its land, mainly in the areas between Tapleys Hill and Findon Roads, and east of South Road, concentrated within the suburbs of Hendon, Woodville, Brompton, Bowden, and Hindmarsh (Table 1). The coolest areas within the council were found near West Lakes, around the golf courses in Grange and Seaton, and generally along the coast.

The City of Port Adelaide Enfield had 35.1% (32.1 km²) of its land classified as a hotspot, mainly concentrated in the heavily industrialized areas in the north and central areas within the city. The largest and most intense hot spots occur within the suburbs of Port Adelaide, Dry Creek, and Gepps Cross, however, none of these rank in the ten warmest City of Port Adelaide Enfield suburbs as these industrial suburbs also contain substantial wetlands which lower the overall average temperature of the suburb (Table 2).

The City of West Torrens had the fewest hot spots with 31.2% (11.5 km²) of its land meeting the hot spot criteria, mainly east of the airport in Netley, as well as along the eastern edge of the council in Keswick, Ashford, Mile End South, and Thebarton.



Council	Rank	Suburb	Mean Day Surface Temp (C°)
	1	Ridleyton	40.97
ť	2	Hindmarsh	40.63
	3	Bowden	40.46
Sturt	4	Brompton	40.35
	5	Renown Park	40.34
les	6	Albert Park	40.15
Charles	7	Ovingham	40.12
5	8	Pennington	39.54
	9	Hendon	39.47
	10	Cheltenham	39,45

Table 1. Ten hottest suburbs for the City of Charles Sturt.

Council	Rank	Suburb	Mean Day Surface Temp (C°)
	1	Walkley Heights	42.95
Enfield	2	Hillcrest	41.02
	З	Enfield	40.88
	4	Sefton Park	40.88
ide	5	Northgate	40.84
Adelaide	6	Gilles Plains	40.80
Ad	7	Hampstead Gardens	40.79
	8	Kilburn	40.62
Port	9	Broadview	40.59
<u> </u>	10	Greenacres	40.47

Table 2. Ten hottest suburbs for the City of Port Adelaide Enfield.



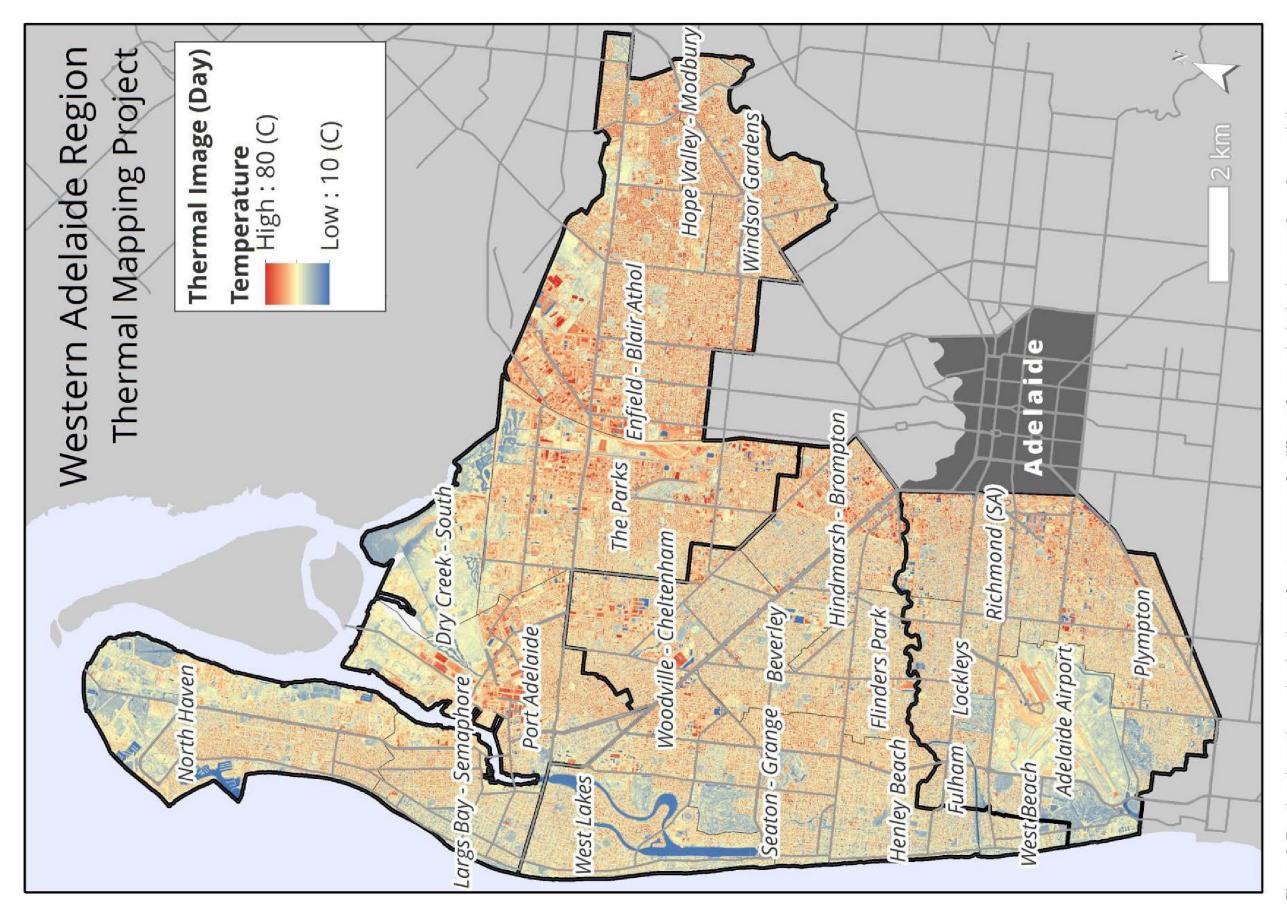


Figure 2. Day time thermal map showing the surface temperature for different features in the landscape at 2 m x 2 m resolution.



The Adelaide Airport provides a day time cooling effect, ranking this area as the third coolest (compared to surrounding suburbs) within the City of West Torrens. The City of West Torrens has a large portion of residential areas that encompass a wide variety of land uses. The mixed land covers within residential areas result in a more moderate thermal signal.

These results change significantly when considering night time thermal data (Figure 3). Night time temperatures range from 5°C to 70°C with 95% of values measuring between 21°C to 29°C. The highest temperatures are driven by heat-intensive manufacturing processes, with the maximum temperature recorded at I-O Glass Manufacturing within the City of Charles Sturt. In the evening, the overall hotspot percentage drops to 18.8% (34.4 km²), and the order reverses with the City of West Torrens having the highest percentage of evening hotspots with 19.98% (7.4 km²), and the City of Port Adelaide Enfield dropping to 17.9% (16.3 km²).

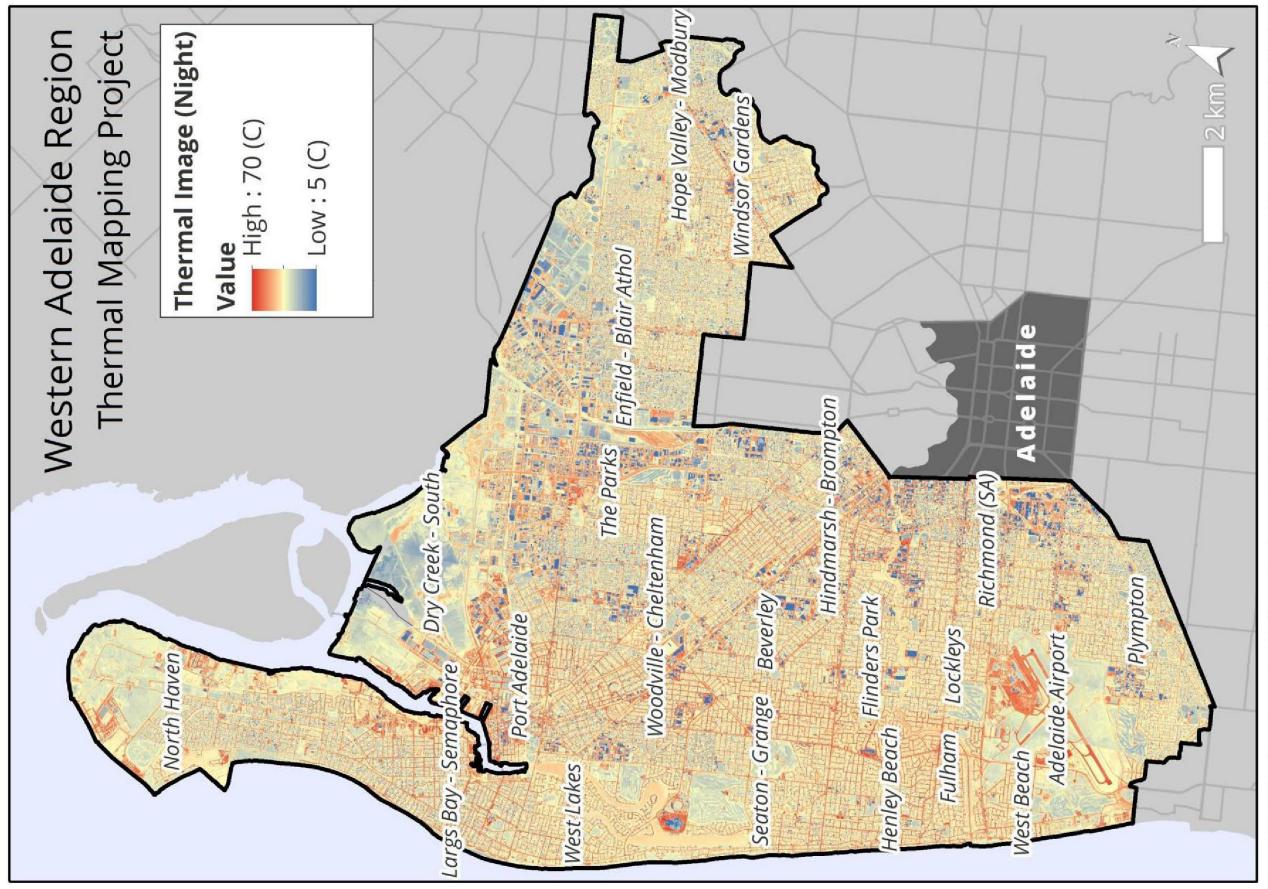
Council	Rank	Suburb	Mean Day Surface Temp (C°)
	1	Ashford	40.18
	2	Keswick	39.98
US	3	Kurralta Park	39.80
rei	4	Mile End South	39.77
Torrens	5	Thebarton	39.64
- C	6	Glandore	39.26
West	7	Marleston	39.23
	8	Richmond	38.94
	9	Mile End	38.91
	10	North Plympton	38.67

Table 3. Ten hottest suburbs for the City of West Torrens.

The ranking reversal of councils between day and night time is highly illustrative of the different sources of day and night heat. As shown in Section 3.2, during the day, buildings and bitumen are the dominant drivers of urban hot spots. In the evening, buildings cool rapidly compared to bitumen, leaving paved, hard surfaces as the dominant contributor of night time heat. The City of Port Adelaide Enfield has a high number of buildings particularly along Perkins Drive that are hot during the day but that cool during the evening, whereas the City of West Torrens has a higher proportion of bitumen (due in large part to the airport) which takes longer to cool.

Buildings can be seen as *low-intensity* hot spots (warm during the day but cool down during the night) whereas bitumen can be considered a *high-intensity* hot spot (warm during the day and retain heat during the night) as the higher heat capacity of paved surfaces means they continue to emit heat longer after sundown.









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3.1.3 Urban heat island analysis

Excess urban heat becomes most problematic when it concentrates into larger urban heat islands. Thermal data aggregated to 125 m² resolution for the urban heat island analysis found that 15.9% (26.9 km²) of the Western Adelaide Region falls within an urban heat island, 1.9% of which falls within a severe heat island (>4°C above the average surface temperature on the day of the flyover) (Figure 4).

The City of Port Adelaide Enfield has the highest proportion of urban heat islands with 19.9% (16.6 km²) of its land falling into this category, of which 2.7% is classified as a severe heat island. The largest and most severe heat island falls within the suburb of Port Adelaide. This major industrial zone contains large areas of severe heat, and although very few people reside in this area it contains many businesses that operate during the daytime. Regency Park also has a concentration of medium and severe heat islands due to the rail infrastructure and associated industry. There also exists small (125 to 250 m²), localised heat islands scattered throughout North Haven and Outer Harbor driven by interspersed industry and impervious surfaces.

The City of Charles Sturt has the second highest level of urban heat islands encompassing 13.6% (7.0 km²) of its land with the highest concentration lying immediately east of Tapleys Hill Road in Hendon, Seaton and Albert Park. A second concentration of urban heat islands occurs in the eastern areas of the council, namely within Ridleyton, Brompton, Bowden, Hindmarsh, and Thebarton. The most severe of these urban heat islands are in Brompton, Hindmarsh, Albert Park, and Hendon.

The City of West Torrens has 9.6% (3.3 km²) of its land covered by heat islands, much of which are centred on the terminal of the Adelaide Airport. This low proportion of heat islands is likely to be a product of large residential areas with mixed land uses, as well as extensive green space and proximity to the sea.

Night-time urban heat island distribution reveals a starkly different pattern, which with the exception of the Adelaide Airport, mainly consists of a few, small (< 1 km²) heat islands (Figure 5). There are several drivers of this pattern. First, night-time heat is caused primarily by paved roads which are relatively narrow features compared to the 125 m² resolution of the urban heat island analysis; roads are too narrow to be picked up by this analysis. Second, evening temperatures tend to have a narrower range and therefore less area meets the 2°C threshold for an urban heat island.



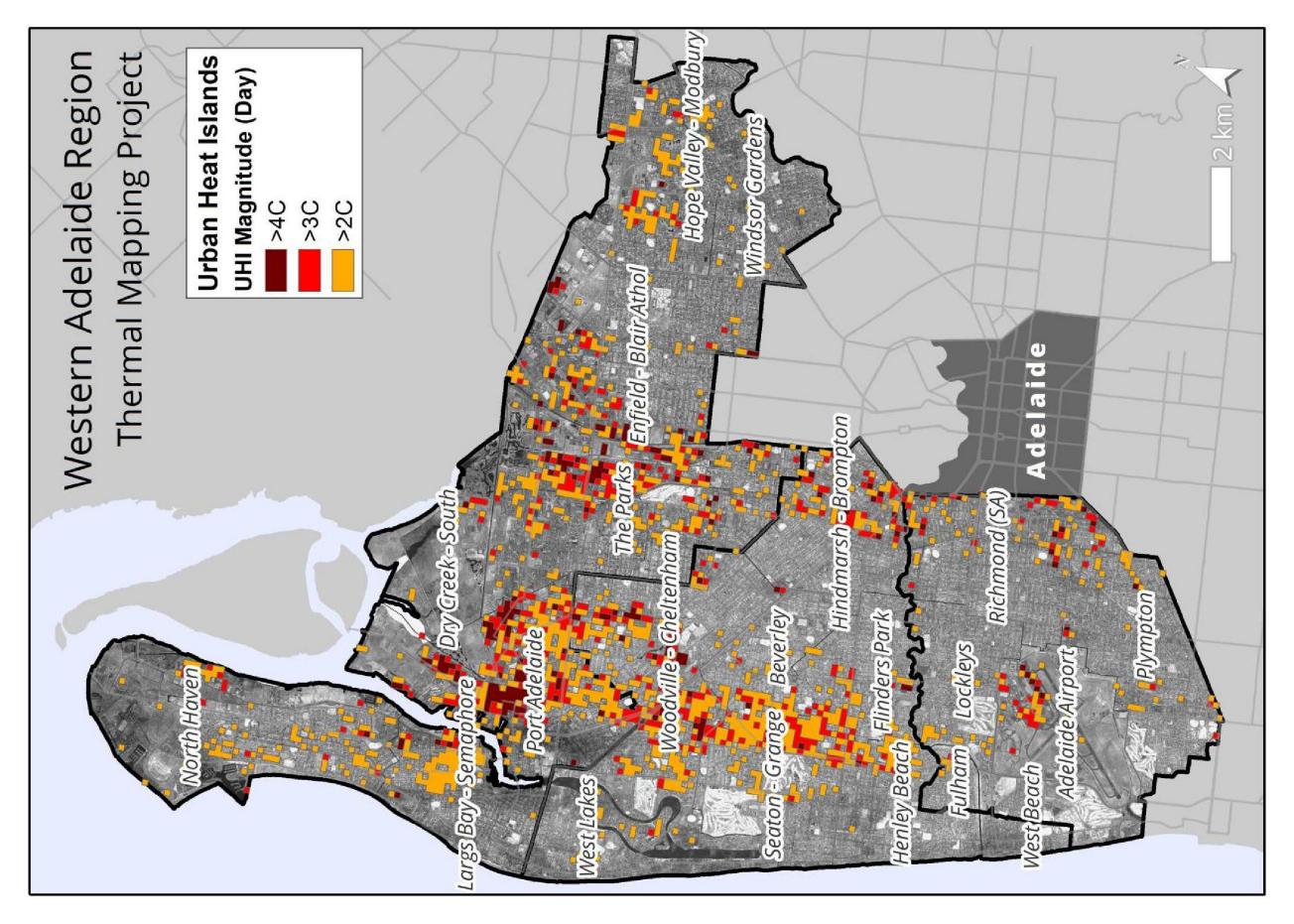


Figure 4. Daytime urban heat islands present in the Western Adelaide Region on 9 February 2017. Areas of built-up heat were identified as exhibiting a temperature greater than 2°C, 3°C or 4°C above the local mean temperature at the time of measurement.



21 November 2017

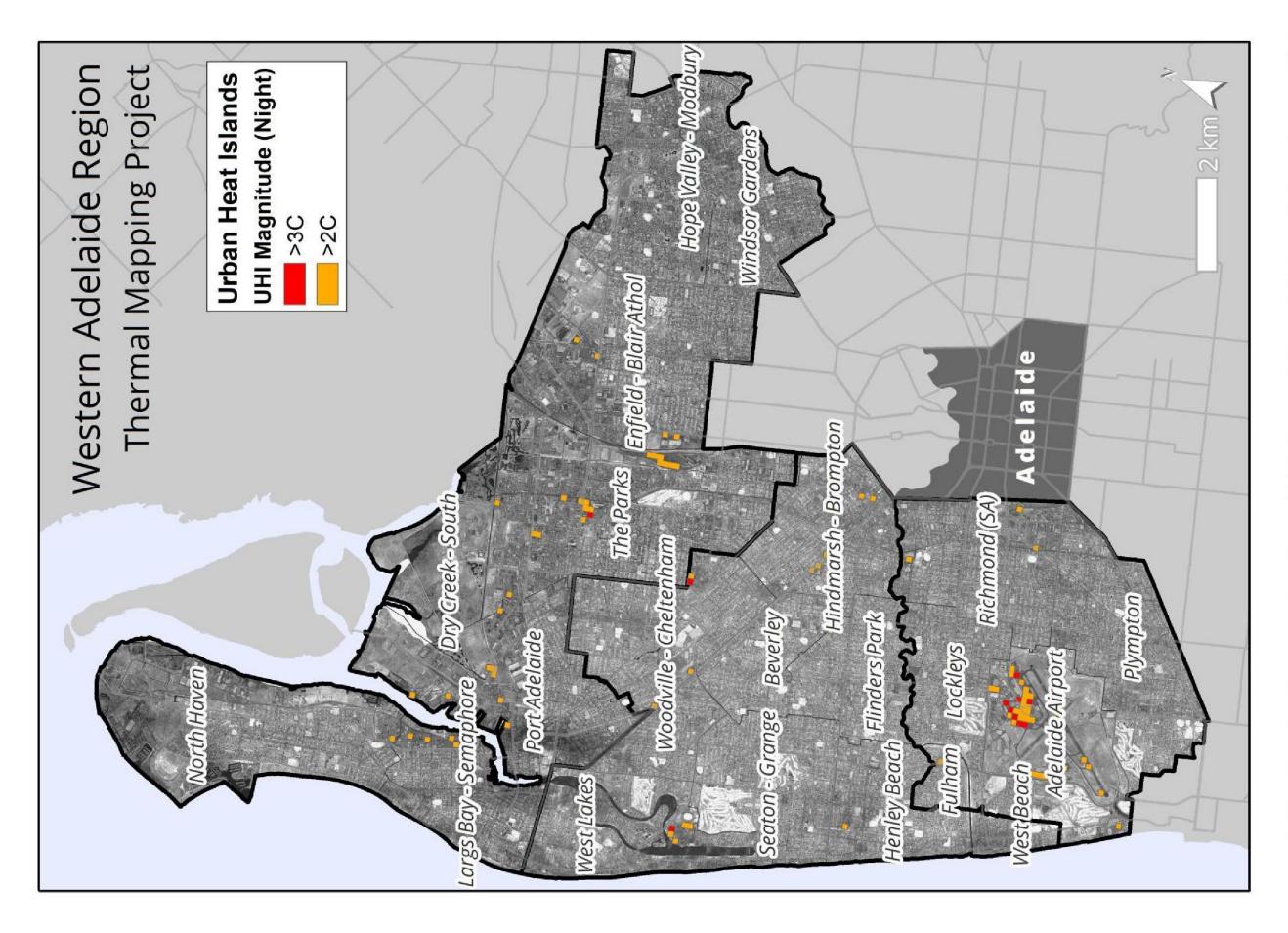


Figure 5. Night-time Urban Heat Islands present in the Western Adelaide Region on 9 February 2017. Areas of built-up heat were identified as exhibiting a temperature greater than 2°C or 3°C above the local mean temperature at the time of measurement.



3.2 Vulnerability analysis

The vulnerability analysis focused on identifying where urban heat islands intersect with areas in which vulnerable members of the community live. In Western Adelaide, 17.1% of residents (43,442) live within a day time urban heat island (Table 4). The highest rates of residents living within heat islands occurs in the City of Charles Sturt and City of Port Adelaide Enfield with 20.1% (20,908) and 17.2% (19,470), respectively. Only 5.6% of residents (3,065) live in heat islands in the City of West Torrens.

For people over 75, 22.3% of City of Charles Sturt elderly population lives within an urban heat island, well above the regional average of 14.5%. The City of Charles Sturt heat islands also contain the highest rate and number of people in need of assistance due to disabilities and people who speak English as a second language, giving the City of Charles Sturt the highest rate of vulnerability across three of the five metrics assessed. The City of West Torrens has the highest Socio Economic Index For Areas (SEIFA) score indicating higher levels of economic disadvantage, but higher median rent for areas within heat islands.

Across the three councils, five indicators of social vulnerability were investigated and only weak correlations were found between temperature and social vulnerability with the greatest correlation being English as a second language and people needing assistance due to disabilities (Table 5). These weak correlations suggest that heat islands are distributed across areas with differing levels of social vulnerability. Figure 6 shows the social vulnerability index for each day time heat island within Western Adelaide. More detailed displays of the location and magnitude of heat islands in relation to social vulnerability are provided in Annex 1.

Within the City of Port Adelaide Enfield, the Peterhead and Alberton urban heat islands have a high degree of social vulnerability, whereas the more severe urban heat islands in the suburb of Port Adelaide have relatively low residential densities and therefore less social vulnerability. The City of Charles Sturt has several large urban heat islands with high social vulnerability.

The largest urban heat island in the City of West Torrens is at the Adelaide Airport. While there are no residents and therefore no social vulnerability, there a large number of ground crew who work outdoors at the airport for whom heat mitigation should be considered. Most other heat islands in the City of West Torrens have moderate social vulnerability.



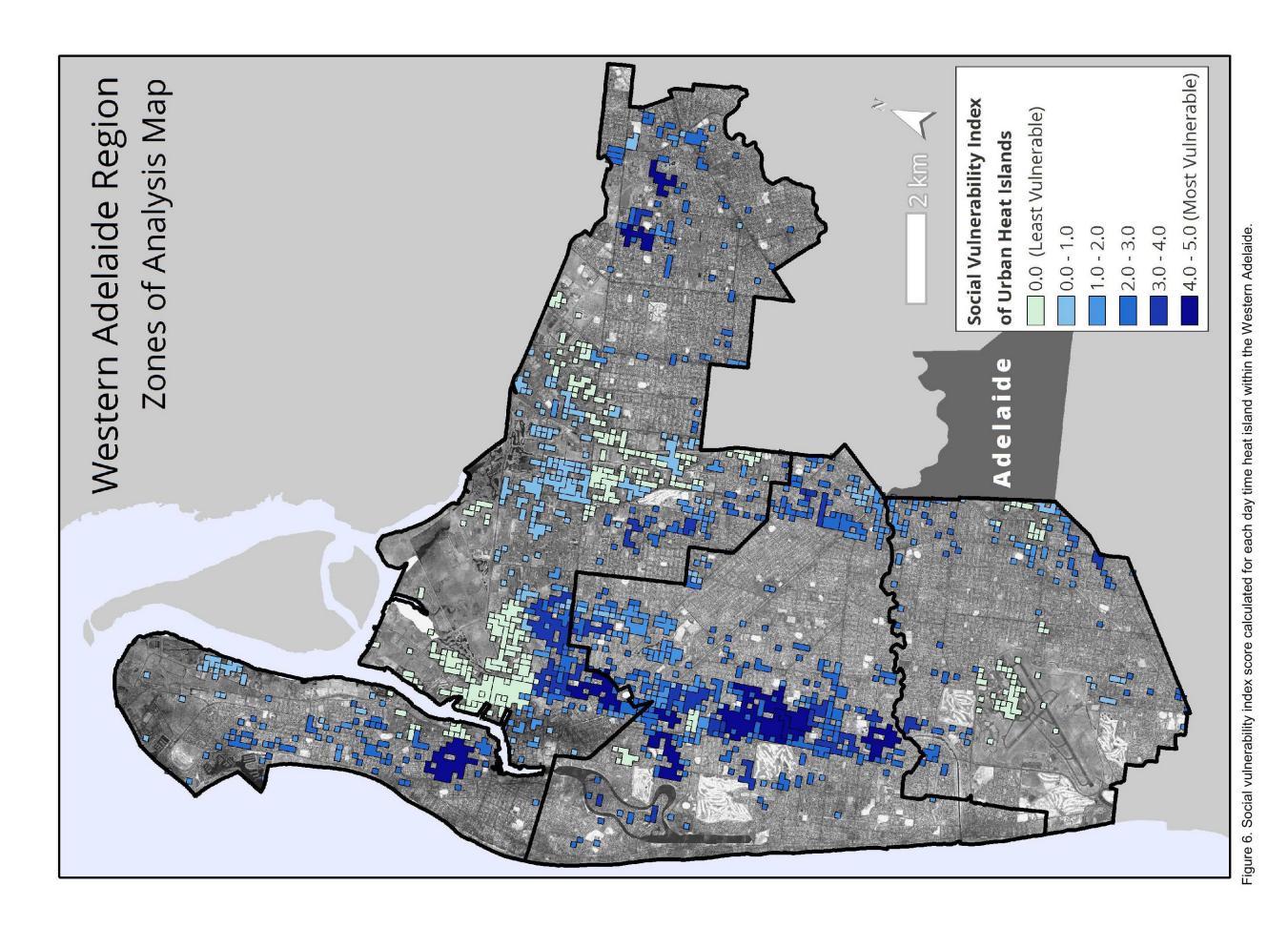
Social Vulnerability Within UHIs	Port Adelaide Enfield	Charles Sturt	West Torrens	Western Adelaide Region
Population	19,470 (17.1%)	20,908 (20.1%)	3,065 (5.5%)	43,442 (15.1%)
Number of Households	8,472 (19.0%)	9,509 (22.7%)	1,503 (6.4%)	19,484 (16.0%)
Age (Median)	39.7 (38.4)	41.1 (40.8)	36.9 (17.8)	39.9 (39.0)
Rent (Median)	242 (227)	227 (239)	256 (241)	237 (236)
SEIFA Score	921 (922)	945 (947)	994 (967)	941 (945)
Ederly Population (>75)	1,368 (15.4%)	2,322 (22.3%)	328 (5.8%)	4,019 (14.5%)
Population in Need of Assistance	1,220 (16.5%)	1,592 (23.9%)	170 (5.3%)	2,983 (15.2%)
Population who speak English as a Second Language	940 (16.6%)	1,159 (24.9%)	112 (5.0%)	2,211 (15.5%)

Table 4. Social vulnerability analysis showing the statistics of who lives within urban heat islands for each council compared with council averages provided in brackets. For population comparisons, the percentage of that group that lives in an urban heat island is given. For all others, median council values are provided.

Variable Relationship	Correlation Coefficient	
ESL-Temperature	0.25	
Needs Assist-Temp.	0.20	
Elderly-Temperature	0.17	
Rent-Temperature	0.15	
SIEFA-Temperature	0.11	

Table 5. Coefficients showing relationship between social vulnerability indicators and temperature.









Seed

3.3 Factors that influence temperature at a local scale

This project used land use analysis to show how surface temperatures vary between areas where people are active outdoors and how management of urban areas and material selection for built assets can influence surface temperatures. The results of this analysis are discussed first from the perspective of general relationships, and second through the use of case studies, which have been designed to demonstrate key features of interest in Western Adelaide.

3.3.1 General relationships

There are clear relationships between surface temperature and material type and urban form in Western Adelaide (Figure 7). This demonstrates that management of these factors can impact the development of hotspots and urban heat islands and hence the impact of extreme heat on residents.

During the day, paved surfaces experienced the largest warming with major roads measuring 3.0°C above average surface temperatures. Minor roads and parking lots had a less pronounced warming of 1.6°C, likely due to lighter coloured concrete used in some parking lots.

Green infrastructure produced a large cooling signal, lowering temperatures by 2.8°C compared with the average. Irrigated open space had the largest impact, cooling land surfaces by 4.0°C. While all green infrastructure was shown to have a large cooling effect, irrigation cooled areas by an additional 1.7°C.

The effect of green infrastructure on temperature was further analysed through the use of Normalized Difference Vegetation Index (NDVI) data. NDVI identifies the amount of healthy vegetation present at any given location. NDVI maps for each council are provided in Annex 3. Comparing NDVI values with temperature data at the land-use analysis points¹ revealed a correlation coefficient of 0.88, indicating a very strong relationship between vegetation and cooling. This supports the case for using green infrastructure as a means for combating urban heat islands.

The thermal impact of buildings varied widely with dark roofs creating a warming of 2.9°C and light roofs creating a cooling of 2.3°C. Therefore, roofing choices have a major impact on surface temperatures, alter the temperature by 5.2°C.

¹ See Annex 5 for description of the land-use analysis points methodology.



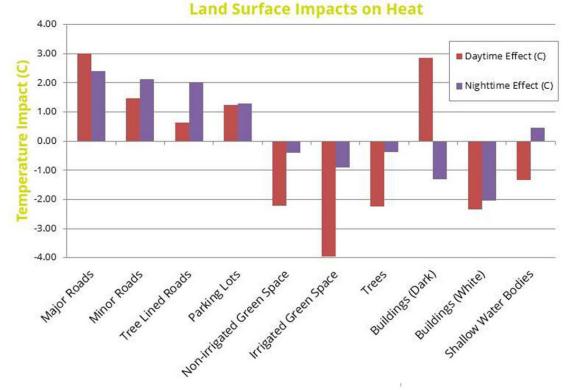


Figure 7. Heat effect of different land surfaces during the day and night.

3.3.2 Case studies

The case studies presented below are as follows:

- Case study 1 Irrigated vs non-irrigated open space;
- Case study 2 Impact of artificial turf;
- Case study 3 Water sensitive urban design along a roadside;
- Case study 4 Playgrounds;
- Case study 5 Tree lined streets vs non-tree lined streets;
- Case study 6 Major versus minor road;
- Case study 7 Parking surface materials;
- Case study 8 Roof colour;
- Case study 9 Combination of roof colour and green space;
- Case study 10 Bikeways; and
- Case study 11 Water bodies.



- Santos Stadium in Mile End South highlights the thermal differences between irrigated and non-irrigated green space.
- The irrigated sports field inside the stadium displays a cooler, medium blue colour whereas the non-irrigated green space to the north east of the stadium displays a warmer light blue-yellow. Notably, some of the non-irrigated open space areas in the far right of the image (to the east of the Stadium) show as much warmer yellow to red.
- Both surfaces, irrigated and non-irrigated green space, produce cooler than average temperatures across the whole of the study area with non-irrigated areas having a cooling effect of 2.2°C and irrigated areas showing 4.0°C of cooling. •



- Artificial versus natural turf sporting field surfaces show a large difference in temperature.
- The Port Adelaide Hockey Club in Ethelton provides a clear example of this pattern with the artificial turf surface measured at 8.1°C warmer than average surface temperature across the region. Conversely, the surrounding irrigated natural turf surfaces measured 14°C cooler than the artificial turf at the time of data collection.
- Overall, analysis of four large artificial turf surfaces across the study area revealed an average warming of 5.5°C above the average surface temperature. .





- allowing rainwater to percolate into the soil while expanding green space along the road corridor. One of several examples Water sensitive urban design features such as raingardens are an important landscaping tool with the dual benefits of that exist across the study area lies along Kingston Avenue, Richmond.
- Kingston Avenue matching the geometry and location of raingardens. Temperatures within these two raingardens measured 36.2°C, while neighbouring kerb areas without raingardens measured on average 42.3°C, suggesting that raingardens may have up to a 6°C cooling effect. The impact of the two raingardens is visible in the thermal imagery showing two semi-circle shaped cool areas jutting into
- Further investigations can help to verify the exact magnitude of the cooling effect from water sensitive urban design features. •



- Failing to account for heat can expose vulnerable members of the community such as young children to significant danger. •
- Company Square Reserve in Alberton consists of a mixture of open space, playground and tennis/netball courts. The dark-surfaced playground area is covered in rubber softfall surfacing and registered over 52°C, more than 4°C hotter than the nearby bitumen tennis/netball courts, and more than 15°C hotter than the surrounding non-irrigated open space.
- This case study demonstrates that construction material choices affect comfort and safety. •



- Large, exposed tracts of bitumen are one of the warmest urban surfaces absorbing heat during the day and holding that heat well into the night. However, tree-lined streets present a powerful mitigation approach. .
- North Street in Henley Beach is one of the most heavily tree-lined streets in the study area. Its measured day time temperatures were 34°C while neighbouring exposed streets measured upwards of 42°C. •
- Shading during the day means there is less heat to re-emit at night leading to cooler temperatures both day and night. .





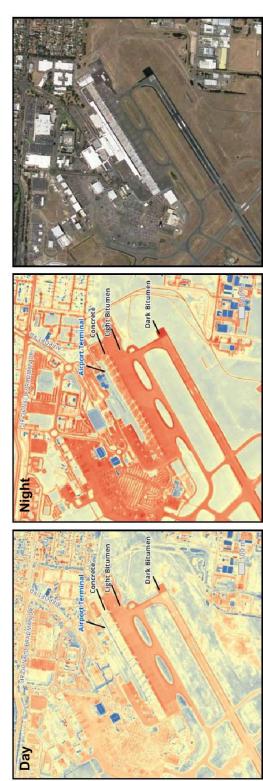
Case study 6 - Major versus minor road

- Gepps Cross, one of the largest intersections in the study area, illustrates the warming caused by large tracts of exposed bitumen. .
- Across the whole of the study area, major roads averaged over 3°C above mean temperature while minor roads were typically 1.5°C warmer than average. •
- Roads are major drivers of not only day time hotspots but also night time hot spots as their high heat capacity means they emit a strong warming signal well into the night. .



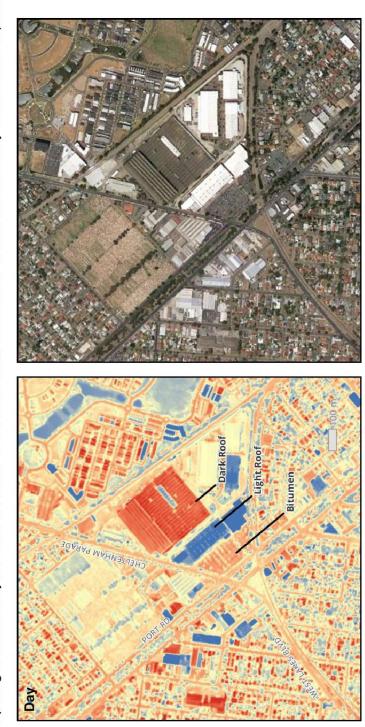


- The choice of materials for constructing roads and car parks can have a major effect on landscape heat.
- The Adelaide Airport has many types of hard surfaces creating a natural case study for exploring their impacts on heat absorption during the day and re-emission during the night.
- Surface temperatures varied by up to 3°C between dark coloured bitumen and light coloured bitumen, and by up to 7°C between dark coloured bitumen and concrete. .





- Building roofs represent one of the most dynamic surface classes as measured by the range of measured temperatures. .
- Buildings at the intersection of Port and Cheltenham Roads, Woodville West, illustrate this by showing the very cool (blue) light roof of a large retail hardware store contrasted with the very dark roofs of surrounding industries. .
- equating to substantially less heat absorbed. This demonstrates that material choices can drastically effect thermal impacts. Across the study area, dark roofs were 2.8°C above the average surface temperature while light roofs were 2.3°C cooler, •





- Not all areas in Western Adelaide were hot, with some cool areas providing useful lessons on how to mitigate heat.
- Dark roofs are one of the largest contributors to hotspots and heat islands. Communities that choose lighter coloured roofing materials, such as this area in Seaton, are exercising a simple choice that can dramatically affect liveability.
- The area with predominately white roofs form a cool island exhibiting consistently below-average temperatures while surrounded by a heat island - an area consistently more than 2°C above average.

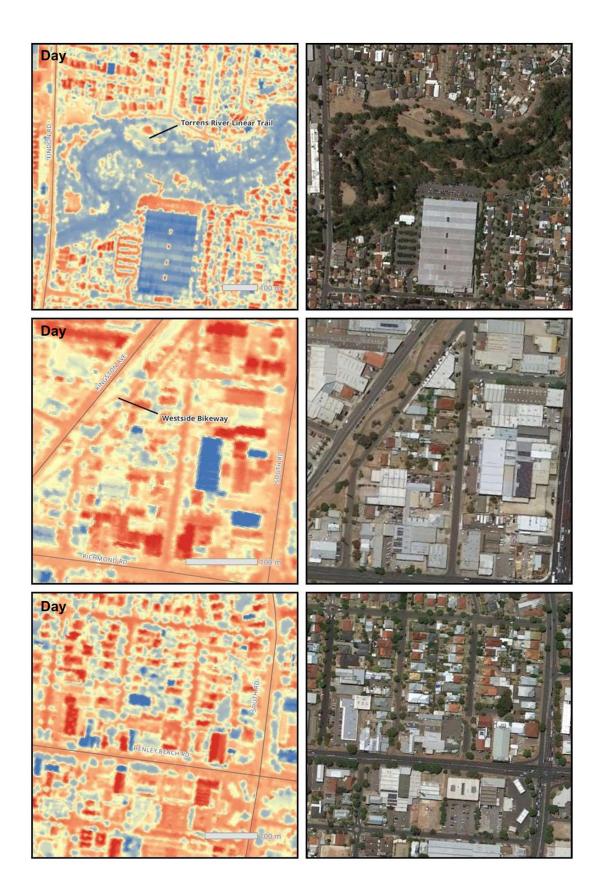




Case study 10 - Transport corridor

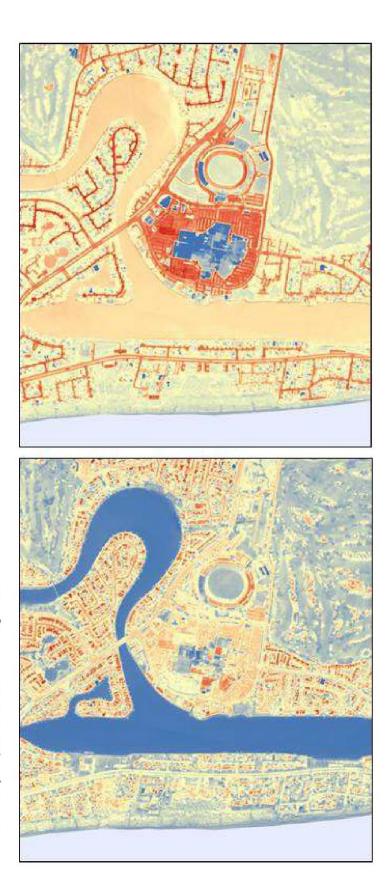
- Cool space, open space, and roads all exhibit significantly different temperature impacts meaning that human thermal comfort can differ significantly depending on the surrounding urban form. One implication of this is that bike route location can influence how many days may be bikeable.
- The River Torrens Linear Trail was as much as 5°C cooler on the day of the flyover compared with average surface temperatures. Road corridors, in addition to being crowded and noisy, are hot, with bike lanes on Henley Beach Road being more than 3°C above average. Open spaces with limited shading, such as the Westside Bikeway, provide some relief compared to exposed roads but are still about 1°C above average surface temperatures.
- A more detailed investigation covering the full length of these and other bike routes would provide more detailed information to help planners and cyclists choose the paths that are safer and more comfortable to use during periods of extreme heat.







- Water exhibited some unexpected temperature patterns between day and night. During the day, water provided a strong cooling effect due to its high heat capacity. However, as high heat capacity means it is slow to warm, water was also slow to cool, causing it to shift to warmer colours on the night time thermal map. .
- This is most important for shallow bodies of water as prolonged warm periods may cause them to warm significantly above the baseline temperature and become a contributor to evening heat islands.
- The West Lakes region provided a clear example of this process. The extent to which the regular flushing of the lake reduces this effect may require additional investigation. •



4 Drivers of future heat impacts

4.1 Potential impact from climate change

In Western Adelaide, climate change will lead to higher temperatures, reduced rainfall and longer, more severe, and more frequent heat waves. Urban areas already suffering from the heat island effect will bear the brunt of these harsher heat events. Materials identified in this study as absorbing large amounts of heat, such as roads, parking lots, dark coloured roofs, pavements, artificial turf and rubber softfall surfacing, will all absorb even more heat in the future.

Based on the AdaptWest Climate Change Adaptation Plan (City of Port Adelaide Enfield, 2016), specific climate change impacts relevant to heat accumulation and the condition of green cover include the following²:

- Average temperature (Summer Autumn) An increase in average annual temperatures of up to 2°C is projected in summer-autumn across the region by 2070;
- Average rainfall (Winter-Spring) Average winter rainfall is predicted to decrease by up to 20% and spring rainfall by up to 20% below 1990 levels by 2070; and
- Extreme heat Sequences of three or more consecutive days with average temperatures of at least 32°C are projected to increase from 1 in 20 years to one in every 3-5 years under a low emissions scenario in 2070 and every year under a high emissions scenario by 2070.

Given that urban heat island identification is based on a relative assessment (i.e. surface temperature of a given location compared with the average for the region), it is possible that under climate change the urban heat islands will become hotter, but not necessarily expand. One factor that would lead climate change to alter the pattern of urban heat islands are if changing temperature and rainfall lead to large scale changes in the condition and extent of green space, especially in areas that are not able to be managed by council. Scenario testing and modelling approaches could be used to explore this impact.

Given the magnitude of difference in temperature between some materials (e.g. dark roofs versus light coloured roofs, artificial turf versus irrigated turf), climate change impacts of 2°C on surface temperatures could theoretically be more than offset by materials selection and greater use of green infrastructure in some areas.

² Further, more detailed information about climate change projections for Western Adelaide are contained in the AdaptWest Climate Change Adaptation Plan. This includes an explanation of the impact of climate models and emissions scenario choice on projections.



4.2 Density of development

A target of the South Australian Government's 30 Year Plan for Greater Adelaide is "Containing our urban footprint and protecting our resources". This in part will be achieved through infill by ensuring that 85% of all new housing in metropolitan Adelaide is built in established urban areas by 2045.

Infill will result in transition of low density developments toward middle and high density developments. A consequence of the current approach to infill is a more compact urban form, increasing area of impervious surfaces and loss of green space and tree canopy.

Future potential impacts of infill can be assessed using the current heat mapping data by comparing surface temperatures in low, medium and high density residential zones (Figure 8). Areas with a low density of dwellings, such as Fulham, have more room for green space which can offset the warming impact of impervious driveways, roads, and dark roofs. Medium density residential areas, such as West Croydon, have less room and fewer options for mitigation but still preserve some landscape for open space providing some relief from heat. High density residential areas, such as areas within Northgate, have limited open space and few options for heat mitigation.

Comparing temperatures across different density development zones, high density areas of Northgate were found to be 2.9°C warmer than the low density areas of Fulham. The high density and predominately dark roofs create a heat island for the residents in this area of Northgate raising their temperatures more than 2°C above average, whereas the low and medium density areas of Fulham and West Croydon exhibit a slight cooling effect of 0.3°C and 0.9°C, respectively.

At a suburb a scale, these findings suggest that the density of development can have at least as great an effect on temperature as climate change. In order to reduce this impact, careful consideration needs to be given to material selection in higher density developments and how to encourage green space, such as through green roofs and green walls.



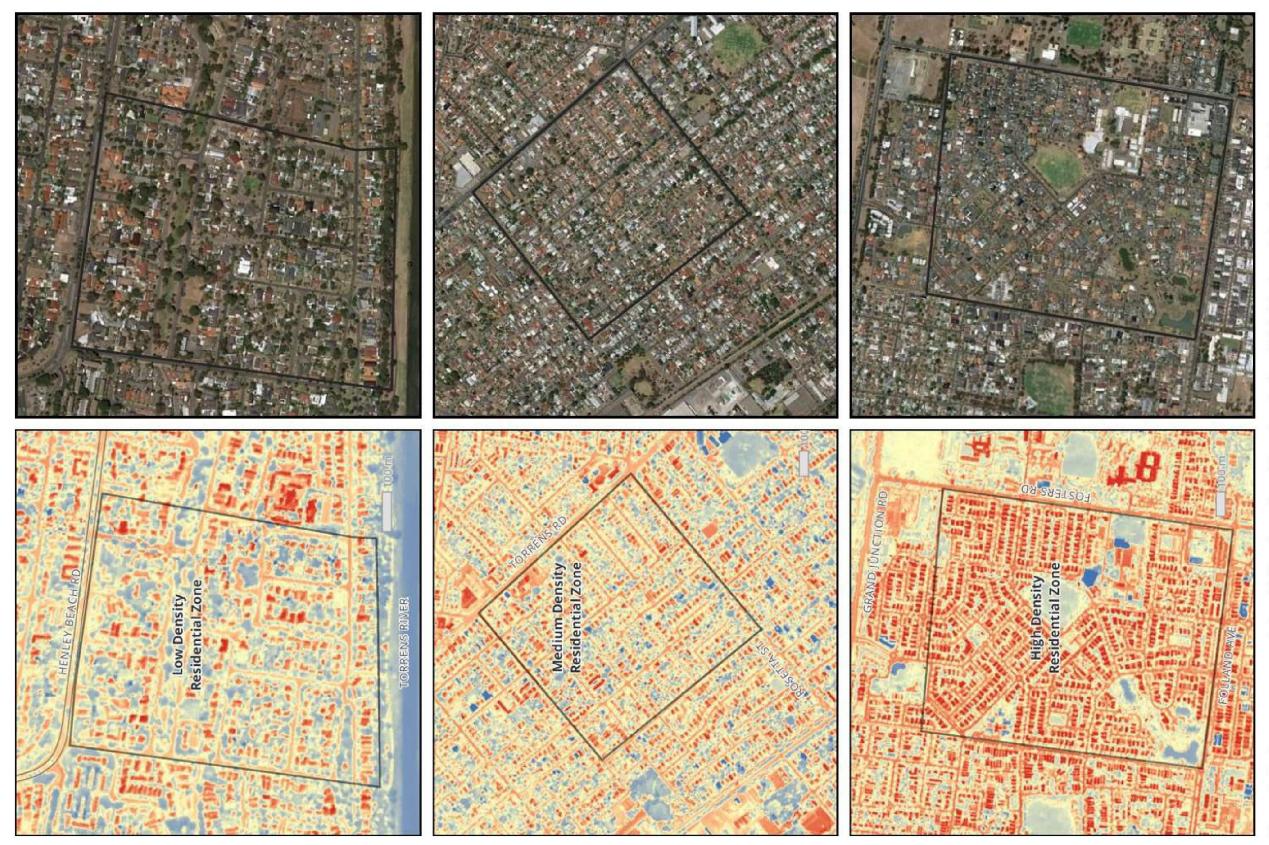




Figure 8. Surface temperatures in low (Fullham), medium (West Croydon) and high (Northgate) density residential zones.



5 Responding to urban heat risks

5.1 Priority areas for heat mitigation

Hot spots and urban heat islands are widespread across Western Adelaide. Without due consideration of planning, design, material selection and provision of green space, urban infill as forecast in the 30-Year Plan for Greater Adelaide will lead to an expansion in urban heat islands over the next 20 years due to increases in higher density living and loss of green cover. Urban areas already suffering from the heat island effect will bear the brunt of more frequent and intense extreme heat events under climate change.

While the City of Charles Sturt had the highest percentage of hot spots of the three councils at 36.8% (20.1 km²) of its land area, the percentage of land covered by hotspots is broadly similar (31 to 37%). In contrast, 20% of the City of Port Adelaide Enfield falls within an urban heat island compared to 16% for the City of Charles Sturt and 10% for the City of West Torrens.

The results of the analysis clearly identified suburbs located within heat islands that can provide a focus for future management activities. There were also two north south bands of heat islands, running from Dry Creek South to Henley Beach in the west of the region and from Wingfield to Brompton in the centre of the region. The extent to which this is due to warm air moving south from hotter industrialised areas in the region requires further investigation.

Most of the heat islands evident during the day were found to diminish during the evening, with concentrations of heat less noticeable at night. While there were still concentrations of heat during the evening in surfaces such as roads, these were largely road and pavement surfaces and were not evident at the spatial scale of a heat island (i.e. 125 m x 125 m).

While hot spots and heat islands provide general indication of priority areas for heat mitigation, this can be further refined by identifying where they intersect with areas of social vulnerability and where large numbers of people are active outdoors (Norton, et al., 2015).

At a whole of region scale, 15% of people live within an urban heat island, which includes 4,019 people aged over 75 years and nearly 3,000 who require assistance for day to day activities, both being key indicators of social vulnerability.

There are a number of specific suburbs that contain urban heat islands and that have a high degree of social vulnerability. For example, heat islands in Fulham Gardens had the highest degree of social vulnerability within the City of Charles Sturt and overall, while heat islands in Oakden and Lockleys had the highest degree of social vulnerability in Port Adelaide Enfield and West Torrens, respectively. Other suburbs that had high social vulnerability and exist within heat islands include parts of Albert Park, Seaton and Findon.



Understanding the drivers of social vulnerability (e.g. age versus need for assistance with core activities) across suburbs will be important in designing mitigation strategies for assisting the community to prepare and respond to extreme heat. This may also provide information for councils to work with community service providers to target assistance during periods of extreme heat.

While an explicit analysis of behavioural exposure was not undertaken, the case studies used to identify the impact of surface type and land use characteristics do provide insights. For example, playgrounds with rubber softfall covering where children congregate and sporting fields with artificial turf, used as a low maintenance alternative to grass on lawn bowls greens, present substantially warmer than average surfaces than nearby areas of open space. Furthermore, bikeways and pedestrian thoroughfares with predominantly bitumen surfaces are much warmer than equivalent areas with a combination of hard surfaces and green space.

5.2 Mitigating urban heat islands

Urban heat islands can be mitigated by understanding the factors that influence temperatures at a local scale, such as land use management decisions and building material selection.

This study reveals that land use decisions and material selection in Western Adelaide can cause at least a 7°C difference in surface temperature, as illustrated by the case studies presented in Section 3 and 4. Key features to note for the region are that:

- during the day, major roads had the largest warming impact (3.0°C) followed by minor roads and parking lots (1.6°C above average). Both surfaces retain more heat during the evening than most other surface materials in the region;
- green infrastructure leads to cooler temperatures in general, ranging from 2.2 to 4.0°C below the average depending on the extent of irrigation;
- roof colour has a major impact on surface temperature, with a 5.2°C difference between light and dark roofs.

These temperature differentials provide a strong case for using green infrastructure and encouraging light coloured roofing materials as a means for combating urban heat islands. The tangible benefits of tree for example are demonstrated by Case study 5, which showed a difference of 8°C between a street with and without trees in Henley Beach. The combination of roof colour and green space is also demonstrated by Case study 9, which shows an area in Seaton with light coloured roofs and green space which is noticeably cooler than surrounding streets and suburbs. Both case studies indicate that greening and irrigation type treatments at the street level are very likely to make a difference to street level thermal comfort.



Patterns of where heat persisted from day into night also provide information useful for planning and decision making. Most importantly, comparing day and night-time thermal data helps to identify *low-intensity* (heat up during the day but cool down during the night) vs. *high-intensity* hot spots (heat up during the day and retain heat during the night), and revealed several key patterns:

- roads and paved surfaces were the strongest contributor to night-time heat;
- dark roofs, while hot during the day, quickly dissipated heat after sundown; and
- shallow/closed bodies of water, which provided cooling during the day, emerged as warm-spots at night. This is due to the high heat capacity of water.

The observations from this study into the land use types and materials that influence cooler surface temperatures align well with general strategies for heat island cooling (Table xxx). Based on the findings of this study and general strategies for mitigating urban heat islands it is recommended that:

- 1. despite the pressure from infill, the amount of green space and tree cover should at least be maintained, and preferably increased to provide cooling benefits;
- green infrastructure such as trees, grass and raingardens should be used to shade bitumen covered surfaces such as major and minor roads, bikeways and footpaths. Where feasible, this green infrastructure should be irrigated in order to maximise its cooling effect;
- 3. where feasible the carriage way for main roads should be narrowed, stormwater treatment devices installed, and road pavement changed to lighter materials;
- 4. councils maximise the cooling benefit from existing green cover by ensuring sufficient irrigation is provided to urban forests and other green infrastructure networks where available, such as from recycled stormwater;
- 5. light coloured roofs be encouraged in residential and industrial areas over dark coloured roofs;
- material selection is carefully considered in the design of recreation areas for the young and elderly, with substrates such as artificial turf and rubber softfall covering used only after consideration of how heat absorption can be offset e.g. through the use of shade sails;
- 7. guidelines be developed for the amount of green space and landscaping required and building materials to be used in medium and high density developments, noting their potential to develop into significant heat islands; and
- 8. planning, development and infrastructure be supported with a strong focus on design and build quality for dwelling comfort and liveability.



Strategies and Technologies	Description
Trees and Vegetation	Increasing tree and vegetation cover lowers surface and air temperatures by providing shade and cooling through evapotranspiration. Trees and vegetation can also reduce stormwater runoff and protect against erosion.
Green Roofs	Growing a vegetative layer (plants, shrubs, grasses, and/or trees) on a rooftop reduces temperatures of the roof surface and the surrounding air and improves stormwater management. Also called "rooftop gardens" or "eco-roofs," green roofs achieve these benefits by providing shade and removing heat from the air through evapotranspiration.
Cool Roofs	Installing a cool roof – one made of materials or coatings that significantly reflect sunlight and heat away from a building – reduces roof temperatures, increases the comfort of occupants, and lowers energy demand.
Smart Growth	 These practices cover a range of development and conservation strategies that help protect the natural environment and at the same time make our communities more attractive, economically stronger, and more livable. Smart Growth principles include: Mix land uses, such as residential, commercial, and recreational uses; Take advantage of compact building design; Create a range of housing opportunities and choices; Create walkable neighborhoods; Foster distinctive, attractive communities with a strong sense of place; Preserve open space, farmland, natural beauty, and critical environmental areas; Strengthen and direct development towards existing communities; Provide a variety of transportation choices; Make development decisions predictable, fair, and cost effective; and Encourage community and stakeholder collaboration in development decisions.

Table 6. Broad strategies for reducing the impact of urban heat islands. Adapted from (U.S. Environmental Protection Agency, 2008).



5.3 Decision mapping

The collection and analysis of data to inform the development of heat maps generates significant quantities of spatial information. While this data can generate a broad range of mapping outputs, without tailoring the maps or conducting further analysis and modelling, the data is unlikely to directly inform decision making.

To help guide the ongoing use of the data generated for this project a decision map is provided in Figure 9. This recognises that initially the objective of generating heat mapping information is to build capacity amongst decision makers. This is followed by identifying specific areas of risk and finally, implementing projects that reduce a specific risk.

It is recommended that the decision map is used before any additional analysis or use of the data occur, and that consideration be given to the following four questions:

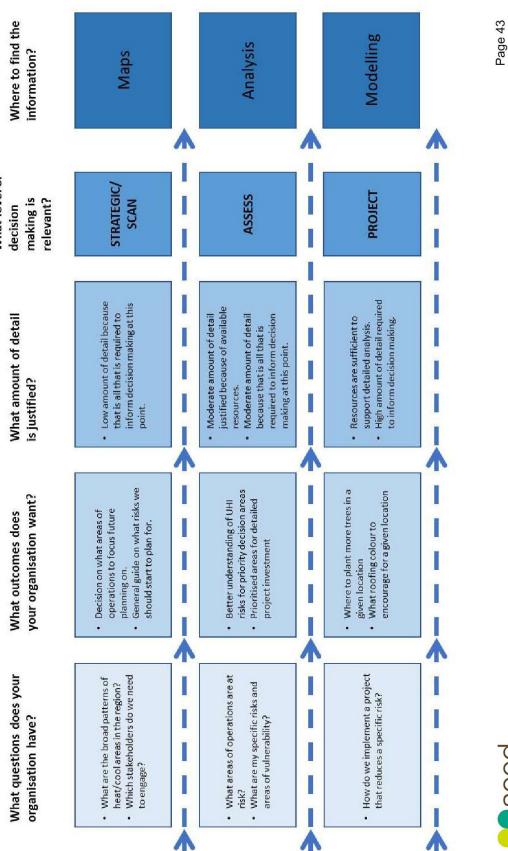
- What questions does your organisation have?
- What outcomes does your organisation want?
- What amount of detail is justified?
- What level of decision making is relevant?

Depending on the responses to the questions, decision makers may choose to:

- refer to the maps provided in the annexes of this report;
- consider the results of the analysis presented, such as the relationship between land surface types and materials and temperatures; and
- conduct modelling to estimate the impact of different heat mitigation strategies for a given location.



Figure 9. Decision map to assist with determining what heat mapping information is required to inform decision making. Working left to right, the decision map can be used to determine which series of responses to the four questions are most relevant to your current key area for decision making and therefore whether you require maps, analysis or modelling information.	What level of Where to find the
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right, the decision map consist with determine which series of responses to the four questions are most relevant to your current key area for decision making and therefore whether you require maps, analysis or modelling information.	What amount of detail
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5.4 Future directions

5.4.1 Targeting analysis

Thermal data can help prioritise problem areas. For instance, investigating the parklands within the suburbs of Alberton and Rosewater reveals that two local parks are warmer than average, and of those two, one is particularly hot. If a council looks to develop its parks as a reprieve from summer heat, prioritised Parks 1 and 2 (Figure 10) should be targeted for mitigation, with Park 1 taking priority for first actions as its mean temperature is the highest of the five. Targeting analyses can integrate numerous variables to identify project-specific priorities. Targeting analysis provides quantitative rationale for where efforts will provide the greatest relief.





Figure 10. Examples of parks prioritised for heat mitigation strategies based on their current surface temperature.



5.4.2 Prescriptive analysis

With priority targets identified, the impacts of specific mitigation options can be evaluated using prescriptive analyses. For example, within Priority Park 1, maximum temperatures of 56°C occur over the dark-surfaced playground area which makes up a small portion (200 m², <2%) of the park's total land surface (10,500 m²) but substantially alters the park's thermal landscape, specifically within a high-use area for children (Figure 11). Prescriptive analysis demonstrates that resurfacing the playground with a lighter-coloured material or a sunshade of average surface temperature would reduce the playground temperature by 18°C at the hottest places and lower the park's overall mean temperature by 1.5°C, making the park a local cool spot offering relief to residents.



Figure 11. Results of prescriptive analysis for a playground where dark-surface covering is replaced in the thermal data set with a proposed sunshade.



5.4.3 Prioritising green infrastructure to mitigate high temperatures

One central strategy for mitigating urban heat islands is to increase the area of urban green infrastructure (UGI). Prioritising green infrastructure to mitigate high temperatures in urban landscapes can be done using a framework developed by Norton et al. (2015), which has the following five steps:

- Step 1 Identify priority urban neighbourhoods;
- Step 2 Characterise green infrastructure and grey infrastructure;
- Step 3 Maximise the cooling benefit from existing green infrastructure;
- Step 4 Develop a hierarchy of streets for new green infrastructure integration; and
- Step 5 Select new UGI based on site characteristics and cooling potential.

Step 1 has mostly been competed during this study by the identification of areas of heat exposure and social vulnerability. Step 2 has also been mostly addressed through the provision of NDVI maps identifying the extent of vegetation and its relative condition. In order to complete Step 2, work is required to characterise street width and building height to determine street openness to solar radiation, and self-shading by buildings.

5.4.4 Targeting delivery of community services

The data generated for this study provides insights into where social vulnerability intersects with heat exposure. This information can be used to target the delivery of community services during periods of extreme heat. For example, the Red Cross Telecross service makes daily welfare calls to people who are frail and aged, have a disability, are housebound and/or are recovering from an illness or accident. This includes phone calls during period of extreme heat. Western Adelaide region councils can work with the Red Cross and other providers to identify suburbs where community services are most required during periods of extreme heat.

5.4.5 Further comparison of materials and surface types across the region

This study provides broad comparisons of the surface temperature of different material types e.g. irrigated versus non-irrigated sporting fields and green space, dark versus light coloured roofs. Further comparison should be conducted to determine how materials and design features generate different heat profiles for the same elements across the region. This would require on ground verification of the difference in material types, for example whether a roof is made from shingles, tin, asbestos sheeting, or different shades of colour.

5.4.6 Relationship between surface and air temperature

The thermal data collected and the analyses performed are based on surface temperature, which directly influences but is not the only control of ambient air temperature. While airborne



remote sensing measurements remain the best method for capturing city-scale temperature, minor local variations potentially driven by local wind patterns and other factors, may be missed.

Establishing the relationship between air temperature and surface types in the region requires further investigation. This should focus on the air temperature at sites with a mix of surface materials with contrasting surface temperatures e.g. retail precincts with light coloured roofs alongside large areas of open bitumen, major roads fringed by trees and raingardens.



References

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Matzarakis, A., Rutz, F. & Mayer, H., 2007. Modelling radiation fluxes in simple and complex environments - Application of the RayMan model. *International Journal of Biometeorology*, 51(4), pp. 323-334.

Norton, B. A. et al., 2015. Planning for cooler cities: A framework to prioritise green infrastructure to mitigate high temperatures in urban landscapes. *Landscape and Urban Planning*, Volume 134, pp. 127-138.

U.S. Environmental Protection Agency, 2008. *Reducing urban heat islands: Compendium of strategies. Draft.*



Annex 1: Council thermal maps

This Annex provides day and night heat maps for each Council. It should be noted that these are a clipped map from the whole of region heat maps.

The six maps are organised in the following order:

- 1. City of Charles Sturt (Figure A1.1)
- 2. City of Charles Sturt (Figure A1.2)
- 3. City of Port Adelaide Enfield Day (Figure A1.3)
- 4. City of Port Adelaide Enfield Night (Figure A1.4)
- 5. City of West Torrens (Figure A1.5)
- 6. City of West Torrens (Figure A1.6)



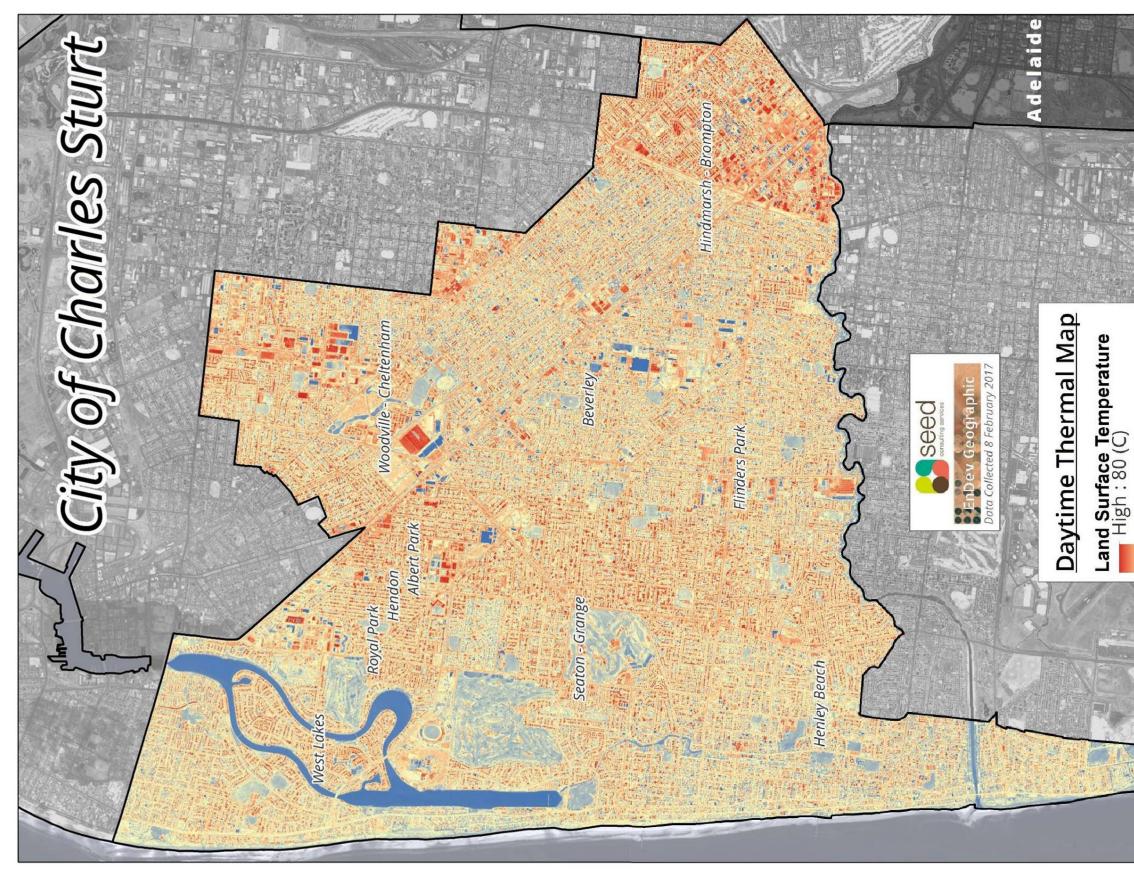
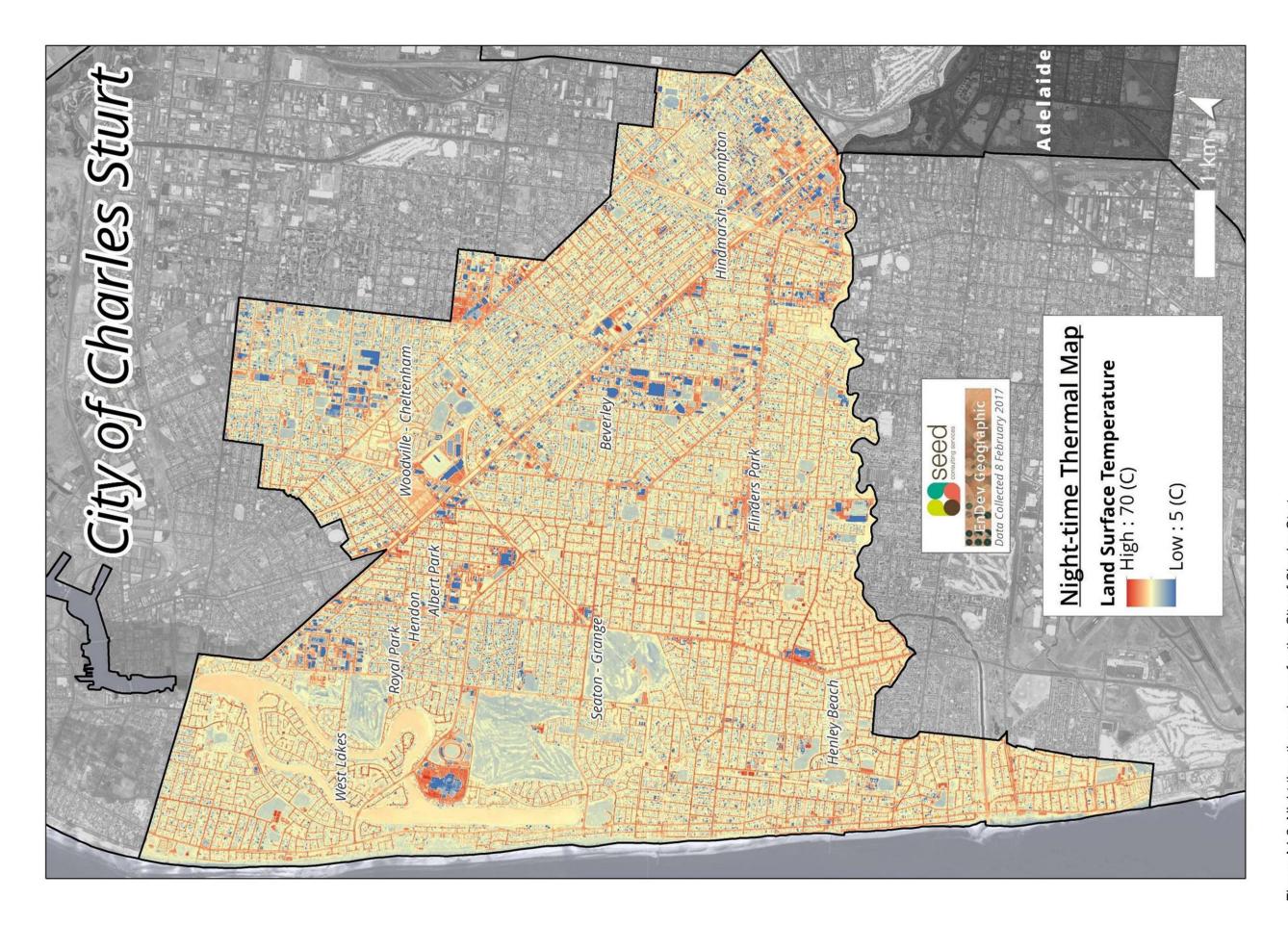


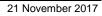


Figure A1.1. Day time thermal map for the City of Charles Sturt.















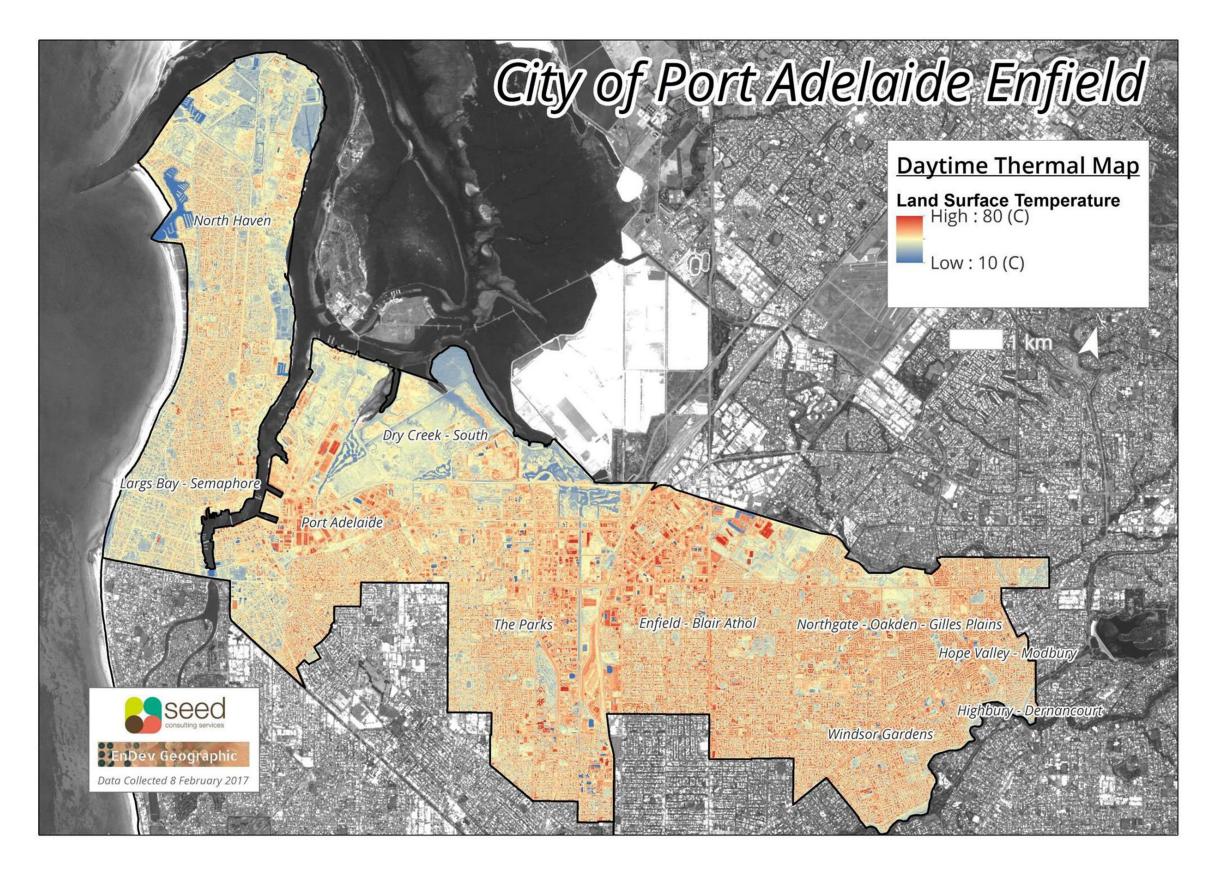
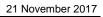


Figure A1.3. Day time thermal map for the City of Port Adelaide Enfield.





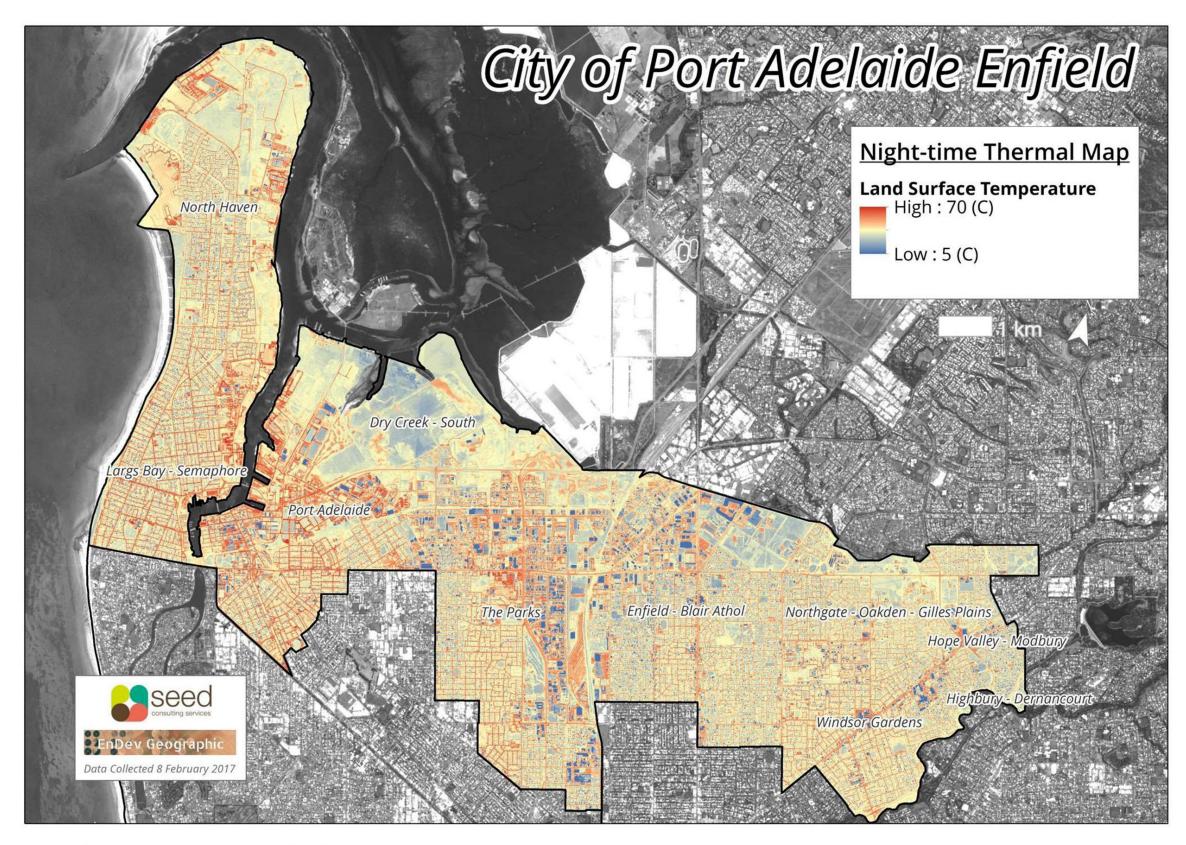


Figure A1.4. Night time thermal map for the City of Port Adelaide Enfield.



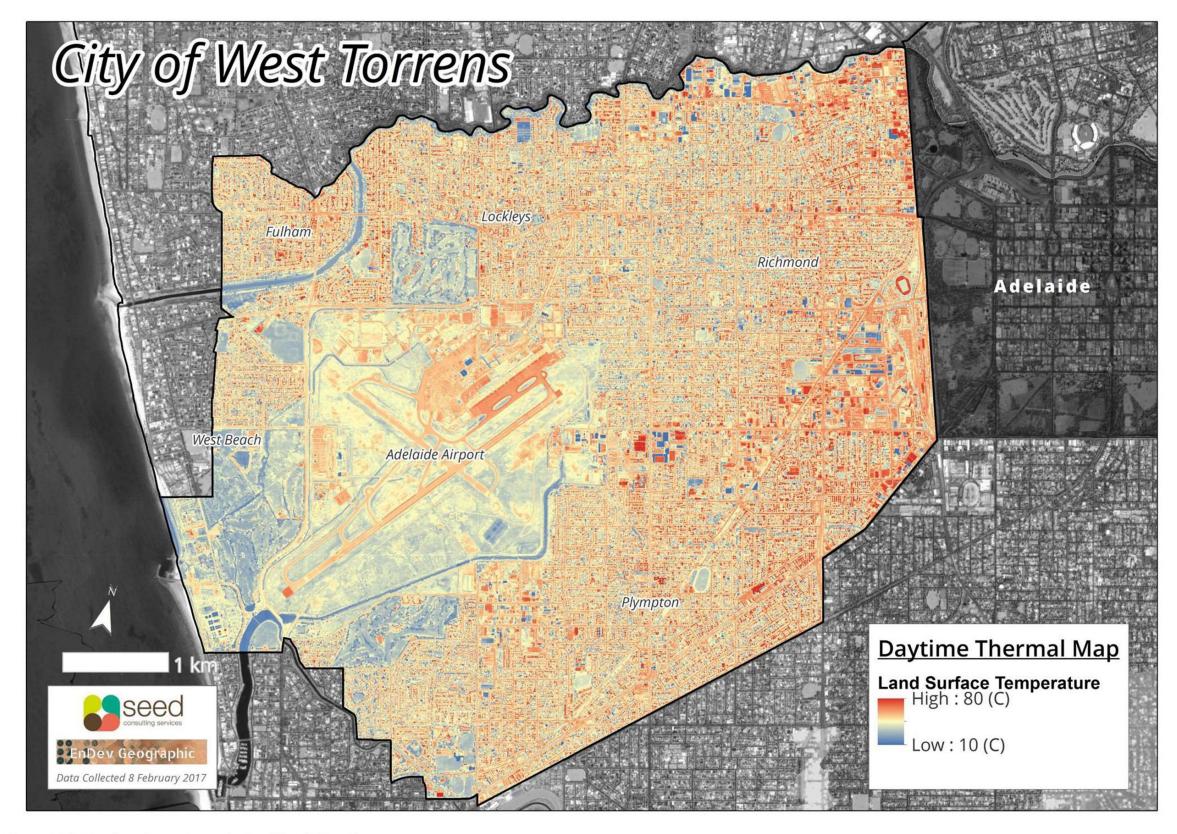


Figure A1.5. Day time thermal map for the City of West Torrens.



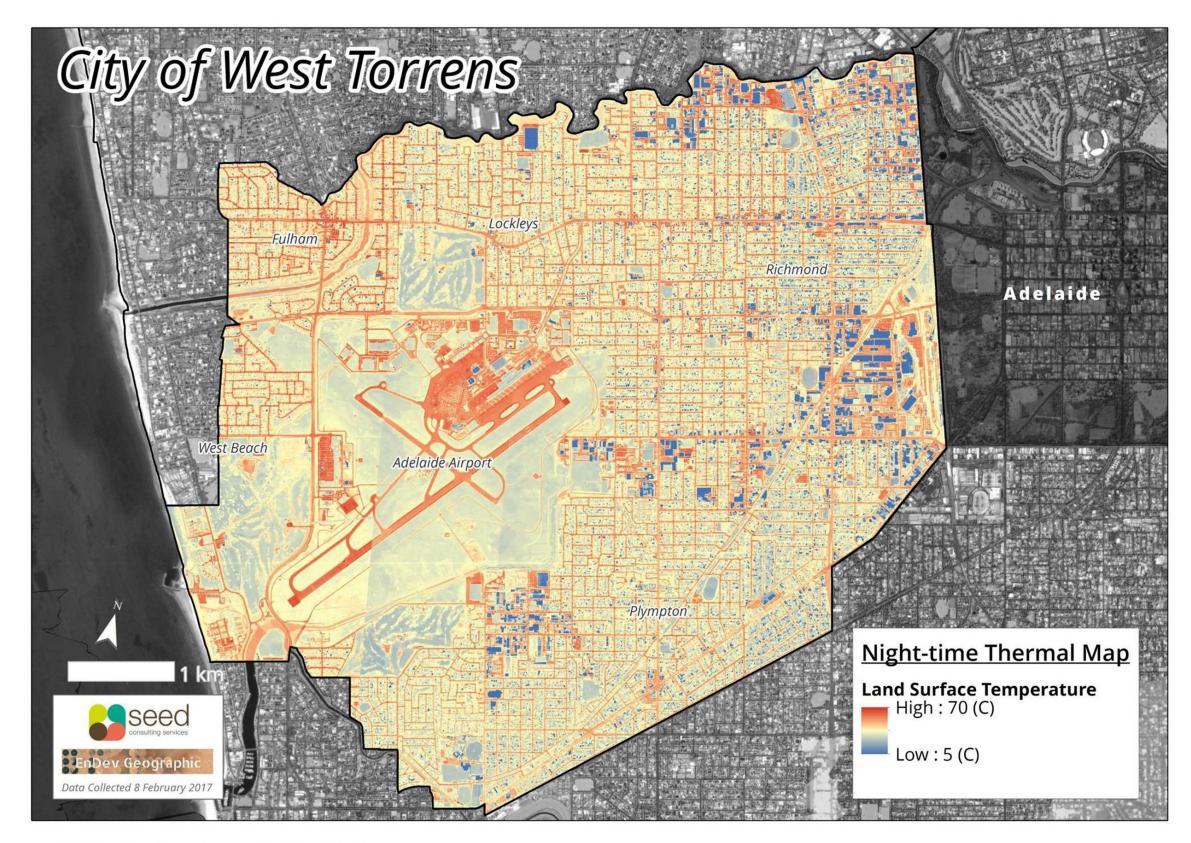


Figure A1.6. Night time thermal map for the City of West Torrens.



Annex 2: Thermal map profiles

Due to the detail of the data and complexity of the analysis, additional results are presented in an indexed series of eight map panels. The following index map (Figure A2.1) shows the location of each map within the study area. Each map panel contains:

- Day-Time Thermal Map (top left)
- Night-Time Thermal Map (top right)
- Day-Time UHI and Social Vulnerability Map (bottom left)
- Night-Time UHI and Social Vulnerability Map (bottom right)

The eights maps are organised in the following order:

- 1. Port Adelaide Enfield North (Figure A2.1)
- 2. Port Adelaide Enfield South (Figure A2.2)
- 3. Port Adelaide Enfield Central (Figure A2.3)
- 4. Port Adelaide Enfield East (Figure A2.4)
- 5. Charles Sturt West (Figure A2.5)
- 6. Charles Sturt East (Figure A2.6)
- 7. West Torrens East (Figure A2.7)
- 8. West Torrens West (Figure A2.8)





Figure A2.1. Index map



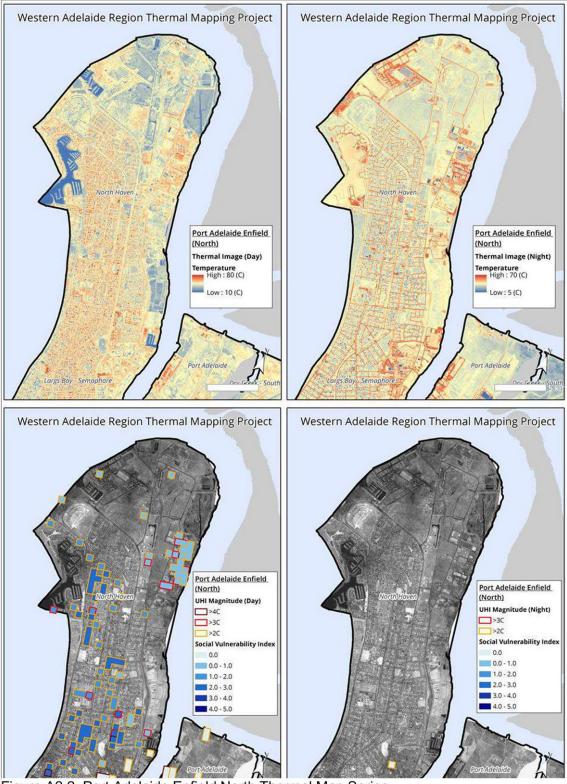


Figure A2.2. Port Adelaide Enfield North Thermal Map Series



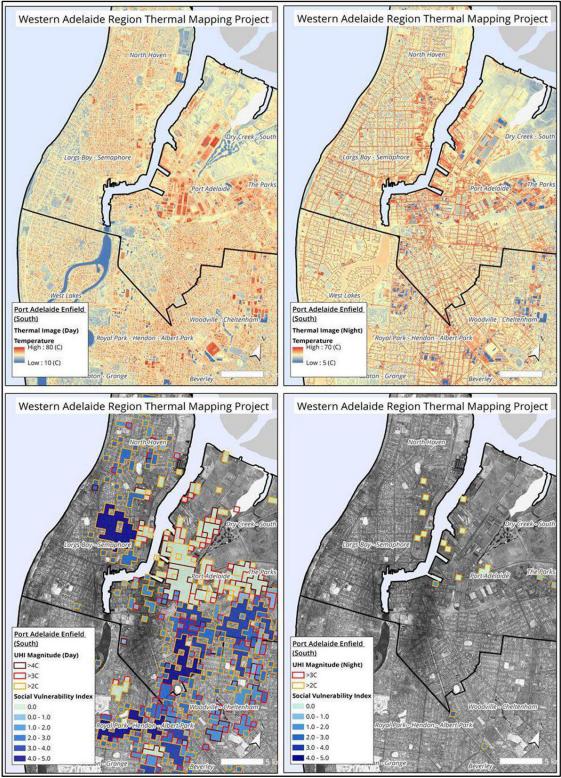


Figure A2.3. Port Adelaide Enfield South Thermal Map Series.



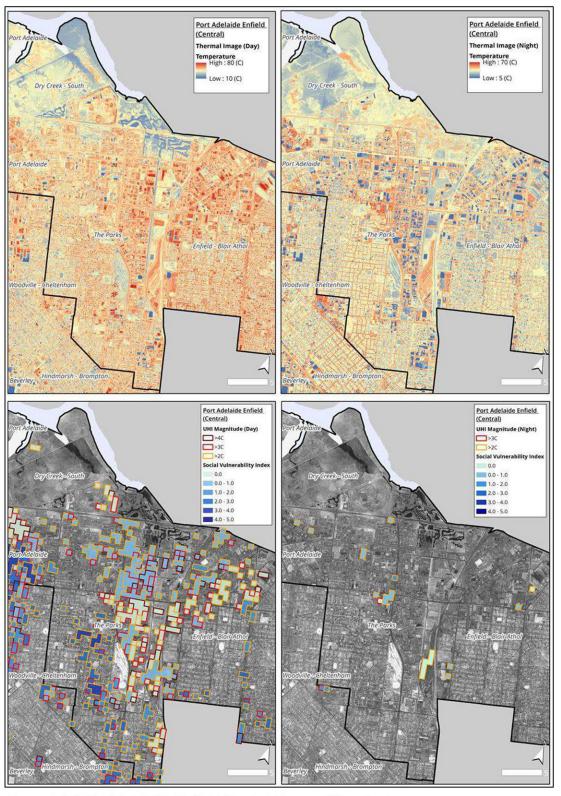


Figure A2.4. Port Adelaide Enfield Central Thermal Map Series.



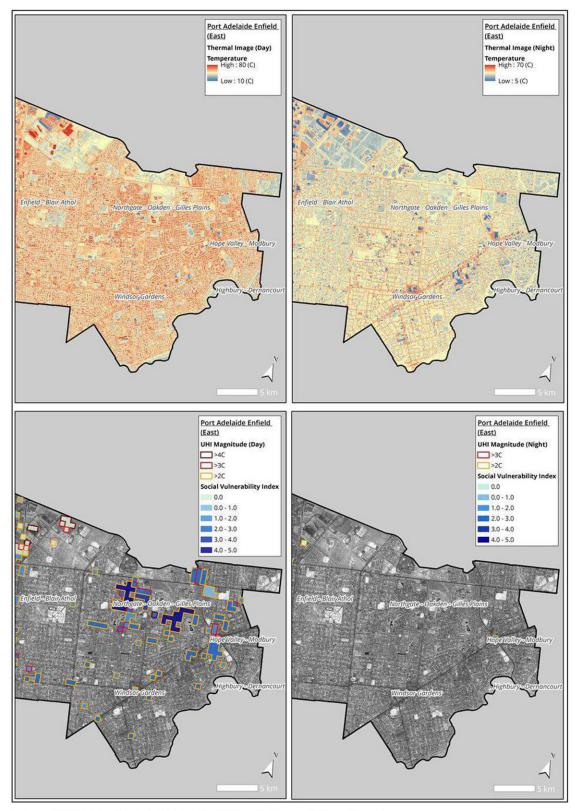


Figure A2.5. Port Adelaide Enfield East Thermal Map Series.



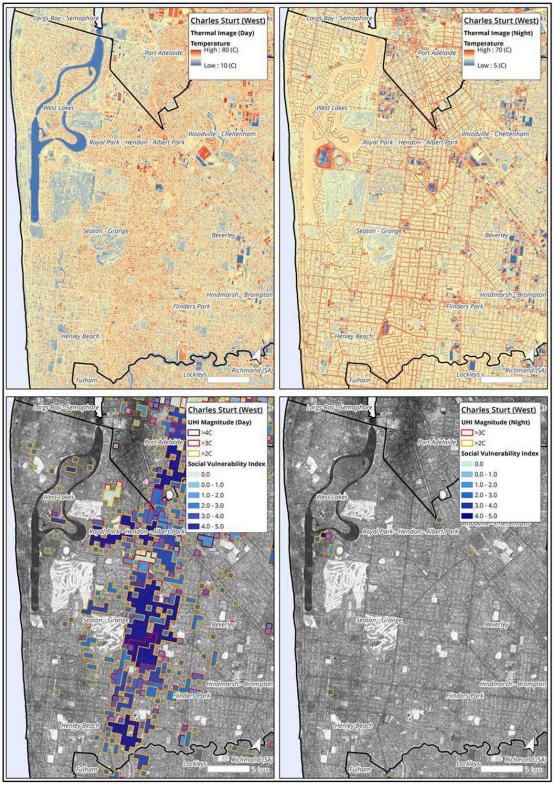


Figure A2.6. Charles Sturt West Thermal Map Series.



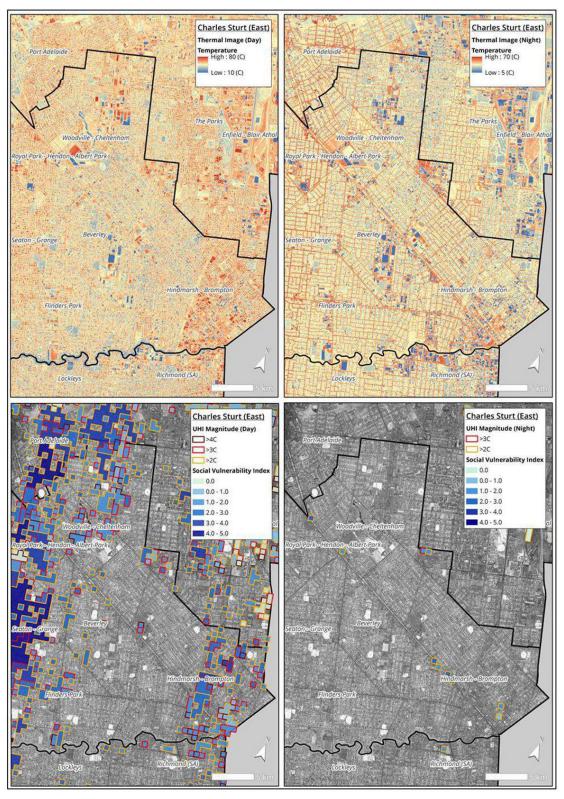


Figure A2.7. Charles Sturt East Thermal Map Series.



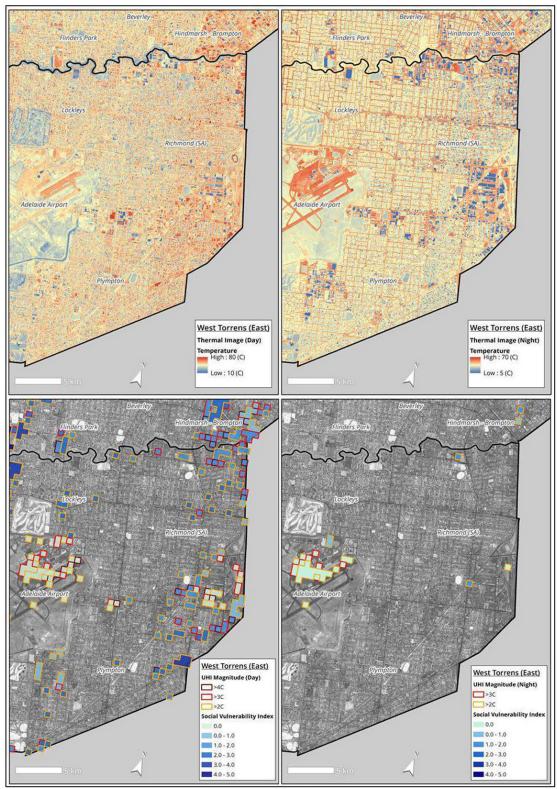


Figure A2.8. West Torrens East Thermal Map Series.



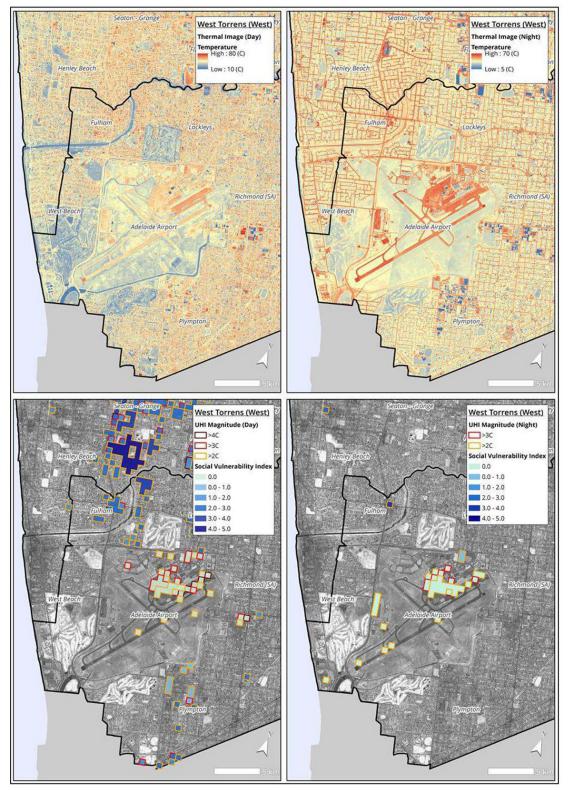


Figure A2.9. West Torrens East Thermal Map Series.



Annex 3: NDVI maps

Normalized Difference Vegetation Index (NDVI) data identifies the amount of healthy vegetation present at any given location. For the purpose of this study, the effect of green infrastructure on temperature has been analysed by comparing NDVI values with temperature data at land-use analysis points.

The following three council scale NDVI maps are provided:

- 1. City of Charles Sturt (Figure A3.1)
- 2. City of Port Adelaide Enfield (Figure A3.2)
- 3. City of West Torrens (Figure A3.3)



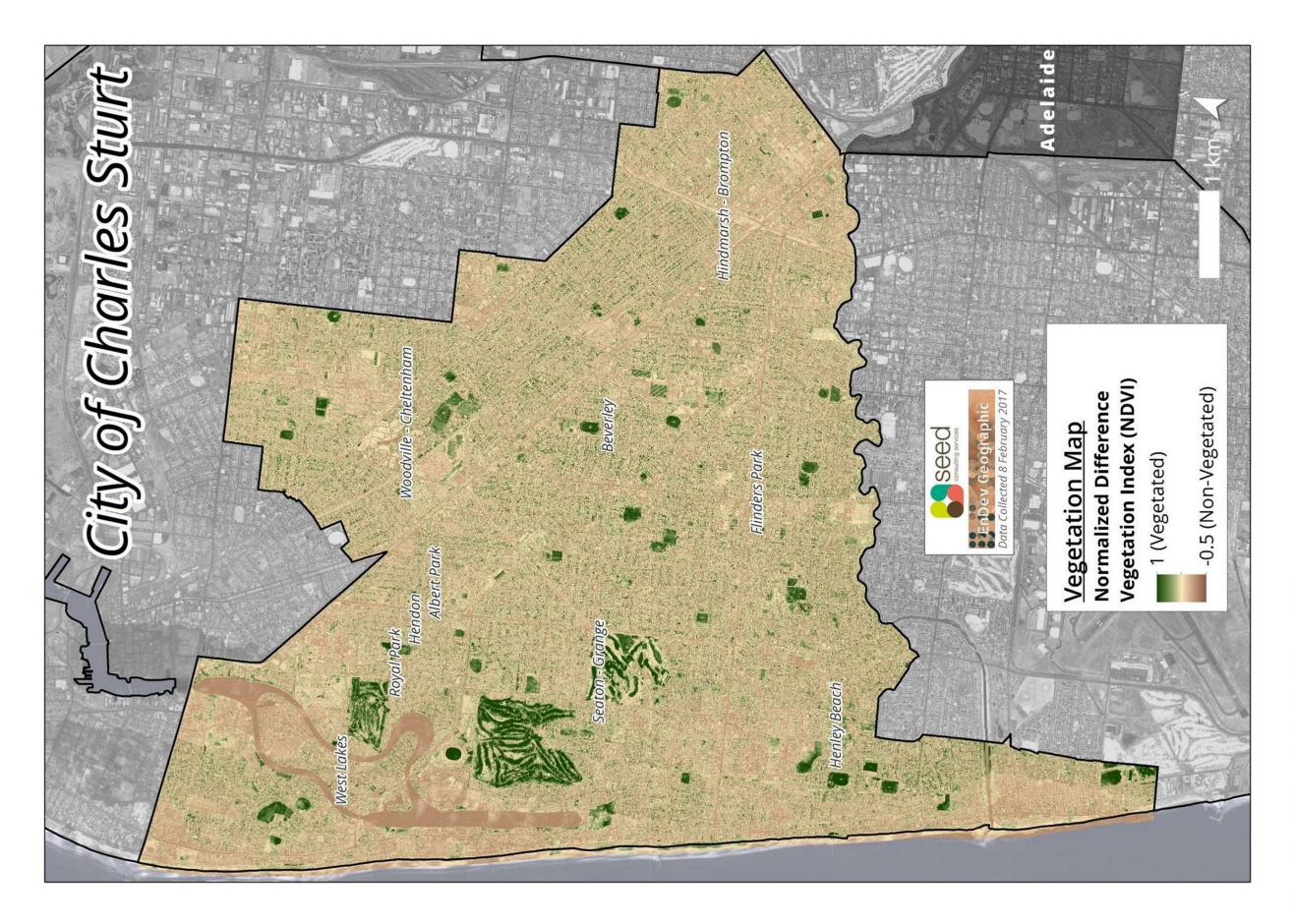


Figure A3.1. NDVI map for the City of Charles Sturt.





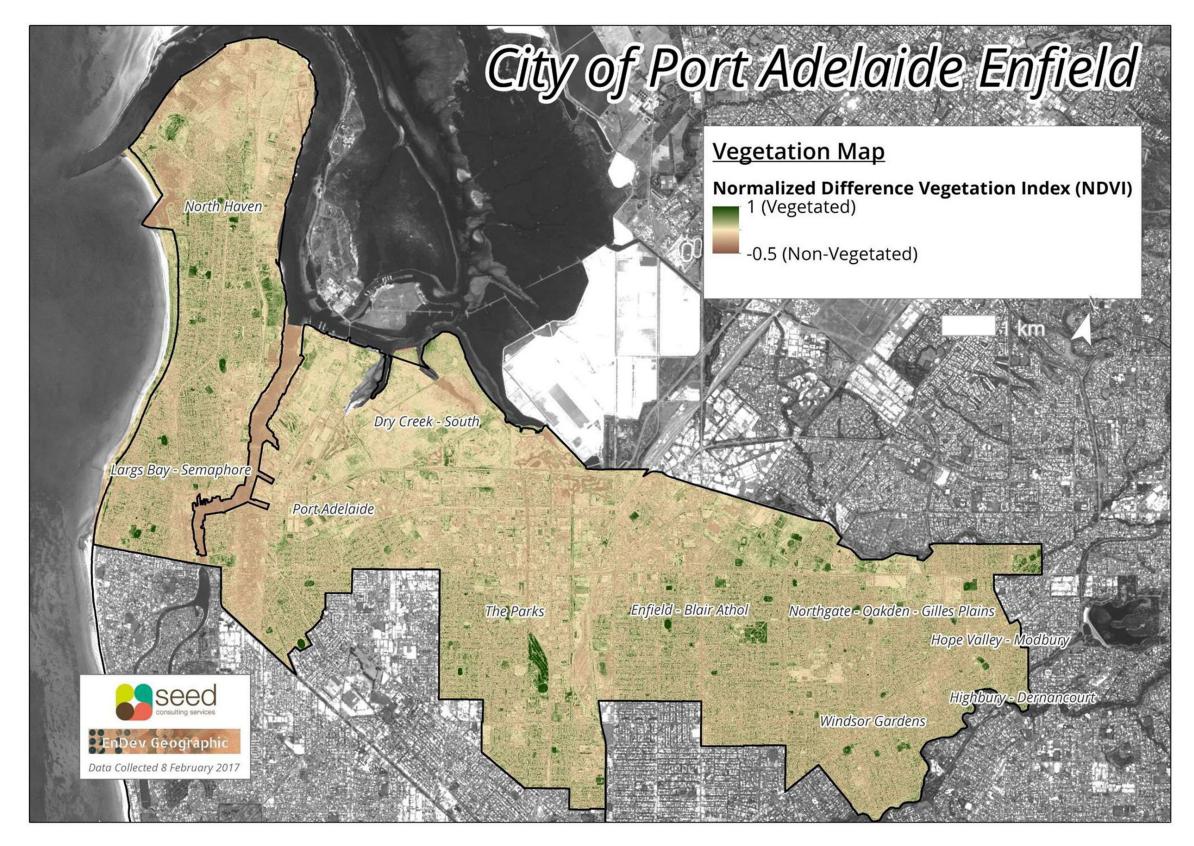


Figure A3.2. NDVI map for the City of Port Adelaide Enfield.



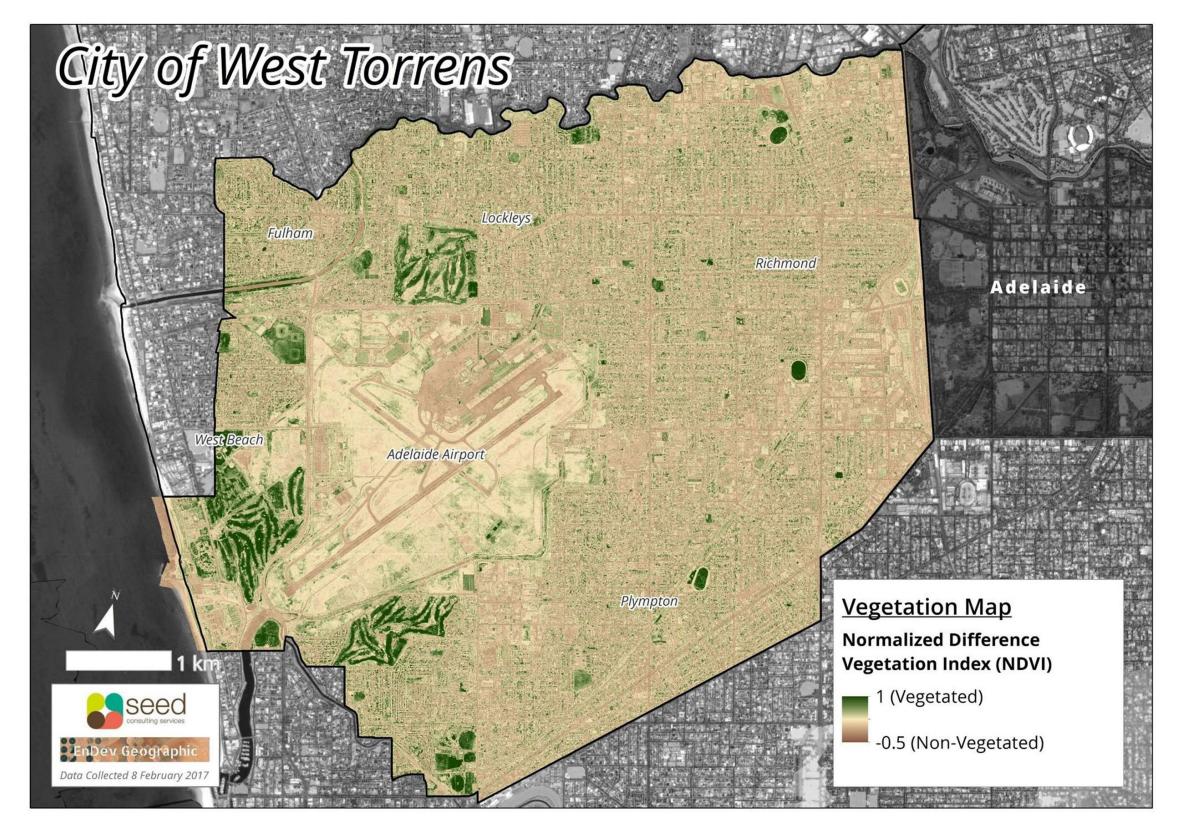


Figure A3.3. NDVI map for the City of West Torrens.





Annex 4: Suburb analysis tables

The tables in this Annex provide further information about the social vulnerability of the suburbs considered in this analysis.

Suburb Name	LGA	Population	Population over 75	Dwellings	English Second Language	Needs Assistance (Persons)	SEIFA Score	Age (Median)	Weekly Rent (Median)	Weekly Income (Individual)	Temperature (Day, Mean)	Temperature (Night, Mean)
Council Averages		53152	5405	22362	2228	3041	903	34	222	505	38	24
Adelaide Airport	WTC	0	0	0	0	0	0	0	0	0	36.78	24.94
Ashford (SA)	WTC	835	99	381	21	33	1019	37	248	648	40.18	24.20
Brooklyn Park	WTC	4515	382	1942	184	196	955	36	226	534	38.19	25.06
Camden Park (SA)	WTC	3060	302	1427	82	124	976	37	237	622	38.46	24.32
Cowandilla	WTC	1359	174	532	89	169	934	37	234	497	37.51	24.74
Fulham (SA)	WTC	2588	492	1075	75	188	1013	46	235	534	37.66	25.70
Glandore	WTC	1192	79	507	29	50	1006	39	204	591	39.26	23.86
Glenelg North	WTC	978	69	361	0	22	1063	36	323	728	36.53	24.93
Hilton (SA)	WTC	835	64	349	50	45	983	34	236	521	38.31	24.11
Keswick	WTC	680	25	302	42	24	981	32	240	609	39.98	23.72
Kurralta Park	WTC	2569	148	1117	114	99	983	32	247	558	39.80	24.23
Lockleys	WTC	5450	612	2146	110	276	1041	42	291	592	37.02	24.85
Marleston	WTC	1666	223	711	97	161	954	37	222	540	39.23	24.44
Mile End	WTC	4415	255	1808	302	274	981	35	249	542	38.91	24.22
Mile End South	WTC	0	0	0	0	0	0	0	0	0	39.77	24.13
Netley	WTC	1741	294	737	57	119	968	36	212	376	38.36	24.51
North Plympton	WTC	3005	674	1216	100	440	974	46	219	541	38.67	24.66
Novar Gardens	WTC	2323	210	949	64	99	1022	38	209	442	35.71	24.22
Plympton	WTC	4503	326	1990	153	163	987	36	255	587	38.50	24.49
Richmond (SA)	WTC	3073	276	1344	153	128	966	35	241	547	38.94	24.54
Thebarton	WTC	1321	129	579	85	81	967	38	237	523	39.64	23.86
Torrensville	WTC	3863	311	1593	283	205	976	38	257	509	37.69	24.45
Underdale	WTC	2260	185	921	100	93	997	35	288	564	37.98	24.89
West Richmond	WTC	921	76	375	38	53	938	37	214	515	37.31	24.68

Table A4.1. City of West Torrens suburb-level data of social vulnerability indicators and temperature measurements.



Suburb Name	LGA	Population	Population over 75	Dwellings	English Second Language	Needs Assistance (Persons)	SEIFA Score	Age (Median)	Weekly Rent (Median)	Weekly Income (Individual)	Temperature (Day, Mean)	Temperature (Night, Mean)
Council Averages		106688	10629	43003	4672	6644	965	40	237	540	38.47	24.79
Albert Park (SA)	CSC	1474	131	597	59	101	924	39	211	494	40.15	25.33
Allenby Gardens	CSC	1891	96	739	40	73	1017	38	270	626	38.04	24.93
Athol Park	CSC	1670	88	560	230	100	850	33	235	414	39.38	24.15
Beverley (SA)	CSC	1419	75	565	60	87	933	37	220	520	37.52	24.14
Bowden	CSC	618	33	303	24	45	901	40	141	500	40.46	24.45
Brompton	CSC	2931	283	1215	239	321	977	37	257	617	40.35	24.17
Cheltenham (SA)	CSC	2133	153	851	52	110	972	41	206	567	39.45	25.00
Crovdon (SA)	CSC	1399	110	544	106	73	973	38	232	525	38.60	24.78
Findon	CSC	5711	694	2292	341	446	919	39	221	439	38.64	25.00
Flinders Park	CSC	4631	454	1816	192	210	987	40	267	508	37.72	24.89
Fulham Gardens	CSC	5875	604	2270	247	247	1009	44	283	503	38.90	25.45
Grange (SA)	CSC	5855	782	2339	65	485	1031	45	265	569	36.80	24.59
Hendon (SA)	CSC	1365	236	561	85	189	914	28	121	321	39.47	24.89
Henley Beach	CSC	5553	419	2314	75	189	1041	41	249	674	36.93	25.02
Henley Beach South	CSC	2493	210	1010	24	90	1034	39	240	707	36.43	25.20
Hindmarsh (SA)	CSC	158	14	66	3	9	955	34	305	700	40.63	24.75
Kidman Park	CSC	3327	354	1295	136	128	1003	47	283	516	38.46	25.05
Kilkenny	CSC	1631	207	634	127	103	929	46	246	472	39.25	24.95
Ovingham	CSC	514	15	233	16	18	959	34	220	580	40.12	24.73
Pennington	CSC	3649	344	1340	304	306	866	39	167	403	39.54	24.59
Renown Park	CSC	1586	146	716	126	102	893	38	156	431	40.34	24.48
Ridleyton	CSC	1070	54	482	57	56	944	36	197	550	40.97	24.64
Royal Park	CSC	2862	278	1199	154	196	919	40	194	596	38.97	24.55
Seaton (SA)	CSC	9849	1150	4154	566	836	916	40	220	450	38.82	24.93
Semaphore Park	CSC	4223	530	1897	48	334	926	46	206	523	36.61	24.94
Tennyson (SA)	CSC	1117	89	480	10	23	1090	48	310	771	35.59	24.59
Welland	CSC	841	58	344	67	47	947	40	214	470	38.38	24.96
West Beach (SA)	CSC	4484	428	1850	45	198	1046	41	229	592	35.10	24.85
West Croydon	CSC	4072	315	1483	252	282	987	37	277	548	38.20	24.84
West Hindmarsh	CSC	1571	99	663	79	75	959	35	263	514	38.44	25.19
West Lakes	CSC	5710	793	2381	126	234	1045	53	336	589	35.36	25.09
West Lakes Shore	CSC	2984	279	1180	33	102	1047	47	307	635	37.57	24.94
Woodville (SA)	CSC	2198	176	851	91	151	989	37	251	577	38.41	24.77
Woodville North	CSC	2307	198	902	269	119	889	37	200	424	38.84	24.08
Woodville Park	CSC	1718	102	630	82	81	978	37	261	552	37.81	24.34
Woodville South	CSC	2958	300	1132	120	241	990	40	268	581	38.11	24.81
Woodville West	CSC	2841	332	1115	122	237	938	39	225	535	39.00	25.05

Table A4.2. City of Charles Sturt suburb-level data of social vulnerability indicators and temperature measurements.



Suburb Name	LGA	Population	Population over 75	Dwellings	English Second Language	Needs Assistance (Persons)	SEIFA Score	Age (Median)	Weekly Rent (Median)	Weekly Income (Individual)	Temperature (Day, Mean)	Temperature (Night, Mean)
Council Averages		112921	8996	44620	5643	7300	909	36	203	493	39.25	24.47
Alberton (SA)	PAE	1915	148	819	53	85	954	41	219	559	39.12	25.22
Angle Park	PAE	1468	168	508	166	214	875	41	65	647	39.84	25.07
Birkenhead	PAE	1715	110	686	25	78	964	38	238	630	39.29	25.07
Blair Athol (SA)	PAE	4366	372	1597	340	267	878	33	218	415	40.32	24.27
Broadview	PAE	2224	231	939	73	110	974	36	231	555	40.59	24.08
Clearview	PAE	3452	327	1371	167	178	909	30	208	419	39.95	24.03
Croydon Park (SA)	PAE	4000	429	1525	477	279	879	37	206	378	39.70	24.61
Dernancourt	PAE	226	14	76	0	12	1076	43	295	657	37.27	23.97
Devon Park (SA)	PAE	901	69	427	37	58	928	38	188	473	39.80	23.96
Dry Creek (SA)	PAE	197	9	88	23	18	845	20	115	254	37.08	23.65
Dudley Park (SA)	PAE	399	34	186	21	45	781	20	109	187	39.72	23.42
Enfield (SA)	PAE	4901	597	1893	273	443	914	37	225	456	40.88	24.23
Ethelton	PAE	1200	64	506	17	43	930	40	250	519	37.27	24.87
Exeter (SA)	PAE	1100	73	503	0	56	948	41	193	586	38.28	24.70
Ferryden Park	PAE	4105	233	1473	512	253	883	36	169	395	40.25	24.90
Gepps Cross	PAE	593	31	207	34	20	900	13	87	153	39.81	23.38
Gilles Plains	PAE	1961	140	782	86	160	886	35	181	439	40.80	23.93
Glanville	PAE	678	40	302	15	27	912	41	228	528	37.35	25.01
Greenacres	PAE	2412	171	1005	87	122	939	34	216	478	40.47	24.55
Hampstead Garden		1363	114	561	74	67	944	35	238	485	40.79	24.79
Hillcrest (SA)	PAE	3087	241	1237	106	173	954	34	226	546	41.02	24.44
Holden Hill	PAE	575	32	257	20	34	888	35	204	456	40.28	23.76
Kilburn	PAE	5099	356	2017	511	451	797	31	142	362	40.62	23.76
Klemzig	PAE	5601	619	2423	229	382	970	38	221	506	39.88	24.55
Largs Bay	PAE	3956	426	1504	32	315	1009	40	252	558	38.27	25.11
Largs North	PAE	3268	414	1307	7	223	969	37	213	491	38.52	24.88
Manningham	PAE	1302	110	492	7	35	1058	39	274	665	40.24	24.00
Mansfield Park	PAE	3360	218	1169	507	216	852	33	181	390	39.41	24.34
New Port	PAE	898	19	402	15	6	1025	21	205	586	37.56	25.61
North Haven (SA)	PAE	5804	384	2242	22	205	1015	46	288	640	36.69	24.65
Northfield	PAE	3870	280	1283	143	190	879	37	193	391	39.79	24.07
Northgate (SA)	PAE	3579	58	1189	85	185	1089	33	317	814	40.84	24.34
Oakden	PAE	3673	264	1376	137	347	989	40	196	532	40.25	24.30
Osborne (SA)	PAE	1837	149	755	9	127	899	40	207	455	38.14	24.25
Ottoway	PAE	2416	182	944	255	175	850	38	200	392	39.92	24.57
Outer Harbor	PAE	2410	0	13	0	4	866	55	0	460	35.84	24.51
Peterhead	PAE	1142	84	529	10	48	912	40	228	606	39.89	25.01
Port Adelaide	PAE	1292	63	600	38	82	897	40	140	651	38.65	23.01
Queenstown (SA)	PAE	1804	190	838	73	152	885	43	193	453	37.65	24.96
Regency Park	PAE	176	65	0	31	64	0	13	0	159	40.06	24.90
Rosewater	PAE	3342	231	1410	163	195	890	40	206	496	39.94	25.29
Sefton Park	PAE	723	77	315	28	35	976	37	200	532	40.88	24.08
Semaphore	PAE	2823	208	1062	26	234	1004	43	237	617	36.17	24.08
Semaphore South	PAE	982	208	430	6	53	1004	43	257	617	35.75	24.81
	PAE		187	1320	43	241	821	40	178	412		24.72
Taperoo		3130									38.17	
Valley View	PAE	1939	157	742	49	150	961	44	272	476	39.18	23.93
Walkley Heights	PAE	366	4	129	8	12	1070	34	310	704	42.95	24.59
	PAE	4824	320	2071	146	239	971	38	236	518	39.81	23.97
Wingfield	PAE	473	24	205	62	30	810	41	308	591	39.22	24.39

Table A4.3. City of Port Adelaide Enfield suburb-level data of social vulnerability indicators and temperature measurements.



Annex 5: Instrumentation, data collection and analysis

Instrumentation

Instrumentation specifications are provided here for the thermal camera, precision navigation units and aircraft. Further information on other instruments can be provided by Airborne Research Australia on request.

Thermal camera

The thermal camera used for this project was a FLIR model A615. The camera was controlled via a gigabit ethernet interface using Airborne Research Australia-developed software running on the aircraft's main on-board computer, communicating across the aircraft's local network. The images were time-stamped, and recorded to a solid-state hard drive in the main science computer.

Superior to the older-generation camera used by Airborne Research Australia until 2013, the A615 has a 640 by 480-pixel uncooled micro-bolometer array giving a thermometric resolution of approximately 50mK (one twentieth of a degree C). The camera's internal control electronics monitor the thermal stability of the system and periodically switches a blackbody calibration target into the optical path for a short period (~0.5s) to recalibrate the sensor.

This camera was mounted in a wing-mounted insulated enclosure along with one of the precision navigation units (each instrument mounting location on the aircraft requires its own navigation unit to accurately record the instrument's position and orientation). The thermal stability offered by this insulated enclosure, and by a period of temperature stabilisation flying at a constant altitude before the imaging flight lines (approximately 20 minutes), minimise field-dependent temperature sensing offsets caused by drifts in the physical temperature of the camera (and more particularly, of the embedded detector array).

Instrument settings, controlled by the mission scientist aboard the aircraft during the survey via the operating/logging software, optimise the thermometric resolution, camera focus and data capture rate for the survey conditions.

OxTS RT4003 IMU

A precision navigation unit is required for each instrument station. There being two instrument stations employed, two RT-4003 units from Oxford Technical Solutions were used. These units incorporate a dual-GPS system, accelerometers and gyroscopes to form a full IMU (Inertial Measurement Unit) and were mounted to the same rigid structure as the camera to allow accurate measurement of the position and orientation of the camera.



Before each measurement flight, the IMU/GPS systems were dynamically initialised by taxiing in a straight line at a speed higher than the set threshold speed as set in the configuration of the units (usually 5m/s).

Raw IMU and GPS data were logged internally in the RT4003 units, allowing the most accurate post-processing analysis to provide the best possible position data.

Airborne platform

VH-EOS, one of Airborne Research Australia 's two Diamond Aircraft HK36TTC ECO-Dimonas was used as the airborne platform for the survey. This aircraft type was designed specifically as an environmental sensing platform. The pilot had considerable expertise in carrying out such operations in complex airspace and fully understood the subsequent data processing and interpretation and could therefore factor this into the flight considerations and procedures. The mission scientist/instrument operator was also a pilot, and subsequently carried out the bulk of the data processing.

The ECO-Dimonas have safety features which are unmatched by standard single-engine survey aircraft, the most relevant of them being their extended glide ration (1:25) in the case of engine failure. From the proposed flying altitude of 3,000 m, the aircraft would have been able to glide back to Parafield Airport (without use of the engine) from anywhere within the survey area.

Airborne Research Australia 's aircraft were also equipped with live Internet connection at all times, as well as a traffic avoidance system showing the relative position of other aircraft around it on a dedicated display.

Flyover

Data collection plan

To produce the specified imagery, Airborne Research Australia used one of its purpose-built ECO-Dimona aircraft, fitted with a thermal imager for the heat mapping. Supporting instrumentation and infrastructure was also carried, producing supporting datasets.

To achieve the required imagery spatial sampling intervals (GSD), the aircraft was planned to be flown at a nominal height of 3,000 m above ground. This altitude was selected on the basis of matching the required on-ground resolution for the various instrumentation (primarily the thermal imagery), while completing the survey in the minimum time, and simultaneously avoiding delays due to conflicting commercial air traffic to and from Adelaide Airport. A series of parallel, overlapping flight lines were flown to ensure full coverage of the required areas.

The image swath of the FLIR thermal imager (narrowest field-of-view instrument here) was approximately 1,200 m, and so a 600 m line-spacing was planned to give suitable cross track overlap.



The daytime flights were conducted in a north-south direction to minimise cross-track BRDF (Bidirectional Reflectance Distribution Function) effects for the multispectral and panchromatic imagers. The nighttime flights followed the same ground tracks for convenience.

In addition to the primary thermal imaging instrumentation, the aircraft carried other instruments for supporting measurements. Notably, a DSLR camera was carried and operated for conventional RGB (red green blue) aerial photography, a panchromatic linescanner for broad-band imaging suitable for deriving an albedo product, multispectral imagers collecting bands suitable for deriving an NDVI product and a visible and near-infrared (VNIR) hyperspectral linescanner (~200 bands spanning 400 to 1000 nm). These instruments are likely to yield valuable additional data for urban heat island analysis, and resultant products are also project deliverables.

Instrument	Data	Pixel size @3000m
Thermal imager (FLIR A615)	At-sensor brightness temperature	2 m
DSLR (Canon 1D)	Aerial photography	<1 m
Runner linescanner (panchromatic)	Brightness image – for albedo	1 m
CIR imager (modified Canon 6D	G-R-NIR image: for NDVI	<1 m
Specim AISA Eagle-2	VNIR hyperspectral imaging, 400 to 1000 nm in ~200 bands	2 m

Table A5.1. Instrumentation and sampling specifications. Note: Runner, Eagle and DSLRs only used for daytime flights.

Timing

The trigger for undertaking the flight as agreed with the City of West Torrens was two or more consecutive days with the average temperature greater than or equal to 33°C. An extended effort was made to collect data in suitable meteorological conditions. The aircraft and crew remained on standby through most of December 2016 and January 2017 awaiting suitable weather. The summer turned out to be unseasonably wet and several hot spells



were rejected as unrepresentative of the desired measurement conditions due to excessive soil moisture, which would have affected the partitioning of energy and hence the surface temperature distribution.

It became apparent in the first week of February that a suitable period of weather was approaching, and the surveys were flown around solar noon of 9 February 2017 from approximately 11am to 4pm, and on that night, from approximately 11pm to 3am (i.e. 10 February 2017). The actual flight paths are shown in Figure A5.1, which consisted of an array of 31 north-south parallel flight lines.

Data processing

It is normal with scientific remote sensing that the total effort is dominated by the data processing and analysis, with the field work being a relatively small component. Data processing commenced on the survey day immediately post-flight, with data download, backup and preliminary quality assurance. The volume of data collected for the proposed survey meant the data download alone took longer than the flights themselves.

After duplicate off-aircraft raw data backups were complete, the raw data was subject to an initial inspection, and preliminary processing of the recorded navigation data. This confirmed there were no fundamental issues such as instrument misbehavior, navigation problems, missed portions of the imaged area, or environmental issues reducing data quality (e.g. excessive cloud shading of the surface). In fact, there was a thin layer of broken cloud casting shadows across the imaged ground for approximately the first 30 minutes of the daytime part of the survey, however, this was not significant for the thermal imaging or NDVI derivation, and only has a minor effect on the retrieved albedo, and not much effect on any of the other data. It is concluded that the survey took place on the most suitable day of the season.





Figure A5.1. Flight paths flown over the study area from the daytime part of the survey. The westernmost lines were flown first, heading south before turning anti-clockwise and travelling north. Successive lines were flown sequentially from west to east. The circular pattern in the top left of the image shows where the plane rose to its target altitude before conducting the survey.



Geo-rectification of any of the imagery requires precise knowledge of the location and orientation of the sensor for each raw image collected, and so each instrument is rigidly coupled to an accurate IMU, and the data from these navigation units was processed extremely carefully to achieve the best possible instrument navigation data. This required substantial post-processing effort, which incorporated data from GPS base stations and precision GPS satellite orbital ephemeris data which was only available about a week after the event.

FLIR³, Runner and multispectral data was radiometrically and geometrically processed to give radiometric data in geotiff form, from which were derived the deliverable products (heat map from the FLIR data, albedo map from the Runner and NDVI map from the multispectral data), to the agreed data collection specifications.

Urban heat island and hot spot identification

Underlying each heat island is a mixture of landscapes, land-uses, and land-covers resulting in different characteristics of each heat island. Analysing social vulnerability within heat islands reveals who lives within these areas, identifies social groups that are disproportionately affected by heat, and helps prioritise which areas of heat are most in need of remediation. How to cool heat islands depends on what lies within heat islands. Landscape analysis investigates various land cover types to identify their impact as a basis for developing heat reduction strategies for effective land use planning.

Urban heat islands and hot spots occur at any location where the built environment causes the temperature to be warmer than it would have been in its natural state. With no way of knowing the natural temperature of an area without the built environment, baseline temperatures are taken as the average temperature of the local area and hot spots are identified as exceedingly warm areas compared to this baseline. Urban heat islands and hot spots are defined for this project as any location where the temperature exceeds 2°C above the mean temperature of the local area. To account for surface warming during the data collection process, a moving average threshold was used to establish the expected mean temperature for four zones (Figure A5.2). Areas of built-up heat were identified as exhibiting a temperature greater than 2°C, 3°C or 4°C above the local mean temperature at the time of measurement.

As urban heat islands typically have larger diffuse effects, the analysis aggregated thermal data from 2 m to 125 m resolution to identify general areas of built up heat and to understand how they relate to the people who live in those areas. Hot spot analyses use 2 m resolution thermal data to explore thermal impacts of specific land-uses.

³ FLIR is a commercial company specialising in the production of thermal imaging cameras, components and imaging sensors.



Land use analysis

To explore the relationship between land use and heat, ten predominant land surface types were chosen across four categories: impervious surfaces, green infrastructure, buildings, and water. For each of the ten surface types, 45 to 96 points were selected (depending on prominence of each surface in the landscape) that represented clear examples of each surface type. Day temperature, night temperature, and NDVI values were calculated for each point.

An average of 70 points were analysed for each land-surface category to understand the mean temperatures of surface over the whole of the study area, providing broader, more robust results to supplement and contextualize the individual case studies. The combined land use-case study investigations illustrate local examples with robust analysis to reveal patterns of urban heat, quantify the magnitude of those patterns, and highlight effective lessons for urban heat management.



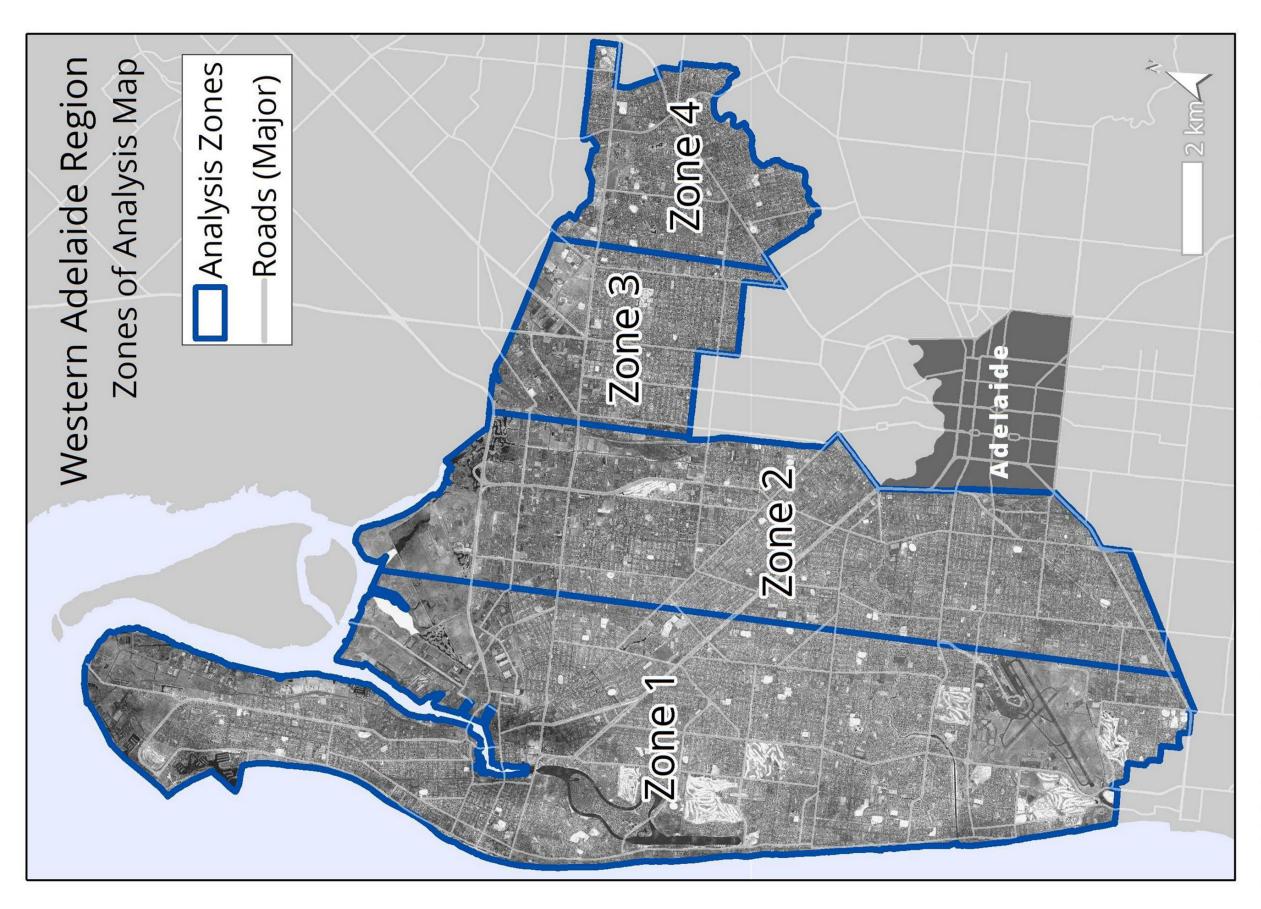


Figure A5.2. The four zones of analysis used in calculating baseline temperatures for each area.



Social vulnerability analysis

The tools for mitigating urban heat (proximity to water, green infrastructure, white roofing) generally come at additional costs, which tends to result in heat islands having a more pronounced effect upon residents of lesser means. To assess whether heat disproportionately affects any particular groups within the Western Adelaide Region, social vulnerability data was acquired from the 2011 census. Building upon the Western Adelaide Region's AdaptWest Climate Change Adaptation Plan, key social vulnerability indicators were identified as:

- elderly population (>75 years old);
- · people who need assistance due to disabilities;
- people who speak English as a second language not well or not at all;
- median rent paid by residents; and
- Socio-Economic Indexes for Areas of Disadvantage (SEIFA Score).

Data were acquired from the 2011 Census at the Statistical Area Level 1 (SA1). These data were used to create a simple Social Vulnerability Index (SVI), normalizing each dataset from 0 to 1 and summing the results to give an index value of 0 to 5 representing low to high vulnerability. The SVI was calculated for each urban heat island informing where heat and vulnerability co-exist.

Data outputs

All collected and processed data was provided as part of this project in geodatabase format, with an individual geodatabase provided for each council. All data are spatially referenced to Geocentric Datum of Australia 1994 Map Grid of Australia Zone 54. Each geodatabase contains the following data:

- day-time thermal data (2 m x 2m);
- day-time hotspot layer showing all areas warmer than 2°C above average (2 m x 2m);
- day-time heat island layer showing all large areas (125 m x 125 m) and warmer than 2°C above average and associated social vulnerability indicators (provided as vector data);
- night-time thermal data (2 m x 2m);
- night-time hotspot layer showing all areas warmer than 2°C above average (2 m x 2 m);
- night-time heat island layer showing all large areas (125 m x 125 m) and warmer than 2°C above average and associated social vulnerability indicators (provided as vector data); and
- summary results table.

Limitations

Limitations of this analysis that should be noted when interpreting the results are as follows:



- While the urban heat island is a large-scale phenomenon, the effects of the heat island manifest in highly localised temperature variation. The scale of urban heat islands in this analysis (125m²) intentionally overlooks highly localised detail. This scale especially affects night urban heat island mapping as important linear features such as roads exist below this resolution, suggesting that hot spot analysis is a vital supplement.
- The rolling average method of determining baseline temperatures was necessary due to the several hours that lapsed between the beginning and end of each data acquisition. During this time, ambient temperatures likely varied. The four-zone rolling average method attempted to minimize the influence of time-temperature variation. An improved result may be attained from creating more analysis zones, potentially calculating the mean baseline temperature for each individual image, however this approach may be skewed by having dominant hot or cold landscapes within a single image. The four-zone method provides improved but imperfect temporal accuracy while maintaining significant spatial coverage.
- Social vulnerability data were downscaled to spatially represent each indicator. These
 values were then re-summed to calculate the social vulnerability for each urban heat
 island. The method has a 3.5% margin of error between actual and estimate values.
 More accurate approximations could be provided with more detailed data.

