

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

- **Urban Services Prescribed Standing Committee**
- **Governance 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, 5 JULY 2016
at 7.00 PM**

**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 formal Council decision.

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1. MEETING OPENED

1.1 Evacuation Procedure

2. PRESENT

3. APOLOGIES

Leave of Absence

Cr Dua

4. DISCLOSURE STATEMENTS

Elected Members are required to:

1. Consider Section 73 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 75 of the *Local Government Act 1999*.

5. CONFIRMATION OF MINUTES

RECOMMENDATION

That the Minutes of the meeting of Council held on 21 June 2016 be confirmed as a true and correct record.

6. MAYOR'S REPORT

(Preliminary report for the agenda to be distributed Friday 1 July 2016)

In the two weeks since the last Council Meeting of 21 June 2016, functions and meetings involving Mayor Trainer have included:

From 19 to 22 June attended with Cr/s Demetriou, Tsiaparis and Rypp along with Ms Pauline Koritsa, General Manager Business and Community Services, the ALGA National General Assembly in Canberra.

Saturday 25 June

2.00pm Attended the West Adelaide v Glenelg match at City Mazda Stadium.

Tuesday 28 June

6.00pm Participated in the Civic Committee meeting with other Elected Members and staff.

In addition, after the compilation of this report on Thursday evening as part of the distributed Agenda on Friday, the Mayor also expects to have attended or participated in the following:

Saturday 2 July

10.30am Officially opening the 'Orange Tree Quilters Exhibition' at the West Torrens Auditorium Gallery.

Tuesday 5 July

6.00pm Council pre-brief and dinner

7.00pm Council Meeting

RECOMMENDATION

That the Mayor's Report be noted.

7. ELECTED MEMBER REPORTS

8. PETITIONS

Nil

9. DEPUTATIONS

Nil

10. ADJOURN INTO STANDING COMMITTEES

RECOMMENDATION

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

11. ADOPTION OF STANDING COMMITTEE RECOMMENDATIONS

11.1 URBAN SERVICES COMMITTEE

RECOMMENDATION

That the recommendations of the Urban Services Prescribed Standing Committee held on 5 July 2016 be adopted.

11.2 GOVERNANCE COMMITTEE

RECOMMENDATION

That the recommendations of the Governance Prescribed Standing Committee held on 5 July 2016 be adopted.

12. ADOPTION OF GENERAL COMMITTEE RECOMMENDATIONS

12.1 CIVIC NON-PRESCRIBED GENERAL COMMITTEE

RECOMMENDATION

That the Minutes of the Civic Non-prescribed General Committee dated 28 June 2016, 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 Adoption of the Budget and Annual Business Plan and Declaration of the Rates for 2016/17

Brief

This report proposes adoption of the budget and annual business plan, and the long term financial plan, and declaration of the rates for 2016/17.

Council needs to adopt each numbered recommendation in A separately, along with recommendations in B and C separately.

RECOMMENDATION(S)

A. Rates

The following recommendations are made in exercise of powers contained in Chapters 8, 9 and 10 of the *Local Government Act 1999* for the financial year ending on 30th June 2017:

1. Adoption of the Annual Business Plan

Pursuant to and in accordance with Section 123 of the *Local Government Act 1999* and Regulation 6 of the *Local Government (Financial Management) Regulations 2011*, having considered all submissions in accordance with Section 123(6) of the *Local Government Act 1999*, the Annual Business Plan for 2016/17, included as a part of the Budget and Annual Business Plan 2016/17, be adopted.

2. Adoption of the Budget

The budget for 2016/17, included as a part of the Budget and Annual Business Plan 2016/17, and prepared in accordance with Section 123 of the *Local Government Act 1999* and Regulation 7 of the *Local Government (Financial Management) Regulations 2011*, as detailed in the budget papers laid before the Council at this meeting, including:

- the budgeted statement of comprehensive income;
- the budgeted statement of financial position;
- the budgeted statement of cash flows; and
- the budgeted statement of changes in equity;

be adopted.

3. Adoption of the Valuations

Pursuant to Section 167(2)(a) of the *Local Government Act 1999*, the most recent valuations of the Valuer-General available to the Council of the capital value of land within the Council's area, totalling \$xx,xxxx,xxxx,xxx, be adopted for rating purposes.

4. Declaration of General Rates

Having taken into account the general principles of rating in Section 150 and the requirements of Section 153(2) of the *Local Government Act 1999*, the Council determines that:

- (1) Differential general rates be declared pursuant to and in accordance with Sections 153(1)(b) and 156(1)(a) of the *Local Government Act 1999* on the capital value of all rateable land within the Council's area according to the use of the land as follows:
 - (a) 0.xxxxxx cents in the dollar on rateable land use of the permissible differing category (a);
 - (b) 0.xxxxxx cents in the dollar on any rateable land use of the permissible differing categories (b) to (i) inclusive.
- (2) Pursuant to Section 158(1)(a) of the *Local Government Act 1999*, a minimum amount payable by way of general rates of \$870 is fixed in respect of rateable land within the Council's area.
- (3) Pursuant to Section 153(3) of the *Local Government Act 1999*, there be no fixed maximum increase in the general rate to be charged on a principal place of residence of a principal ratepayer.

5. Declaration of Separate Rate - Regional Natural Resources Management Levy

In accordance with Section 95 of the *Natural Resources Management Act 2004* and Section 154 of the *Local Government Act 1999*, in order to reimburse the Council for an amount of \$1,260,136 contributed to the Adelaide and Mt Lofty Ranges Natural Resource Management Board, a separate rate of 0.00xxxx cents in the dollar be declared on all rateable land in the area of the Council and the Board based on the capital value of that land.

6. Payment of Rates

Pursuant to Section 181(1) and (2) of the *Local Government Act 1999*, all rates are payable in four equal or approximately equal instalments on the day on which each of four instalments falls due as follows:

- (i) 1st September 2016 in respect of the first instalment;
- (ii) 1st December 2016 in respect of the second instalment;
- (iii) 1st March 2017 in respect of the third instalment; and
- (iv) 1st June 2017 in respect of the fourth instalment.

B. Adoption of the Long Term Financial Plan

Pursuant to Section 122(1a)(a) of the *Local Government Act 1999*, the long term financial plan included in the 2016/17 Budget and Annual Business Plan be adopted.

C. Budget Review

The Council be provided with reviews of its budgetary position throughout the year consistent with the requirements of Regulation 9 of the *Local Government (Financial Management) Regulations 2011*, including a framework for development of the 2017/18 budget.

Introduction

This report proposes adoption of the budget and annual business plan, along with the long term financial plan which forms a part of the budget, and declaration of the rates for 2016/17.

Discussion

The recommended budget and annual business plan for 2016/17 is substantially the same as the draft previously tabled, except for the following changes:

- March 2016 Budget Review changes adopted by Council on 17 May 2016, including estimates for 2015/16, have been incorporated;
- Final changes to the capital works programs have been incorporated;
- A number of other relatively minor changes have been made.

A number of other adjustments, including changes associated with the timing of roads to recovery payments, will be made in the September 2016 budget review.

The budget proposed for adoption is based on the following:

- An average rate increase of 2.6 per cent for both residential and non-residential ratepayers;
- The minimum rate being increased by 2.6 per cent to \$870; and
- The generation of rate income of \$47,650,000.

Recommendations for adoption have been reviewed by Kelledy Jones Lawyers.

Final rate model details upon which Council's rate declaration is based will be tabled on Tuesday evening.

A copy of the recommended budget is included with the agenda under separate cover.

Conclusion

This report proposes adoption of the budget and annual business plan, and the long term financial plan, and declaration of the rates for 2016/17.

17.2 Local Government Election Signage

Brief

This report responds to a motion with notice regarding the investigation of how election posters could be banned from public land and infrastructure during local government elections for the City of West Torrens.

RECOMMENDATION(S)

It is recommended to Council that this report be received.

Introduction

At its 7 June 2016 meeting, Council resolved that the Administration investigate and report back to Council on how election posters could be banned from public land and infrastructure during local government elections for the City of West Torrens.

Discussion

Currently there are numerous legislative instruments and agreements regulating election signage. It is important to note that signage related to local government elections is not treated any differently to state or federal election signage. However, for the purposes of this report, the discussion on this issue has been limited to local government election signage. This report also does not consider the powers regarding removal of local government election signage.

The Administration has sought legal advice on this matter and the following discussion provides an in-depth response to this Motion. In summary, Council does not have the power to ban election posters from public land and infrastructure during local government elections for the City of West Torrens.

It is likely that any attempt to restrict or remove the ability of candidates in local government elections to erect compliant signage during an election period would result in significant consequences. The issue to restrict or remove the ability of candidates to use this type of signage is not simply a local government concern. It has significant ties to the Australian Constitution and the implied right to communication in terms of political communication is demonstrated through State based legislative instruments. By-laws and the General Approval from DPTI and SAPN only add to the complexity of this matter. The decision to restrict or remove the use of local government election signage is considered an act that lies beyond the Council to take.

The only possible avenue to restrict or ban local government election signage during a local government election period would be through the amendment of by-law 4 - moveable signs. However, it should be noted that amending a by-law in this manner would be beyond the powers of Council, an ultra vires action, and would therefore be rendered as unenforceable. It is highly unlikely that an amendment to the appropriate by-law would be considered constitutionally valid.

Should it be determined that a by-law preventing the use of local government election signage is not constitutionally invalid, the *Local Government Act 1999*, by virtue of section 226(3), is unambiguous; the section provides a statutory authorisation for a person to place and maintain a moveable sign on a road that is related to a local election held under the *Local Government (Elections) Act 1999* provided the sign is a compliant sign. Therefore, even if Council amended a by-law to restrict or ban local government election signage there would be no need for a candidate to adhere to the by-law nor could the by-law be enforced because of the statutory authorization pursuant to section 226(3) of the *Local Government Act 1999*.

It should be noted that the provisions to restrict or prevent the erection of moveable signage under section 226 of the *Local Government Act 1999* are solely concerned with public health and safety and preserving the amenity of an area. However, recent case law has shown that amenity is a difficult area of the law to rely on in amending by-laws and legislation with the Constitutional implied freedom of communication taking precedence. Public health and safety is a much stronger argument for the restriction or prevention of election sign usage. Although it is ardently proposed that should this argument be pursued that it needs significant strength to withstand a legal challenge.

Although the recent case law regarding implied freedom of communication discusses election signage in an indirect sense, it is suggested that compliant local government election signage would not be treated differently to the any other means of communication and attempts to ban or restrict them outright is highly unlikely to succeed.

Alternative Avenues to Restrict or Ban Local Government Election Signage

1. Lobby DPTI and SAPN to Amend General Approval

DPTI and SAPN may enter into discussions to amend the General Approval which allows election signs to be placed on the infrastructure without the need for a permit or authorisation of Council or the relevant owner. This is an avenue that can be pursued as an individual council or as part of a group. However, this report has not considered the likelihood and strength of support for this proposal from other councils throughout South Australia.

2. Approach the Minister to Amend Legislation

Council may consider approaching the Minister for Local Government, Minister Geoff Brock, to review the *Local Government Act 1999*, in particular section 226. The *Local Government Act 1999* states that a sign can be placed on a road if it concerns local government elections. In support of this legislation the *Local Government (Elections) Act 1999* and the *Development Act 1993* provide compliance criteria in terms of authorised publisher information and placement respectively.

As with the proposal above, this is an avenue that can be pursued as an individual council or as part of a group. However, this report has not considered the likelihood and strength of support for this proposal from other councils throughout South Australia.

Conclusion

This report responds to a motion with notice regarding the investigation of how election posters could be banned from public land and infrastructure during local government elections for the City of West Torrens.

In summary, Council does not have the power to ban election posters from public land and infrastructure during local government elections for the City of West Torrens.

17.3 OPAL Network and Transition

Brief

This report provides information about the potential continuation of the OPAL Program

RECOMMENDATION(S)

It is recommended to Council that it joins the OPAL Network.

Introduction

At its 15 March 2011 meeting, Council agreed to submit an expression of interest to co-host and co-fund the Obesity Prevention and Lifestyle (OPAL) Program for five years. OPAL is a joint Federal, State and Local Government healthy weight initiative aimed at 0-18 year olds through taking a whole of community approach to promoting healthy eating and physical activity. The information provided to Council at that meeting to assist in its decision making is attached **(Attachment 1)**.

Council was required to contribute \$25,000 per annum in cash (\$125k over five years) and \$25,000 in kind, i.e. car, phones, workstations etc. Council's financial contribution was to be used for local program initiatives.

The State Government was required to contribute, for each year of the five year program, two staff to be located at the host council and \$50,000 in cash (\$250k over the five years).

Council's expression of interest was successful and in 2014, the State Government extended the program by a further year to 30 June 2016. Given this on-going commitment to the program it was a surprise when the State announced that no further funding will be available after this date and the program will be discontinued.

Discussion

In its seven (7 years) at the City of West Torrens, OPAL has reached approximately 42,000 local residents across 17,000 households via participation and partnerships with 18 early childhood sites, 8 primary schools, 55 sporting clubs, 4 high schools, 6 local supermarkets and the library (Hamra Centre). Clearly, and as indicated at a recent presentation to Members, the program has had a demonstrated and significant impact on improving the health and well-being of many people across the community, children, parents and grandparents alike, so it is disappointing that the State Government is ending the program.

The Mayor, Chief Executive Officer, General Manager Business and Community Services and the Manager Community Services met with the State Manager, OPAL Program along with the two seconded staff to explore whether there was any ability for the program to continue in some form.

At this meeting Council was offered the opportunity to join the OPAL Network which provides the following support and benefits **(Attachment 2)**:

- Provision of staff training to further build on the skills and capacity of staff to continue deliver the OPAL approach in supporting obesity prevention and initiatives
- Continue to access the OPAL single platform and training in the use of the platform until June 2017
- Continued access to a network of councils in the Network with the ability to share knowledge, skills and expertise
- Perpetual rights to use the OPAL branding, intellectual property and social marketing resources with Council retaining co-branding rights

No fees are payable to join and participate in the Network but commitment to the following is required:

- Nominating a staff member to be the contact person for the OPAL Network
- Contributing to a growing pool of knowledge by sharing OPAL initiatives delivered by Council via the single platform
- Ensure the integrity of OPAL is upheld by ensuring the use of the OPAL Branding guidelines

These commitments are not onerous and certainly do not outweigh the benefits offered by participating in the Network. Consequently, it is recommended to Council that it joins the OPAL Network as it continues to deliver its vision of a healthy community.

Transition

Given the strong support of OPAL by local residents and staff alike, and the expectation that the State Government was fully committed to preventing and reducing obesity via on-going funding to the program, it was a surprise and disappointing that the program is ending abruptly.

However, given the ability to participate in the Network and use the branding etc., there is an opportunity for OPAL principles and learnings to be strongly embedded in all of Council's programs and activities including reserve development, footpath development, bikeways along with children's' programs etc. rather than as a stand along program. Consequently, one of the OPAL officers has been retained and appointed on a full-time, three month, fixed term contract basis to continue the momentum of the program while developing a two-three year transition plan, in collaboration with key staff, to transition the current model of OPAL and embed it across the organisation as detailed above.

This plan and subsequent report will be presented to Council prior to the end of September. This will give Council the ability to determine the future and form of OPAL across the City of West Torrens.

Conclusion

This report advises Council that the State Government is withdrawing its funding to OPAL from 1 July 2016, presents the opportunity for Council to join the OPAL Network and advises that a transition plan is being developed that will enable the continuance of OPAL in some form across the City of West Torrens.

ATTACHMENT 1



Registration of interest

Opal 2011

Your council is invited to *register an interest* in learning more about OPAL and becoming part of an internationally renowned community obesity prevention initiative.

What is OPAL?

OPAL (Obesity Prevention and Lifestyle) is a joint Federal, State and Local Government healthy weight initiative aimed at 0-18 year olds. OPAL is based on an impressive French program, EPODE which translates as "Together we can prevent childhood obesity". Over the past 15 years, EPODE has demonstrated taking a whole-of-community approach to supporting healthy eating and physical activity has been very effective. As a result, EPODE is now being implemented in over 220 French communities as well as starting in Greece, Belgium, Spain and Mexico.

John Hill the Minister for Health visited France in 2007. "I was impressed with what EPODE had accomplished and thought that it would be an ideal approach for addressing obesity in South Australia".

And so South Australia has become the first non-European EPODE site and has developed its own identity as OPAL.

Over \$1
million
invested in
each OPAL
site...



What the LGA has to say about OPAL

Six Councils commenced as OPAL sites in 2009, with a further four joining in 2010. Among the first Councils was the City of Marion. Mayor Felicity-ann Lewis believes OPAL is a perfect fit with her Council's focus on community wellbeing,

"OPAL offers us the resources, both staff and money, to work at improving opportunities for community members to eat well and be active".

Felicity went on to say, "In my role as President of the Local Government Association, I would encourage all Councils to consider getting involved with OPAL".

Why is it succeeding?

OPAL combines strong marketing of physical activity and healthy eating messages with expert staff in Councils working directly with the community. An impressive array of South Australian academics, business people, Council

representatives, educators, sport stars, chefs and more are providing valuable advice to OPAL. With very strong support from all levels of government, OPAL is well positioned to make a difference in communities.

What investment is there in OPAL?

Change in communities takes time and no two communities are the same. For this reason OPAL is funded for five years in each community. The ten OPAL communities to date are the cities of Charles Sturt, Marion, Mount Gambier, Onkaparinga, Playford, Port Adelaide Enfield, Port Augusta, Salisbury, Whyalla and the District Council of Copper Coast.

To bring about change over the five year period, SA Health has previously provided two OPAL staff members to each Council and \$50,000 per year as the operating budget for OPAL. That is an investment of \$1 million over five years!

Registration of interest – 2011

Opal



Each Council has supported OPAL by providing \$50,000 per year for five years – half is in-kind support and the other \$25,000 per year is added to the OPAL operating budget for local initiatives.

This formula has worked well to date but a new level of flexibility is being introduced to ensure more communities can be involved – see the Criteria following for details.

How does OPAL work in Local Government?

OPAL is a community development program – responding to the needs of local communities. Dr Jean-Michel Borys, founder of EPODE said, "At least 80% of what needs to happen in communities around promoting healthy weight is already happening." OPAL staff therefore promote existing programs where appropriate. They also partner with organisations that might be able to provide better services with additional support (OPAL staff time, expertise and money). OPAL staff will generate new programs as well if they are needed by the community.

City Manager for the City of Port Augusta, **Greg Perkin** can see a great future for OPAL, "The holistic approach to healthy weight and the enthusiasm of all of the OPAL staff will encourage new thinking and approaches to managing our city. I am sure that the approach being pioneered will change the way we deal with a range of issues in the future."

What are the criteria?

We are now seeking registrations of interest from Councils.

Councils wishing to participate in OPAL will be able to show that they:

- > are committed to **enhancing community wellbeing** – wellbeing is integral to Council plans
- > are interested in addressing high levels of **overweight and obesity** in their region
- > have support from their **Mayor, Elected Members and City Manager** to become an OPAL site
- > are able to provide **accommodation and day to day line management** for two OPAL staff
- > will match SA Health's **cash contribution** of between \$25,000 (small Council) to \$50,000 (large Council) per year. Half per year of Council's contribution will be in-kind support and the other half will add to the OPAL operating budget.

Councils wishing to participate in OPAL should note that:

- > there are now **three population categories** that have varying levels of resources attached
- > existing OPAL Councils can now apply for an **additional site** within their LGA (should be over 10,000 residents).

What do we do if our Council is interested?

If you are interested in participating in OPAL, then **fill in the accompanying registration form** and return it.

From the registrations of interest the OPAL team will conduct a series of Information Workshops to provide more detail and to answer all questions.

A formal application process will then be required in March/April with commencement next financial year.

If you require more information, please contact the OPAL team.

Please note that formal applications will only be accepted from Councils who have submitted a Registration of Interest.

Hon. John Hill MP
Minister for Health

Felicity-ann Lewis
President Local Government Association
of South Australia

For more information

Mark A Williams
State Manager, OPAL (Obesity Prevention and Lifestyle)
SA Health
PO Box 287, Rundle Mall
Adelaide, South Australia 5000
Telephone: 08 8226 6068
Mobile: 0429 127 128
Email: mark.williams@health.sa.gov.au

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ATTACHMENT 2

Our ref: 2014-10195 eA929593



Government of South Australia
SA Health

Public Health Partnerships Branch

Lv 4 Citi Centre Building
11 Hindmarsh Square
Adelaide SA 5000

PO Box 287
Rundle Mall
Adelaide SA 5000
DX243

T (08) 8226 7100
F (08) 8226 6133

www.sahealth.sa.gov.au

ABN 976 433 565 90

Mr Terry Buss
Chief Executive Officer
City of West Torrens
165 Sir Donald Bradman Drive
Hilton SA 5033

3 June 2016

RE: OPAL Network

Dear Mr Buss,

Thank you for the opportunity to meet with yourself, your staff and Mayor Trainer to discuss the success of the OPAL program in your Council. I was heartened by the desire to continue to generate influence post June 2016 and your reference to exploring options for allocating local resources as a consequence.

As also discussed at this meeting, the City of West Torrens now has the opportunity to stay linked to the OPAL program by joining the OPAL Network.

By joining the OPAL Network, your Council will receive the following support and benefits:

- Provision of staff training to further build the skills and capacity of staff to employ the OPAL approach.
- Continued access to the OPAL Single Platform and training for staff in the use of the Platform (until June 2017).
- Continued access to a network of other councils in the OPAL Network to share knowledge and expertise.
- Perpetual rights to use the OPAL brand and social marketing resources with Council retaining co-branding rights.

The commitment required by the City of West Torrens in joining the OPAL Network would be as follows:

- Nominate a council staff member to be the contact person for the OPAL Network.
- Contribute to the growing pool of knowledge by sharing OPAL initiatives, delivered by Council, through entering them in the OPAL Single Platform.
- Ensure the integrity of OPAL is upheld through the implementation of the OPAL Branding Guidelines.

Our OPAL Network Manager is Ms Laura Perdue. Please do not hesitate to contact her for any queries regarding the Network or to be sent an OPAL Network Licence agreement for your perusal and/or for signing.

As mentioned we are happy to present the OPAL Network opportunity to your elected officials and leading decision makers if desired, and this can be arranged directly through Laura, who can be contacted by phone on 08 8226 1882, M. 0466 377 362 or by email laura.perdue@sa.gov.au.

We look forward to continuing our partnership in support of your community's health and wellbeing.

Sincerely,

Fraser Keegan
State Manager, Obesity Prevention and Lifestyle (OPAL) Program

17.4 Norman Waterhouse Lawyers Local Government Conference 2016

Brief

This report provides notice of the 2016 Norman Waterhouse Lawyers Local Government Conference to be held at Adelaide Oval on Friday 12 August 2016.

RECOMMENDATION(S)

It is recommended to Council that:

1. Subject to their confirmation, Council approves the attendance of Cr/s..... at the Norman Waterhouse Lawyers Local Government Conference to be held at Adelaide Oval on Friday 12 August 2016.
2. Expenses be reimbursed in accordance with Council policy.

Introduction

The 2016 Norman Waterhouse Lawyers Local Government Conference (the Conference) will be held on 12 August 2016 at Adelaide Oval. The full program for the conference is attached for Members' information (**Attachment 1**).

Discussion

This Conference will provide attendees with the latest updates on the most important legal issues for Councils along with an opportunity to network with key decision makers from the Local Government sector.

The Conference will feature two concurrent streams (Stream A and Stream B) from a range of keynote speakers.

The main sessions will include:

- Planning Law Case Update
- Brave New World - Infrastructure Delivery Schemes Under the Planning, Development and Infrastructure Act 2016
- The Rise and Rise of Private Certification
- New Local Nuisance and Litter Control Legislation - What It All Means
- The Pitfalls of the new Conflict of Interest Provisions
- Property and Governance - Exploring Governance Issues in Property Matters
- Local Government on a National Stage
- Q&A - Local Government Style (or Local Government's Got Talent)

The total cost of the Conference is \$420 (excluding GST) for a full day registration which includes morning and afternoon teas, lunch and the cocktail party.

Cr Mangos has expressed his interest in attending the Conference.

ATTACHMENT 1

PROGRAM

NORMAN WATERHOUSE LOCAL GOVERNMENT CONFERENCE 2016

South Australia's leading law conference for local government since 1989

FRIDAY 12 AUGUST / ADELAIDE OVAL

Session Time	STREAM A	STREAM B
8:30 – 9:15am	REGISTRATION (MORNING TEA ON ARRIVAL)	
9:15 – 9:30am	INTRODUCTION AND WELCOME	
9:30 – 10:20am	<p>Planning Law Case Update</p> <p>Don't miss a comprehensive update on this year's significant decisions of the Supreme and ERD Courts concerning planning merit appeals and review applications.</p> <p>Gavin Leydon and Jacqui Plant will cover the full spectrum of the recent "must-know" decisions on topics ranging from the characterisation of farmers' markets and row dwellings to the permissible scope and validity of land management agreements. Hear what the key cases mean for you and your council.</p>	<p>New Local Nuisance and Litter Control Legislation – What It All Means</p> <p>For the first time, new Local Nuisance and Litter Control legislation places nuisance unambiguously within the remit of councils. Councils' obligations with respect to litter will also be expanded to a multi-tiered, multi-categorised scheme applying to both public and private land.</p> <p>Councils will have new offences to enforce and new criminal and civil enforcement tools to enact in order to achieve compliance. New prosecutorial, order-making and administrative review mechanisms will be created to co-exist alongside existing avenues, sometimes harmoniously and sometimes potentially not.</p> <p>Paul Kelly and Dale Mazzachi will present an interactive session highlighting some of the key areas of councils' new jurisdiction and suggest strategies to manage this new area of council operations.</p>
10:20 – 10:25am	SESSION BREAK	
10:25 – 11:15am	<p>Brave New World - Infrastructure Delivery Schemes Under the Planning, Development and Infrastructure Act 2016</p> <p>The PDI Act 2016 recognises the need to provide for the wider strategic delivery and funding of infrastructure across South Australia. What exactly does it say? How practically useful will it be? How does it fit with current mechanisms used by councils for infrastructure delivery and funding? When is it likely to be implemented?</p> <p>In this session, Yari McCall and Emma Herriman will unpack the infrastructure delivery schemes requirements of Part 13 of the PDI Act, offering some thoughts on how councils can best prepare for the proposed adoption of infrastructure schemes by the Minister.</p>	<p>The Pitfalls of the new Conflict of Interest Provisions</p> <p>The new conflict of interest provisions have been causing headaches all across local government! The level of disclosure Council Members must now provide is at an all-time high. Council Members, Governance Managers and CEOs have all been left wondering whether the amended legislation is actually promoting transparency in local government, or is it just more red-tape slowing down Councils?</p> <p>In this informative session, the Head of Howard Zelling Chambers, Michael Roder SC and Norman Waterhouse's Sathish Dasan will breakdown the new conflict of interest provisions. The session will provide insight about where there has been improvement, where the provisions are deficient, and what your Council can do to best deal with the situation. The session will also look at interstate jurisdictions in regards to how they deal with conflict of interest, and the lessons local government in South Australia can learn from elsewhere.</p>
11:15 – 11:35am	SESSION BREAK	
11:35 – 12:25pm	<p>The Rise and Rise of Private Certification</p> <p>Private certification is already part of the planning landscape. With the concept of "accredited professionals", the Planning Development and Infrastructure Act 2016 will take certification to a new level.</p> <p>But is the gloss starting to fade? How can apparently bad decisions be reviewed or challenged? What is the council's role in the new system? And what are the opportunities and risks for councils and accredited professionals?</p> <p>These questions and more will be analysed in detail by Jo Clare and Peter Psaltis.</p>	<p>Property and Governance - Exploring Governance Issues in Property Matters</p> <p>Councils are the largest property owners in the State owning community and operational land, public roads and having care, control and management of Crown Land. As custodians of these assets, councils are required to manage their land holdings for the benefit of their communities. This includes complying with statutory requirements as well as governance and probity processes.</p> <p>In this session Mabel Tam and Felice D'Agostino will discuss the key governance issues that often arise in property related matters:</p>

12:25 – 1:15pm	LUNCH
1:15 – 2:45pm	<p>Local Government on a National Stage</p> <p>While local government necessarily has a "local" focus, it is easy to forget that some issues have broader relevance. This year, Norman Waterhouse has invited local government colleagues from Western Australia, Victoria and Queensland to share their experiences about three watershed issues facing local government nationally. The session will be facilitated by Sean Keenihan, Chairman of Partners, President Australia China Business Council SA Branch, Chairman SA Tourism Board.</p> <p>Favourite local son Stuart Moseley, now Deputy Director-General, Planning, Department of Infrastructure, Local Government and Planning in Queensland returns to speak about planning reform and the role of local government in Australia's most decentralised State.</p> <p>Noelene Duff, Chief Executive Officer of the Whitehorse City Council in metropolitan Melbourne will share her Council's learnings about the practical impacts of rate capping on the budgetary process.</p> <p>Len Kosova, Chief Executive Officer of the City of Vincent will review the implications of the Western Australian Government's recent attempt at forced council amalgamations.</p>
2:45 – 3:00pm	SESSION BREAK
3:00 – 4:15pm	<p>Q&A Local Government Style (or Local Government's Got Talent)</p> <p>Back due to popular demand, this year's Q&A - Local Government Style will be hosted by Andrew Aitken, Chief Executive Officer of the Adelaide Hills Council. Andrew will guide a distinguished panel of speakers through a range of your questions about the big issues facing local government today.</p> <p>The Panelists (Judges) will include:</p> <p>Paul Sutton, Chief Executive Officer, City of Charles Sturt</p> <p>Lorraine Rosenberg, Mayor, City of Onkaparinga</p> <p>Helen Macdonald, Chief Executive Officer, Naracoorte Lucindale Council</p> <p>Matt Pinnegar, Chief Executive Officer, Local Government Association</p> <p>Gavin Leydon, Partner, Norman Waterhouse Lawyers</p> <p>Submit your questions now to avoid disappointment!</p>
4:15 – 6:00pm	COCKTAIL PARTY

The Normans Confessional

Throughout the day our experienced practitioners across all areas of local government will be available to answer questions, provide guidance or have a chat on any issues you wish to raise.

PACKAGE OPTIONS

Retainer clients and Council Solutions members 20% discount Full Day	\$336 ex GST
Retainer clients and Council Solutions members 20% discount Half Day	\$216 ex GST
Full Day registration	\$420 ex GST
Half Day registration	\$270 ex GST
<i>For half day registrations: Morning session includes lunch. Afternoon session includes cocktail party.</i>	

WILLIAM MAGAREY ROOM ADELAIDE OVAL WAR MEMORIAL DRIVE, NORTH ADELAIDE

Level 15, 45 Pirie Street Adelaide SA 5000
GPO Box 639 Adelaide SA 5001
T 08 8210 1200 | normans.com.au

**Norman
Waterhouse**
SINCE 1920 LAWYERS

17.5 2016 LGA Roads and Works Conference

Brief

The 2016 Local Government Association Roads and Works Conference will be held at Sir Robert Helpmann Theatre in Mount Gambier on 1 and 2 September 2016.

RECOMMENDATION(S)

It is recommended to Council that:

1. Subject to confirmation, Council approves the attendance of Cr/s at the Local Government Association Roads and Works Conference being held in Mount Gambier on 1 and 2 September 2016 at Sir Robert Helpmann Theatre.
2. Expenses be reimbursed in accordance with Council policy.
3. Subject to their confirmation, Council approves the attendance of the spouses/partners of attending Elected Members and further, consistent with Council policy, that costs, other than air fares or other travel costs, be met by Council.

Or

That the report be received.

Introduction

The 2016 Local Government Association (LGA) Roads and Works Conference will be held Thursday 1 and Friday 2 September at Sir Robert Helpmann Theatre in Mount Gambier **(Attachment 1)**.

Discussion

The LGA Roads and Works Conference is held in South Australia every year.

The topics for discussion include:

- Active transport
- Asset management
- Facility management
- Site visit to the Mt Gambier railways
- Media session
- Electronic devices in the field

The keynote speaker on Thursday will be Sarah Powell, who will be talking about the Champions Academy program she established for the Eyre Peninsula community after she returned to her hometown after being away for a decade.

The draft program is attached for Members' information **(Attachment 2)**.

The total conference package is \$450 + GST and includes the Pre Conference Reception (Wednesday 31 August 2016) at the Commodore on the Park, morning teas, lunches and the official Conference Dinner (Thursday 1 September 2016) at the Barn.

Approximate airfare is \$360 - 450 return with early booking and accommodation is approximately \$150 to \$200 per night, again, with early booking to secure the best available rooms and rates.

ATTACHMENT 1



Save the date - 2016 LGA Roads and Works Conference - Circular 18.12

To	Chief Executive Officer Community Services Staff Corporate Services Staff Economic Development and Tourism Staff Elected Members Emergency and Risk Management Staff Environment Staff Environmental Health Staff Information - Engineering Staff Information - Technology Staff Marketing and Public Relations Staff Parks and Recreation Staff Planning - Building Staff Policy and Strategic Planning Staff Procurement Staff Recycling - Waste Management	Date	5 May 2016
Contact	Rebecca Wake Email: rebecca.wake@lga.sa.gov.au		
Response Required	No		
Summary	The 2016 LGA Roads and Works Conference will be held on 31 August, 1 & 2 September. Further information can be found in this Circular.		

The 2016 LGA Roads and Works Conference will be held on the 31 August, 1 & 2 September in Mt Gambier.

The event will commence with a Pre Conference Reception on 31 August at the Commodore on the Park. The Conference will be held at the Sir Robert Helpmann Theatre on 1 & 2 September and a Conference Dinner at the Barn on 1 September.

Program

The committee is currently working on a program and is pleased to announce that the following topics will be covered:

- Active transport
- Asset management
- Facility management
- Site visit to the Mt Gambier railways
- Media session
- Electronic devices in the field

Registrations/costs

Online registrations will open in June.

Registration fees will be the same as last years conference.

LGA Members Registration costs

Full Conference Pass (both days and evening functions) - \$450 + GST

Day 1 (Thursday) - \$210 + GST

Day 2 (Friday) - \$130 + GST

Pre Conference Reception (Wednesday) - \$75 + GST

Conference Dinner (Thursday) - \$130 + GST

Accommodation

For a list of accommodation options in Mt Gambier please [click here](#).

If you have any questions please contact Rebecca Wake on (08) 8224 2047 or rebecca.wake@lga.sa.gov.au

ATTACHMENT 2



The voice of local government.

2016 LGA Roads and Works Conference Draft Program

Sir Robert Helpmann Theatre, 10 Watson Terrace, Mount Gambier

Day 1 - Thursday 1 September	
8.30am	Registrations open Located in the marquee adjacent to the Theatre
8.50am	Official Opening for the 2016 LGA Roads and Works Conference Cr Bim Lange, Conference Chairperson
8.55am	Welcome to Mount Gambier
9.05am	LGA Presidents Welcome Mayor Dave Burgess
9.15am	Keynote Speaker Sarah Powell Sarah will be talking about the Champions Academy program she established for the Eyre Peninsula community after she returned to her hometown after being away for a decade. The program pairs young people aged between 15 and 25 with mentors, who work through sporting clubs to learn and develop leadership skills and foster the volunteer culture that keeps rural communities alive.
10.15am	Asset Management - the effect of vehicle speed on roads Kathryn Johnson, Port Pirie Regional Council
10.45am	Platinum Day Sponsor
10.50am	Morning tea
11.25am	Major Sponsor
11.30am	Technology Sessions 1. Getting a grip Anthony Germanchev, ARRB Anthony will be presentation the impacts on roads looking at the work ARRB have done on the effect of vehicles on road pavements, both sealed and unsealed. 2. Bigger and smarter is the future. Tony Noske, Kelly Logistics The future of road transport in the green triangle region is "High Productivity Vehicles". These are bigger trucks with regulated levels of high technology safety features and more experienced drivers. 3. Utilising the latest mobile technology to ensure your staff are safe Speaker TBC

12.30pm	Bikes, gophers and pogo sticks Aaron Izzard, City of Mt Gambier
1.05pm	Major Sponsor
1.10pm	Lunch
2.00pm	Major Sponsor
2.05pm	The Future is Electric Craig Norris, Mitsubishi The past, present and the future of electric cars
2.35pm	Session TBC
3.05pm	Planning for the maintenance, renewal and potential upgrade of sport and recreation facilities Sean O'Brien, City of Marion Development of a regional level planning framework to assist groups of councils and community sport and recreation organisations to review and plan for the maintenance, renewal and potential upgrade of their sport and recreation facilities.
3.35pm	Major Sponsor
3.40pm	Afternoon tea
4.00pm	Mount Gambier Railway Lands - A Story of Place Making Michael Silvy and Daryl Morgan, City of Mount Gambier Ten years in the making, the Mount Gambier Railway Lands project is one of South Australia's premiere industrial site redevelopments, transforming a four hectare dormant rail yard into a dynamic, multipurpose and intergenerational space in the heart of the City. The City of Mount Gambier will showcase the design, co-creation and activation of the site, detailing how the application of place making principles has been integral to achieving sustainable community-led activity and has fast-tracked community ownership over the space. Michael and Daryl will take delegates on a site tour after we hear from Michael on this great project.
5.00pm	Close

Day 2 - Friday 2 September	
8.30am	Registrations open Located in the marquee adjacent to the Theatre
8.50am	Welcome to day 2 Cr Bim Lange, Conference Chairperson
9.00am	Green Industries update Mark Rawson, Rawtec and Ian Harvey, GISA GISA will provide an update on key findings/strategies in the infrastructure strategy, including regional growth, infrastructure requirements and investment opportunities.
9.30am	Session TBC
10.00am	Platinum Day Sponsor
10.05am	Morning tea
10.35am	Major Sponsor
10.40am	Digital disruption is about the velocity of change. Speaker TBC Is your council set up to leverage digital disruption in your communications, media and social media?
11.25am	Electronic devices out in the field Ryan Hill and Simon Grenfell, Alexandrina Council Mobile devices offer huge potential in the field, an environment in which typical computer connectivity often isn't possible, yet information tracking and access is critical.
11.55am	Major Sponsor
12.00pm	Close Business card draws Announcement of 2017 Conference location
12.15pm	BBQ Lunch

Additional Information

Pre Conference Reception

When: Wednesday 31 August
Where: Commodore on the Park, Cnr Jubilee Highway and Penola Road
Time: 7.00pm till 10.30pm

Conference Dinner

When: Thursday 1 September
Where: The Barn, 747 Glenelg River Road
Time: 6.30pm till 10.30pm

LGA Members Registration costs

Full Conference Pass (both days and evening functions) - \$450 + GST
Day 1 (Thursday) - \$210 + GST
Day 2 (Friday) - \$130 + GST
Pre Conference Reception (Wednesday) - \$75 + GST
Conference Dinner (Thursday) - \$130 + GST

To register and for more information please go to www.lga.sa.gov.au/2016roadsandworks

The 2016 LGA Roads and Works Conference is a local government event for attendance by Council and State Government representatives only.

If you have any questions please contact Rebecca Wake on (08) 8224 2047 or rebecca.wake@lga.sa.gov.au



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 24 and 25.

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.

ATTACHMENT 1



**Local Government Association
of South Australia**

24.3 Limited Places Available - Advanced Diploma of Governance, Risk and Compliance

The LGA Education and Training service, in conjunction with the Paladin Risk Management Training Academy, is offering the Advanced Diploma of Governance, Risk and Compliance. This qualification provides a straight forward and practical approach that addresses Governance as a system of systems where the linkage between organisational programs holds the key.

24.4 Statutes Amendment (South Australian Employment Tribunal) Bill 2015

The Statutes Amendment (South Australian Employment Tribunal) Bill 2016 (the draft Bill) to allow for the conferral has now been finalised and is available for comment.

24.5 Australian Walking and Cycling Conference 2016

The Australian Walking and Cycling Conference 2016 will be held in Adelaide on 18-19 July 2016.

24.6 LGA Issues Paper: Aged Care Service Delivery

The LGA has released an Issues Paper regarding the Commonwealth Government's reforms to aged care service delivery. The paper considers the issues discussed in a workshop with councils and considers the future role for local government in aged care. This circular calls for nominations to a working group to inform future actions and guide LGA advocacy.

24.7 Fire & Safety Communication Resources

The Metropolitan Fire Service (MFS) has a range of Fire and Life Safety communication materials which are available for councils to distribute to their residents, including brochures about Smoke Alarms, Home Fire Escape Plans and How to make you home fire safe.

24.8 LGA Template By-laws – Feedback Sought

The LGA is seeking feedback on whether the LGA's template by-laws continue to be of benefit to councils. The current template by-laws are out of date and require substantial revision. However anecdotal feedback suggests that the template by-laws may not be providing any significant savings to councils and may no longer be serving the purpose for which they were developed.

24.9 Safety September

'Safety September' marks the launch of an exciting new training collaboration between Local Government Risk Services (LGRS) and the LGA's Education and Training Service (E&T). Further details can be found in this circular.

25.1 Boundary Adjustment Process Reform – Feedback Sought

The LGA has been actively developing proposals for streamlining and managing boundary adjustment processes. Following consultation with councils in July 2015, the LGA provided a proposal for legislative change to the Minister. The LGA is now seeking feedback on the next stage of the proposals, which examines the issues that will need to be investigated and addressed in boundary adjustments made under new legislative proposals. A copy of the discussion paper is available in this circular.



Local Government Association of South Australia

25.8 2016 LGA Roads and Works Conference - Draft Program now available

The 2016 LGA Roads and Works Conference draft program is now available. Further information can be found in this Circular.

25.2 Through the Lens: 2016 Seniors Card photographic competition and exhibition

The Office for the Ageing is holding a photographic competition and exhibition as part of this year's International Day of Older Persons. Further information and communications materials are provided in this circular.

25.3 Limited Places Available - Volunteer Management - Leading without a Title - 15 July 2016

The forum has been designed and developed for those who have responsibilities for the selection, leadership and day to day supervision of volunteers or those responsible for the development, strategic direction and management of a Volunteer Program. Further details can be found in this circular.

25.4 LGA submission to Parliamentary Inquiry into TAFE SA

The LGA has made a submission to the Parliamentary Inquiry into TAFE SA. The submission was developed with input from councils and is attached to this circular.

25.5 Productivity Commission Inquiry into Introducing Competition and Informed User Choice into Human Services

The LGA intends to make a submission to the inquiry the Productivity Commission is undertaking into Australia's human services, including health, education, and community services. Councils are invited to contribute to the LGA's submission by COB 14 July 2016.

25.6 2017 Australian of the Year Awards – Nominations now open

Nominations are now open for the 2017 Australian of the year Awards. This Circular provides further information and a link to the online nomination form.

25.7 Animals in Emergencies SA Framework - Local Government Survey

The Animals in Emergencies SA Framework Project is currently seeking input, through a survey, to scope how local councils contribute to animal management in emergencies. This circular provides details and link to the survey.

25.9 2016 Federal Election

The LGA has continued to prosecute Council interests as a part of the Federal Election campaign. Updated information is provided in this circular.

25.10 IPWEA Event: Inaugural National Thought Leadership Series

IPWEA Australasia, in conjunction with TechnologyOne, has launched the National Thought Leadership series on Strengthening Australia's Creaking Infrastructure, 47 billion reasons why a national approach is overdue.

26.1 Proposed Changes to the Building and Construction Industry Security of Payment Act 2009

The Small Business Commissioner is seeking feedback on its recommendations for reform of the Building and Construction Industry Security of Payment Act. The recommendations are contained in a consultation paper which is available in this circular.

19. MEMBERS' BOOKSHELF

Nil

20. CORRESPONDENCE

20.1 Australian Mayoral Aviation Council Executive Committee Minutes

Correspondence has been received from the Australian Mayoral Aviation Council regarding the minutes from the meeting of the Executive Committee held on Wednesday 4 May 2016 (**Attachment 1**).

RECOMMENDATION

That the correspondence be received.

20.2 South Australian Police (SAPOL) Metropolitan Police Stations Review

Correspondence has been received from the Assistant Commissioner of Police of the South Australian Police (SAPOL), Mr Noel Bamford, responding to Council's submission in relation to the Metropolitan Police Stations Review (**Attachment 2**).

RECOMMENDATION

That the correspondence be received.

20.3 Groundwater Bore Use and Ongoing Investigation in Keswick Update

Correspondence has been received from the Environment Program Manager of the Kelvinator Australia Pty Ltd, Mr Paul Thomas, providing an update on the investigations into site contamination that have been undertaken by Kelvinator Australia Pty Ltd within Keswick (**Attachment 3**).

RECOMMENDATION

That the correspondence be received.

ATTACHMENT 1



AMAC *Australian Mayoral Aviation Council*

PO BOX 331, MASCOT NSW 1460

**MINUTES OF A MEETING OF THE EXECUTIVE COMMITTEE OF THE
AUSTRALIAN MAYORAL AVIATION COUNCIL, HELD IN THE BOARDROOM
STAMFORD PLAZA HOTEL 150 NORTH TERRACE, ADELAIDE COMMENCING
AT 9.00AM ON WEDNESDAY 4TH MAY, 2016.**

ITEM 1. Welcome to Delegates.

The President, Mayor Ben Keneally, opened the meeting and extended a welcome to all present.

ITEM 2. Attendance and Apologies

The following delegates were in attendance:

Mayor Ben Keneally, President NSW
Deputy Mayor Jock Campbell, Vice President TAS
Mayor John Trainer SA
Councillor Adem Atmaca VIC
Councillor Paul Tully QLD
John Patterson Executive Director, AMAC

Also in attendance:

Mayor David Downey, Northern Midlands Council TAS
Des Jennings General Manager, Northern Midlands Council TAS
Councillor Bernie Ryan, Belmont Council WA
Stuart Cole CEO, Belmont Council WA
Ms. Rosita Mulqueen, Belmont Council and PAMG Secretariat
Ms. Lee Mathews, Belmont Council and PAMG Secretariat.

Apologies were received and accepted from:

Mayor Phil Marks WA
Ron Hoeing MP Immediate past President.

ITEM 3. Confirmation of the Minutes of the Executive Committee meeting held at the Hyatt Regency Hotel, 99 Adelaide Terrace, Perth on 20th February 2016.

RESOLVED

THAT: The Minutes, as circulated, be confirmed.

Minutes of the Executive Committee Meeting of the Australian Mayoral Aviation Council held Wednesday 4th May, 2016.

ITEM 4. Business Arising from the Minutes

Covered in separate reports on the meeting agenda.

ITEM 5. Review of AS 2021-2000 Acoustics – Aircraft Noise Intrusion – Building Siting and Construction

RESOLVED

THAT: The information be received and noted.

ITEM 6. Rate Equivalent Payments

Mayor Trainer arrived during discussion of this item.

Northern Midlands Council representatives updated the meeting on events concerning Launceston Airport and preliminary legal advice that a pathway for litigation was now open as a result of recent action by the Department.

RESOLVED

THAT: The Executive Director contact member Councils currently receiving rate equivalent payments asking for in principal agreement to financially support a legal challenge to events in Tasmania based on the receipt of positive legal advice on the prospect for success.

FURTHER

THAT: The Executive Director reports recent events to update the Commonwealth Ombudsman.

FINALLY

THAT: AMAC member Councils be encouraged to raise the matter with local members of the Commonwealth Parliament.

ITEM 7. Airservices Activities

RESOLVED

THAT: The report be received and the information noted.

ITEM 8. Western Sydney Airport

RESOLVED

THAT: The information be received and noted.

ITEM 9. Airport Activity

RESOLVED

THAT: The information be received and noted.

Minutes of the Executive Committee Meeting of the Australian Mayoral Aviation Council held Wednesday 4th May, 2016.

ITEM 10. Aircraft Noise Metric Review

RESOLVED

THAT: The report be received and noted.

FURTHER

THAT: AMAC reaffirms the view that any study should be broad based taking in all States and Territories though the necessary studies could be done in sequence.

FINALLY

THAT: There should be a focus on development of a noise exposure metric or series of metrics capable of delivering meaningful and understandable information on aircraft noise to the community.

ITEM 11 NSW Government “Fit for the Future” Program and Council Mergers

RESOLVED

THAT: The information be received and noted.

ITEM 12 Member Subscriptions 2016/2017

RESOLVED

THAT: Member subscriptions for 2016/17 be increased by 10% on the 2015/16 fee in order to continue building the organisation’s financial capacity.

FURTHER

THAT: Should Council mergers proceed in New South Wales the fee for merged member Councils for 2016/17 will be calculated as if they remained as individual members.

FINALLY

THAT: The method for calculating membership fees be reviewed during the year with a view to submitting any proposed changes to the 2017 Annual General Meeting for endorsement.

ITEM 13 National Airports Safeguarding Advisory Group (NASAG) Draft Guideline G – *Protecting Aviation Facilities – Communication Navigation and Surveillance*

RESOLVED

THAT: The report be received and noted and that AMAC’s submission on Draft Guideline G be endorsed.

Minutes of the Executive Committee Meeting of the Australian Mayoral Aviation Council held Wednesday 4th May, 2016.

ITEM 14 Upcoming Executive Committee Meetings

RESOLVED

THAT: The August meeting proposed to be held in Sydney on Saturday 6th be changed to Saturday 20th August.

FURTHER

THAT: The meeting following the Sydney meeting be scheduled Saturday 19th November in Melbourne.

ITEM 15 Annual Conference 2017

RESOLVED

THAT: Due to Council merger proposals in New South Wales and uncertainty about the possible timing of Council elections, determination of the location and timing of the 2017 Annual Conference and AGM be left in the hands of the Executive Committee.

FURTHER

THAT: Endorsement of this proposal be sought from the Annual General Meeting following.

ITEM 16 Election of the Executive Committee for the Period 2016-2017

RESOLVED

THAT: The following nominations be accepted and recommended to the Annual General meeting:

VIC Councillor Adem Atmaca City of Hume
TAS Deputy Mayor Jock Campbell Clarence City Council
NSW Mayor Ben Keneally, City of Botany Bay;
WA Mayor Phil Marks Belmont City Council
SA Mayor John Trainer City of West Torrens
QLD Councillor Paul Tully Ipswich City Council;

ITEM 17 Election of the President and Vice President for the Period 2016-2017

RESOLVED

THAT: Mayor Ben Keneally and Deputy Mayor Jock Campbell be re-elected unopposed as President and Vice-President respectively for the 2016 -2017 term.

ITEM 18 2016 Conference – Session Chairs

RESOLVED

THAT: The Chairs for the conference sessions be:

Minutes of the Executive Committee Meeting of the Australian Mayoral Aviation Council held Wednesday 4th May, 2016.

Session 1. Mayor John Trainer
Session 2. Councillor Adem Atmaca
Session 3. Councillor Paul Tully
Session 4. Deputy President Jock Campbell
Session 5. Councillor Paul Tully
Session 6. Councillor Adem Atmaca

ITEM 19 Aviation Industry Consultative Council

RESOLVED

THAT: The report be received and noted.

ITEM 20 Executive Directors Report, Financials and Budget

The Executive Director tabled his 2016 Annual Report together with the Final Income and Expenditure Statement for 2014/15, the Indicative Income and Expenditure Statement for 2015/16 and the Proposed Budget for 2016/17.

RESOLVED

THAT: The Executive Director's 2016 Annual Report together with the Final Income and Expenditure Statement for 2014/15, the Indicative Income and Expenditure Statement for 2015/16 and the Proposed Budget for 2016/17 be received and noted.

FURTHER

THAT: The Annual Report and Income and Expenditure Statements and be submitted to the Annual General meeting for receipt and the 2016/17 Budget for adoption.

ITEM 21 General Business

Canberra Executive Meeting

- Councillor Atmaca raised the matter of a potential Executive Committee meeting in Canberra combined with the potential for a meeting with the Minister.

RESOLVED

THAT: The possibility of a meeting in Canberra be kept under review.

Melbourne Airport Development

- Councillor Atmaca also advised of a proposal for a major wave pool development on Melbourne Airport land.

NOTED

Minutes of the Executive Committee Meeting of the Australian Mayoral Aviation Council held Wednesday 4th May, 2016.

Development of an AMAC Website

- Councillor Tully proposed that the Executive Director investigate the establishment of an AMAC web page.

RESOLVED

THAT: The Executive Director proceed in accordance with Councillor Tully's proposal.

Appreciation and Best Wishes

- The Executive Director noted that Ms. Kirsty Calleija who has provided administrative support to AMAC over recent years is shortly expecting her first child and is therefore unable to attend this year's conference.

RESOLVED

THAT: The Committee acknowledges the invaluable administrative assistance provided to the organization by Ms. Kirsty Calleija over recent years and unanimously record the Committee appreciation for her contribution and members best wishes for the forthcoming event.

CLOSE: The meeting closed at 10.40 a.m.

ATTACHMENT 2



Your Ref:
Our Ref:
Enquiries: AC Noel Bamford
Telephone: 732 24280

Ms Suzy Stiles
Manager City Strategy
City of West Torrens
Civic Centre
165 Sir Donald Bradman Drive
Hilton
SA 5033

Dear Ms Stiles,

Thank you for taking the time to read and respond to our recent review of metropolitan police station opening hours, your feedback is very much appreciated.

I note in your submission concerns relating to the Metropolitan Police Stations Review using aggregate data and your request for a profile of each individual station within the City of West Torrens. Please find attached more detailed analysis of Netley, Glenelg and Henley Beach Police Stations as requested.

I also note in your submission your concern that the redeployment of resources from metropolitan stations would not meet the needs of your community. A key strategy of the SAPOL Organisational Reform Program is to return more police to front line operational duties. SAPOL's priority is to provide a highly visible police presence on our streets and to place resources where they are needed most. In order to achieve this we propose to introduce District Policing Teams (DPT's) across the metropolitan area. DPTs will be allocated a suburb, or suburbs of responsibility. The DPT's will actively engage with their community by being accessible in a variety of ways, including by phone and face to face contact. Local communities will be encouraged to know who their DPT officers are and all suburbs within the metropolitan area will be allocated a DPT.

It is our intention to conduct information sessions across the metropolitan area. All members of the local community will be invited to attend and provide feedback on the proposed changes.

Should you require any further information please do not hesitate to contact me.

Yours sincerely

(Noel Bamford)
Assistant Commissioner of Police
June 2016



Government
of South Australia

Glenelg Police Station

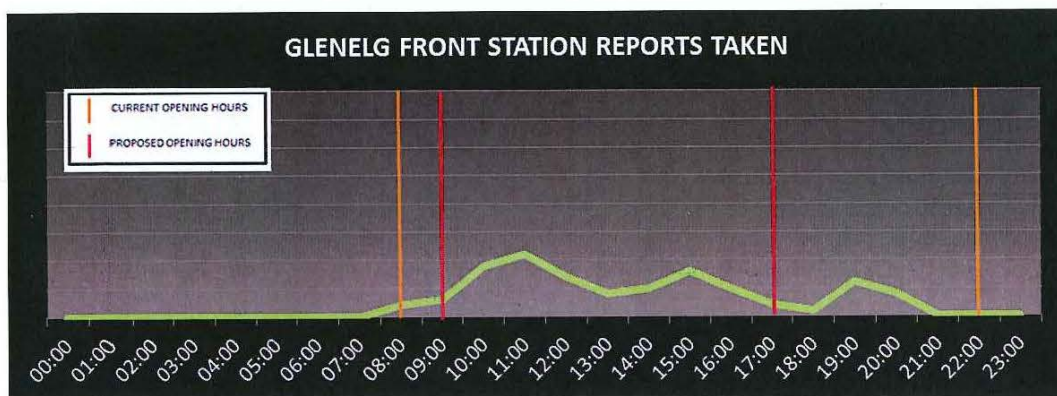
Glenelg Police Station is located at 4 Sussex Street, GLENELG.

Current business hours: 8.00 am to 10.00 pm seven days a week

Proposed business hours: 9:00 am to 5:00 pm Monday to Friday
(opening hours will be extended on a needs basis for example over the summer months.)

Reasons for change:

- The station is located 6.7 km from Netley Police Station and 7.5 km from Sturt Police Station.
- Approximately half (46%) of this station's workload involved the submission of Vehicle Collision Reports (VCRs), a reasonable proportion (up to 25%) could have been reported online.
- The vast majority (86%) of financial transactions recorded related to National Police Clearances which can now alternatively be sourced through private companies.
- The station completes a daily average of 6.7 units of measurable work activity, or 0.47 units per opening hour.
- Peak operating times for this station occur in the morning between 9.00 am and 11.00 am and after school/work just prior to 3.00 pm. A decrease in reporting is apparent from 4.00 pm with another peak evident at 7.00 pm (refer to graph below).
- The station is located in close proximity to an entertainment/shopping precinct.
- Late night shopping on Thursdays was further analysed and reinforced that there was no increase in measurable activity after 5 pm.
- Opening hours of the Police Station will be extended during periods of high demand (As an example; Operation Summer Safe, New Year's Eve and other major events).



Henley Beach Police Station

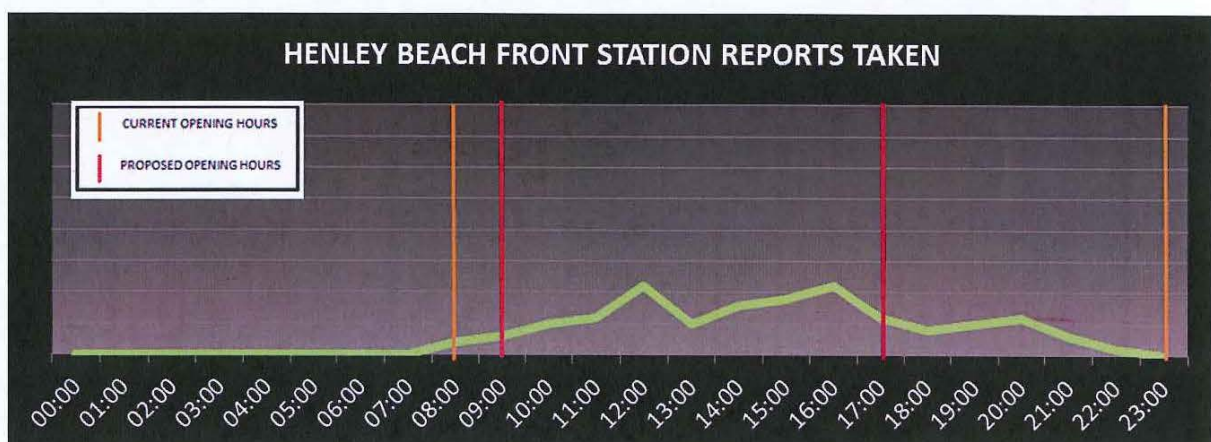
The Henley Beach Police Station is located at 198 Military Road, HENLEY BEACH.

Current business hours: 8.00 am to 11.00 pm seven days a week

Proposed business hours: 9:00 am to 5:00 pm Monday to Friday
(opening hours may be extended on a needs basis for example over the summer months)

Reasons for change:

- The station is situated 11.7 km from Port Adelaide Police Station and 8.3 km from Netley Police Station. These premises are currently under construction and members are deployed from Parks Police Station.
- Approximately half (43%) of this station's workload involved the reporting of Vehicle Collision Reports (VCRs); a reasonable proportion (up to 25%) could have been reported online.
- National Police Clearances accounted for 72% of all financial transactions recorded; such clearances can now alternatively be sourced through private companies.
- The station completes a daily average of 6.5 units of measurable work activity, or 0.43 units per opening hour (refer graph below).
- Peak operating times for this station occur in the morning between 11.00 am and 12.00 pm and after school/work. A decline in reporting was apparent from 5.00 pm onwards.
- This station is located within an entertainment and shopping/tourism precinct.
- Late night shopping on Thursdays was further analysed and reinforced that there was no increase in measurable activity after 5 pm.



Netley Police Station

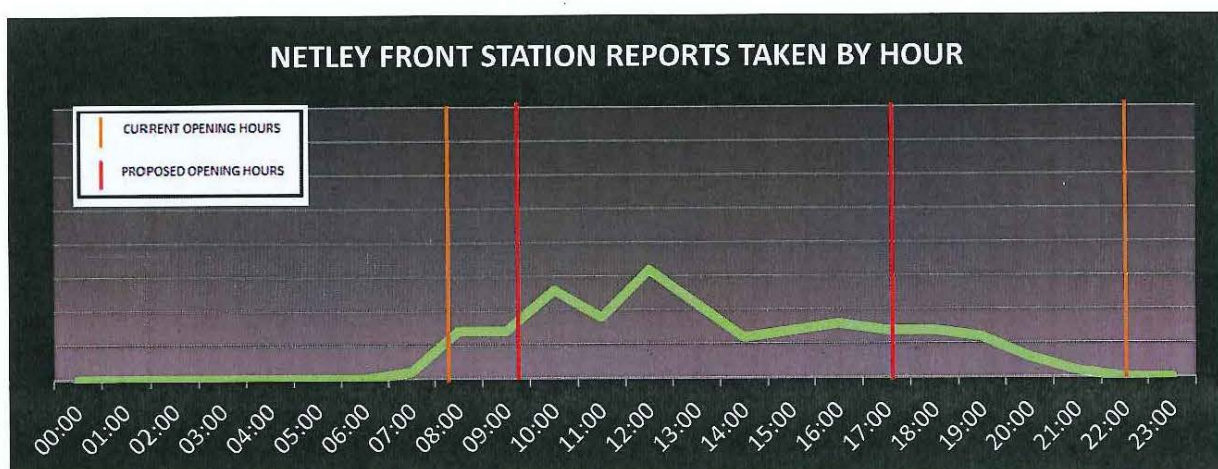
Netley Police Station is located at 242 Marion Road, NETLEY.

Current business hours: 7.30 am to 10.00 pm seven days a week

Proposed business hours: 9:00 am to 5:00 pm Monday to Friday

Reasons for change:

- The station is located 8.8 km from Sturt Police Station and is 6.6 km from Wakefield Street Police Station.
- Half (53%) of this station's workload involved the submission of Vehicle Collision Reports (VCRs), a reasonable proportion (up to 25%) could have been reported online.
- National Police Clearances accounted for 69% of this station's financial transactions; such clearances can now alternatively be sourced through private companies.
- The station completes a daily average of 14.4 units of measurable work activity, or 0.99 units per opening hour.
- Peak operating times for this station occur in the morning between 10.00 am and 1.00 pm with decreases evident after lunch and again from 4.00 pm (refer graph below).
- The station is highly visible to the public and located on a main arterial road.



ATTACHMENT 3



KELVINATOR AUSTRALIA PTY LTD

(Administrators Appointed)
ACN 007 873 734

Level 8, 205 Pacific Highway
St Leonards NSW 2065
GPO Box 536, Sydney 2001
Ph +61 2 9 239 6666
Fax +61 2 9 2513042

CITY OF WEST TORRENS
165 BURBRIDGE RD
HILTON SA 5033

Dear Resident,

RE: Groundwater Bore Use and Ongoing Investigations, Keswick, South Australia

This letter provides an update to the community regarding the investigations into site contamination that have been undertaken by Kelvinator Australia Pty Ltd within Keswick.

In December 2013 certain chemicals, including trichloroethylene (TCE), were identified in groundwater at a commercial property on Everard Avenue, Keswick, South Australia. This site, and two neighbouring sites, were occupied by Kelvinator Australia Pty Ltd (Kelvinator) from the 1940s to about 1985 and were part of Kelvinator's refrigerator manufacturing operations.

In February 2014 the South Australian Environment Protection Authority (EPA) advised Kelvinator that it had been notified of contaminated groundwater on one of the properties formerly owned by Kelvinator. The EPA requested that Kelvinator undertake assessments to determine the nature and extent of site contamination. Since that time Kelvinator has undertaken four site contamination assessments, with the most recent round completed in April 2016. All reports documenting these assessments have been provided to the EPA.

The most recent investigations assessed the concentrations of chemicals within the soil, soil vapour and indoor and outdoor air at the former Kelvinator sites. The investigations did not identify chemical levels in indoor or outdoor air that represent a risk to occupants of the former Kelvinator sites.

New groundwater monitoring wells were also installed onsite and offsite to better understand the extent of groundwater contamination. The extent of the groundwater contamination was not able to be determined during this investigation. As such, assessment of the groundwater contamination, in consultation with the EPA, is ongoing.

As per previous correspondence to residents and land owners in March 2014, the EPA and SA Health continue to advise that groundwater (bore water) should not be extracted for any use in this area. Mains water provided by SA Water remains unaffected by the contamination and is safe for use.

Further information will continue to be available on the EPA website at:

http://www.epa.sa.gov.au/environmental_info/site_contamination

If you would like to discuss this matter further my contact details are provided below:

Environment Program Manager: Paul Thomas
Phone: (02) 4935 4837
Email: info@formerkelvinatorsite.com.au

You may also contact the EPA on 1800 729 175 or by email epasitecontam@epa.sa.gov.au.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Paul Thomas".

Paul Thomas
Environment Program Manager
Kelvinator Australia Pty Ltd

21. CONFIDENTIAL

Nil

22. MEETING CLOSE

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1. MEETING OPENED

2. PRESENT

3. APOLOGIES

Leave of Absence

Cr Dua

4. DISCLOSURE STATEMENTS

Elected Members are required to:

1. Consider Section 73 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 75 of the *Local Government Act 1999*.

5. CONFIRMATION OF PREVIOUS MINUTES

RECOMMENDATION

That the Minutes of the meeting of the Urban Services Prescribed Standing Committee held on 7 June 2016 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. URBAN SERVICES DIVISION REPORTS

11.1 Proposed Road Closure - Road Reserve Land on the Corner of Allchurch Avenue and Packard Street

Brief

This report updates Elected Members in regard to actions that have occurred relating to the preliminary investigation of a proposed road closure ("allotments" on each corner of the intersection of Allchurch Avenue and Packard Street at Plympton).

RECOMMENDATION(S)

The Committee recommends to Council that:

1. It provide its consent for the road closure process for the identified portions of land in Attachments 1 and 2 to this report to commence; and
2. Further reports be provided to Council as necessary and/or when significant milestones are reached throughout the road closure process.

Introduction

At its meeting of 16 February 2016 Council requested that the Administration investigate opportunities to close portion of the road in Allchurch Avenue and Packard Street North Plympton (namely the "vacant land" on each corner of the intersection).

There have been previous attempts to proceed in this manner however various impediments have to this time prevented actual closure of these designated portions of the road.

Discussion

Since the meeting of 16 February 2016 the Administration has engaged consultants to:

- (a) undertake an historic search of land records to try to determine the rationale for retaining the land in question as road reserve; and
- (b) determine whether there may be any impediments to creating four new individual allotments (as opposed to solely being able to offer the land for sale to the owners of the allotments that adjoin the designated land); and
- (c) arrange for a preliminary survey plan to be prepared.

The historic search did not specifically identify any reasons for retention of the land in question but did advise as follows:

- The area was previously owned by Henry Allchurch. The plan of subdivision originally showed the area of discussion as "Allchurch Place" on the corner of Allchurch Avenue and Packard Street. Allchurch Place, along with other roads and reserves within Deposited Plan 2478, transferred to the City of West Torrens in 1919 and Certificate of Title Volume 1119 Folio 20 was issued (CT attached).
- By Notification 4635848 registered in 1980, Lot 371 was declared "Allchurch (Public) Ave" and a new Certificate of Title Volume 4188 Folio 1 was issued. That title was subsequently cancelled as part of the process of converting paper titles to electronic titles. Council should still be holding Certificate of Title Volume 4188 Folio 1.

Anecdotally, it has been suggested that possible reasons for the existing design may include the creation of a point of difference/design "landmark" at this location or the provision of similar aesthetics to those that occur in Colonel Light Gardens for example.

The consultants have indicated that the road could be closed and that four new courtyard style allotments could be created. (The proposed new allotments slightly exceed the minimum allotment size for this location). Indicative sale prices have also been sought from, and provided by, the consultants however these have not been included in this report at this time as:

- their public knowledge could adversely impact negotiations for potential sale of them;
- a sale methodology has not been considered or agreed; and
- there is no decision to actually proceed with the road closure process.

Nevertheless, it is worth noting that the valuations provided indicate that the revenue which may be received, should the allotments sell at or near the valuation figures, would be likely to significantly outweigh the costs of their creation.

A plan indicating the proposed new allotments (highlighted in yellow) is attached (**Attachment 1**).

Should Council decide to proceed with the road closure process, the proposed new allotments will need to initially be offered to the owners of the adjoining allotments. It is also proposed to offer the existing small corner cut-offs (outlined in blue in the attached aerial plan (**Attachment 2**) to the owners of the adjoining allotments for no consideration (although the costs associated with these transfers would need to be met by the recipient landowners).

The road closure process will require a number of reports to be considered by Council and will also require that persons/groups having an interest in the proposal (e.g. adjoining owners and service/utility providers) be provided with an opportunity to object to the proposal and/or seek easements over (portion of) the land. In this regard it is noted that the owner of the property in the top right corner of the attached aerial plan is currently occupying the corner cut-off portion of the road reserve.

It is anticipated that the entire road closure process (should it proceed to finality) would take in the order of 12 -15 months.

Conclusion

Council's consent is sought to enable the commencement of the formal process to close portion of the road reserve on each corner of the intersection of Allchurch Avenue and Packard Street at Plympton (as identified in Attachments 1 and 2 of this report).

PROPOSED DIVISION

DEVELOPMENT No.:
TITLE SYSTEM: REAL
TITLE REFERENCE:
CT 5805/548, CT 5244/249, CT 5707/757
CT 5275/967, CT 5613/533, CT 5835/830
CT 5553/840, CT 6160/167
HUNDRED: ADELAIDE
AREA: NORTH PLUMPTON
COUNCIL: CITY OF WEST TORRENS

PLAN OF DIVISION

ROADS TO BE CLOSED

STATEMENTS CONCERNING EASEMENTS ANNOTATIONS AND AMENDMENTS

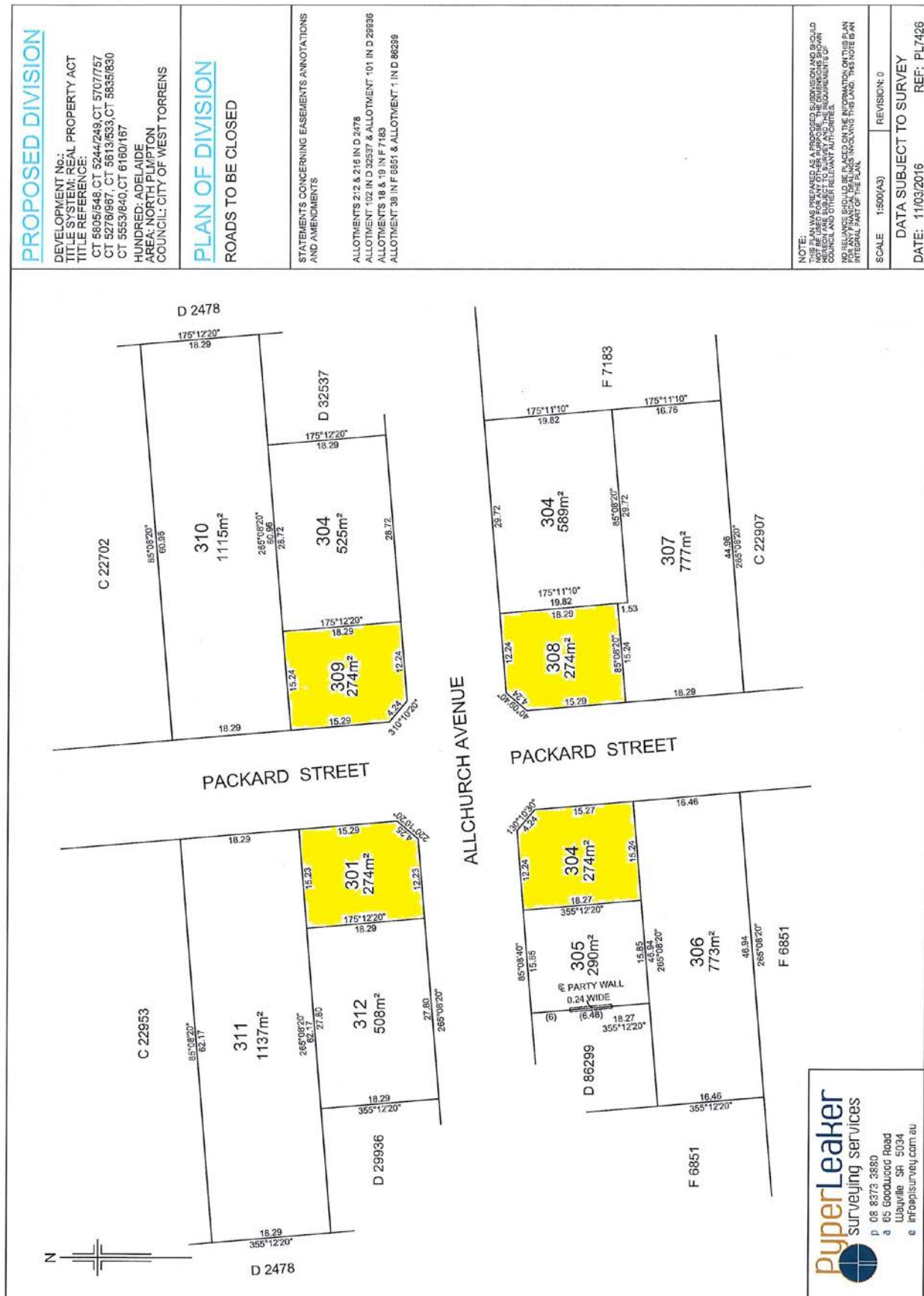
ALLOTMENTS 212 & 216 IN D 2478
ALLOTMENT 102 IN D 32537 & ALLOTMENT 101 IN D 29936
ALLOTMENTS 18 & 19 IN F 7183
ALLOTMENT 38 IN F 6851 & ALLOTMENT 1 IN D 86299

NOTE:
THIS PLAN WAS PREPARED AS A PROPOSED SUBDIVISION AND SHOULD BE USED ONLY FOR INFORMATIONAL PURPOSES. THE INFORMATION SHOWN HEREON ARE SUBJECT TO SURVEY AND THE REQUIREMENTS OF COUNCIL AND OTHER RELEVANT AUTHORITIES.
NO RELIANCE SHOULD BE PLACED ON THE INFORMATION ON THIS PLAN FOR ANY FINANCIAL DEALINGS INVOLVING THIS LAND. THIS NOTE IS AN INTEGRAL PART OF THE PLAN.

SCALE	1:500(A3)	REVISION: 0
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DATA SUBJECT TO SURVEY

DATE: 11/03/2016 REF: PL7426



ATTACHMENT 2



11.2 Request Approval for Closure of George Street Thebarton for Annual Street Party

Brief

To advise Council of a request for the closure of a section of George Street Thebarton, between Dew Street and Albert Street, by the Greek Orthodox Community of SA Incorporated, in conjunction with the St Nicholas Church, to facilitate the holding of the Church of St Nicholas 'Street Party' on Saturday 10 and Sunday 11 December 2016.

RECOMMENDATION(S)

The Committee recommends to Council that:

1. Approval be granted for the closure of the section of George Street, Thebarton between Dew Street and Albert Street from 8am on Saturday 10 December 2016 to 2am on Monday 12 December 2016 for the Church of St Nicholas "Street Party".
2. The Administration undertakes the temporary closure of George Street, Thebarton under delegated authority pursuant to Section 33 of the Road Traffic Act and advises the applicant of the requirements and conditions for compliance with the road closure order.
3. The Administration authorises the temporary placement of equipment in George Street for the event under delegated authority pursuant to Section 221 of the Local Government Act and advises the applicant of the requirements and conditions for compliance with the authorisation to make a (temporary) alteration to the road.
4. The costs associated with the event including any statutory charges for the event shall be borne by the applicant.

Introduction

The Greek Orthodox Community of SA Incorporated (The Community), in conjunction with the St Nicholas Church, has held a "Street Party" since December 2011, which has entailed the closure of the section of George Street, Thebarton between Dew Street and Albert Street. In recent years, the period of the road closure has applied from 8am on the Saturday morning and remained in place until 2am on the following Monday morning to include time for the set up and removal of equipment for the event. Through traffic is detoured via Chapel Street during the period of the road closure.

The Community has submitted a request to Council (**Attachment 1**) to again hold its now annual street party in December this year and to close a section of George Street, between Dew Street and Albert Street (**Attachment 2**) to facilitate the event.

Discussion

In prior years, the local community has been given advance notification of the event, which was distributed to residents and business premises in the area bounded by South Road, August Street and Neville Road (west) to Port Road (east) and from Kintore Street (south) to Dove Street and Light Terrace (north) (**Attachment 3**).

As for the past events, it will be the responsibility of the organisers to undertake advance public notification to residents and businesses in the local area likely to be affected by the event that the street party is to take place. The notification is to be via a letterbox drop to residents and business premises in the area indicated in Attachment 3 as has been done for previous events.

For the events since 2013, the organisers have been required to develop a noise management plan for the event. The development and implementation of this plan has assisted in minimising noise impacts which has been evident by way of Council not receiving complaints following recent events. This will also be a requirement for this year.

As there are several retail businesses within the road closure area that trade during the closure period, the location of barricades considers the access and operating requirements of those businesses and of emergency services also. Directional signs and allocated parking are to be provided to maintain and assist access for the business customers.

As heavy additional parking is generated in adjacent residential streets over an extended period by the event, a number of temporary permit parking zones are established for several nearby residents with no off-street parking and similar areas are likely to be required again.

Previous year's attendance numbers have been around 7,000 – 8,000 attendees over the weekend and similar numbers are anticipated for this year's event.

A public notice of the road closure is required to be published in a newspaper prior to the event in conformity with the Road Traffic Act. The statutory costs associated with the event are to be borne by the event organisers.

Conclusion

It is recommended that approval for the Greek Orthodox Community of SA Incorporated to hold its annual "Street Party" in December 2016 be given and that the Administration, under delegated authority pursuant to section 33 of the Road Traffic Act, implement the temporary road closure and advise the applicant of the requirements and conditions for the event and for compliance with the road closure order.

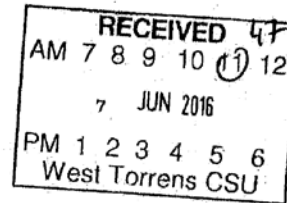
ATTACHMENT 1

GREEK ORTHODOX COMMUNITY OF SOUTH AUSTRALIA INCORPORATED

1st Floor, 262 Franklin Street Adelaide SA 5000 T: (08) 8231 4307 F: (08) 8231 7835
Email: gocsa@gocsa.org.au Web: www.gocsa.org.au ABN: 919 2754 9135



6 June 2016



GREEK ORTHODOX
CATHEDRAL OF ARCHANGELS
MICHAEL & GABRIEL

GREEK ORTHODOX CHURCH
OF KOIMISIS THEOTOKOU

GREEK ORTHODOX CHURCH
OF Sts. CONSTANTINE & HELEN

GREEK ORTHODOX CHURCH
OF SAINT NICHOLAS

RIDLEYTON GREEK HOME
FOR THE AGED

COMMUNITY CARE SERVICES

GREEK LANGUAGE SCHOOLS

OLYMPIC DANCE SCHOOL

SCHOOL OF GREEK MUSIC

RELIGIOUS & COMMUNITY RADIO

ELDERLY COMMUNITY CENTRE

GREEK WOMEN'S CENTRE

WOMEN'S FELLOWSHIPS

GREEK COMMUNITY
PUBLISHING HOUSE

GREEK WRITERS GUILD

RESOURCE LIBRARY

GREEK ORTHODOX COMMUNITY
CHOIR

HELLENIC CULTURAL FESTIVAL
"ODYSSEY"

City Manager
City of West Torrens,
165 Sir Donald Bradman Drive
Hilton S.A. 5033

Dear Sir,


Re: George Street Festival – Permission & Road Closure

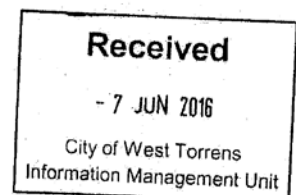
The Greek Orthodox Community of South Australia Inc., in conjunction with St. Nicholas Church wishes to present a two-day Greek Festival to be held at 65 George Street, Thebarton on Saturday 10th and Sunday 11th December 2016.

I am writing on behalf of the Greek Orthodox Community of South Australia. We would like to hold our annual George Street Festival once again on the week-end of Saturday 10th and Sunday 11th December 2016. This would involve the necessity to close off George Street between Dew and Albert Streets from 8am on 10th to 11.00pm on the 11th December. The Department of Transport will be notified once permission to have our Festival is granted, as they will need to re-route the buses. I have spoken to them about the road closure pending Council's permission. They will be given further details and a map of the designated area later. Entrance is open from Dew Street for Emergency Services.

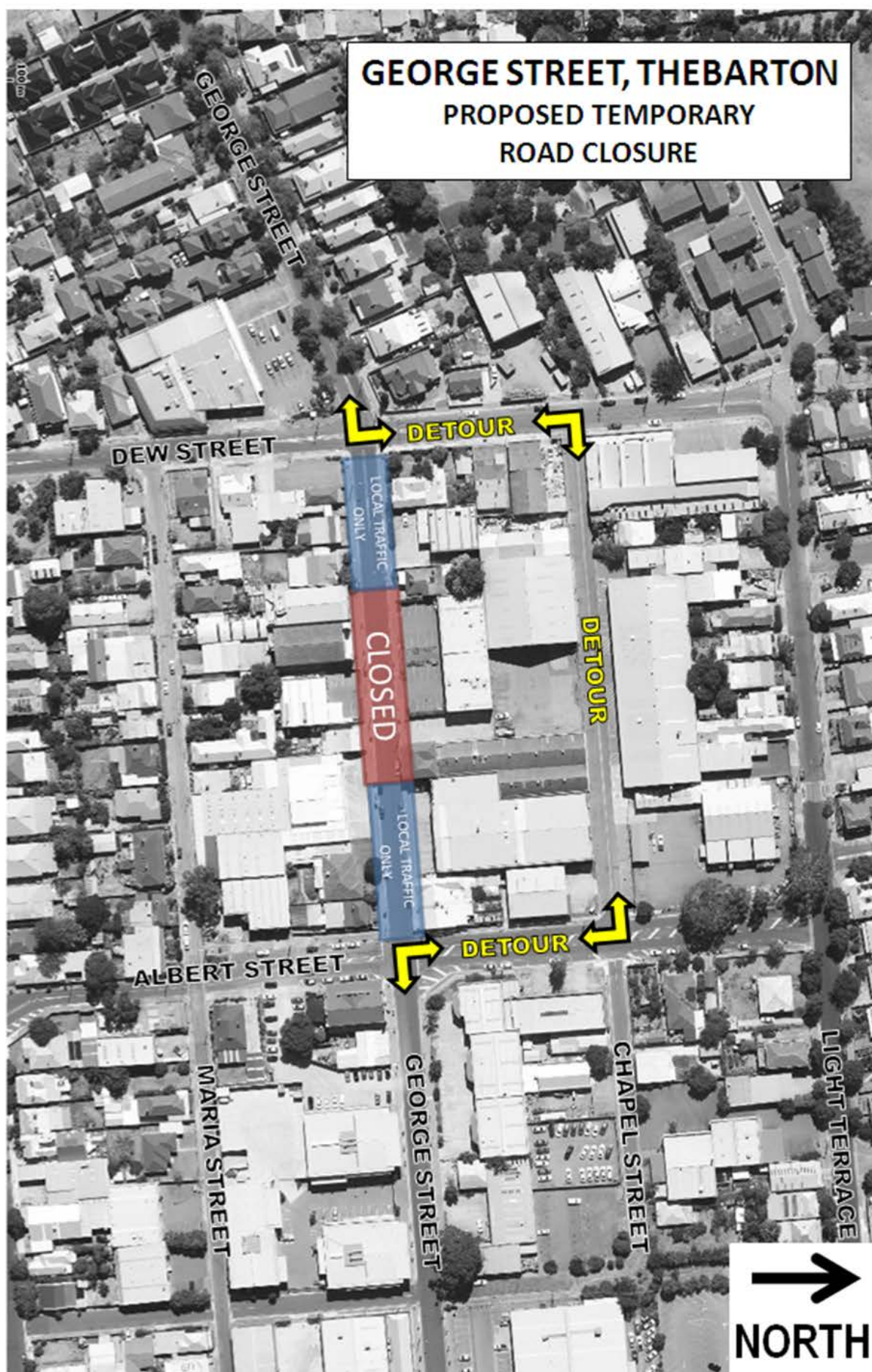
The aim of the festival is to share with the Thebarton and Western suburbs Community the traditional Greek Hospitality in a family atmosphere. Traditional Greek food and sweets will be available. There will be traditional Greek dancing from young people of our Community and from other ethnic communities helping to foster a multicultural feeling. Our aim is to foster the Community spirit in Thebarton and enhance our identity as Australians.

We would appreciate your consideration of our application at your next Council meeting.

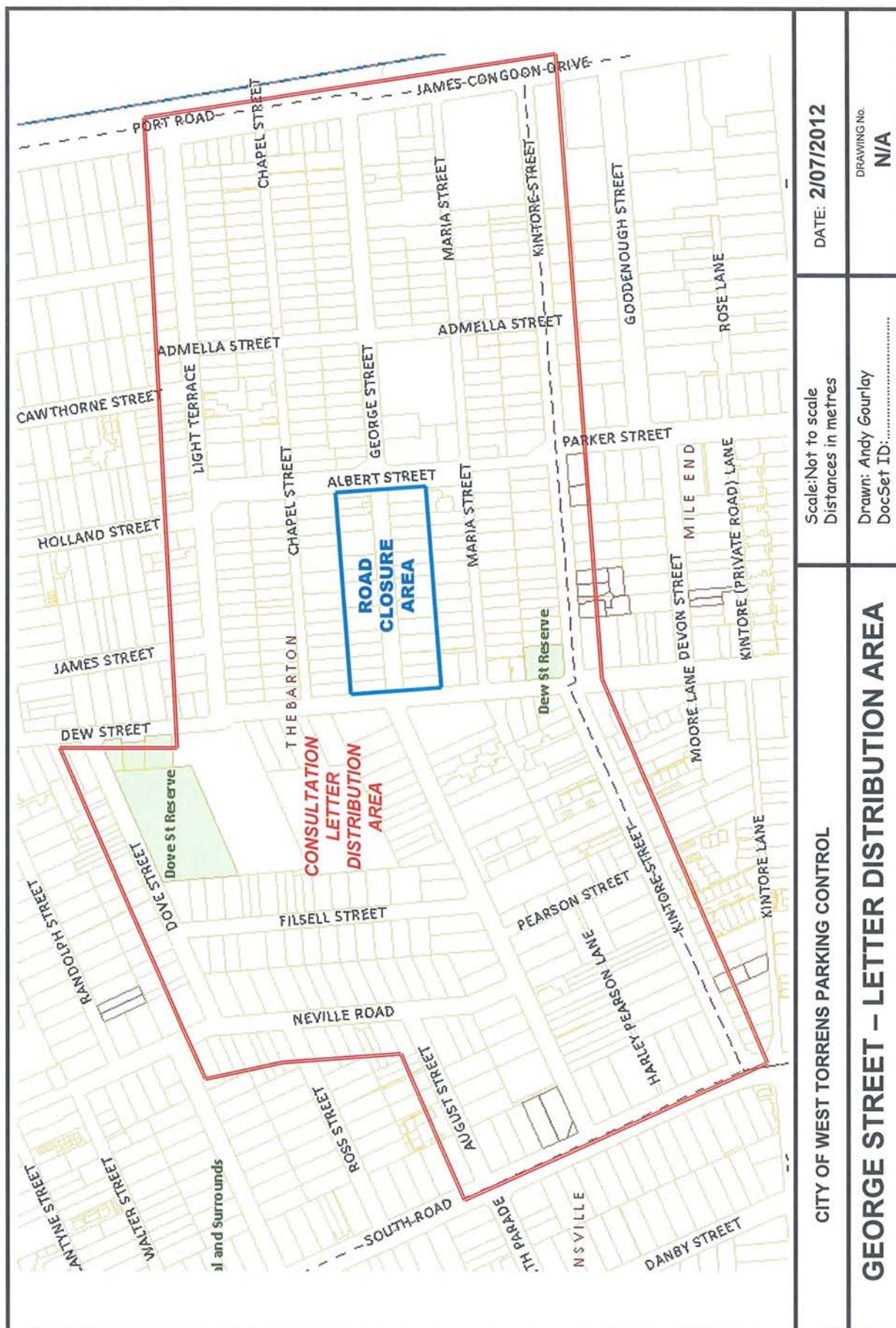
Yours faithfully,

Mrs. Carlene Vasilakis Starr
Treasurer (GOCSA)



ATTACHMENT 2



ATTACHMENT 3



11.3 Result of the Resident Survey on Parking Controls in Rawlings Avenue and Palmyra Avenue, Torrensville

Brief

To provide Council with a report on the outcome of the resident parking survey recently conducted in Rawlings Avenue and Palmyra Avenue Torrensville in response to the residents' previous petition to Council.

RECOMMENDATION(S)

The Committee recommends to Council that the report be received.

Introduction

A petition was received by Council at the meeting of 2 March 2016 from sixty eight (68) residents in Torrensville, concerning traffic issues in Rawlings Avenue and Palmyra Avenue Torrensville arising from the activities of Altus Traffic Management Company situated at 2 Rawlings Avenue Torrensville (**Attachment 1**).

Among the residents' concerns were day time and night time noise disturbance, restricted access for through traffic and restricted property access and egress due to the number of company and staff vehicles parked in Rawlings Avenue and Palmyra Avenue for extended periods.

Discussion

Council granted development approval to DA 211/1034/2007 (2 Rawlings Avenue Torrensville) in 2010 for the construction of a warehouse and mezzanine office. The development was subsequently constructed in 2011. The site sat unoccupied until late 2015 when Altus Traffic Pty Ltd (Altus) commenced operating from the site.

Following initial complaints from residents, some matters of non-compliance with the existing development approval conditions for the Rawlings Avenue site were observed by Council. The owners of the land were then notified by Council to rectify the non-compliant matters identified by Council. Following a period of inaction, enforcement proceedings, pursuant to section 84 of the Development Act 1993 (Act), were initiated by Council against the owners of the land and Altus (tenant of the land). Subsequently, Altus on 17 February 2016 lodged an appeal against the enforcement notice in the Environment, Resources and Development Court (ERD Court) and applied to the Court for a suspension of the directions in the notice.

The first Court appearance, a preliminary conference, occurred on 7 March 2016. Preliminary conferences are brief (no more than 10 minutes) and their purpose is case management; that is, the Court lists the matter along a particular pathway, either a conference, or a hearing, depending on the particular matter.

As the Council opposed Altus's application for a suspension of the directions in the enforcement notice, the appeal was then set down for a directions hearing on 29 March 2016. A directions hearing is required before the Court can set a matter down for argument.

Following the conference, Council's legal representatives and Altus's legal representatives engaged in without prejudice discussions to explore a potential resolution of this matter; which would resolve the enforcement notice and the alleged breaches of the Development Act 1993 occurring at the subject land without the need for an expensive and potentially lengthy argument. As a result of these discussions, the appeal was adjourned to a directions hearing on 7 June 2016 at 9.15am.

At this directions hearing, Altus applied for, and obtained, another adjournment of the matter until Tuesday 9 August 2016.

Council's legal representatives stated to the Court that the Council is concerned about the ongoing impacts of Altus's activities on surrounding neighbours, in particular concerning parking of vehicles in and around Rawlings Avenue. As such, the Council was not consenting to the adjournment but was, reluctantly, not objecting to it. They also stated that the only reason why, they reluctantly had no objection, was that it may be possible for this matter to be settled and, if this occurs, this would avoid the costs of a hearing (which are, in essence, borne by the community) and may occur much more quickly than having a hearing and awaiting judgment.

The Council will be in a better position to determine whether this matter will resolve amicably without the need for an argument or whether it will need to be listed for argument on or before 9 August 2016. The directions in the enforcement notice are presently suspended until this date.

Given that the Environment, Resources and Development (ERD) Court decision on the appeal matter could be some time away, the Administration has, proactively, surveyed all Rawlings Avenue and Palmyra Avenue residents and property owners during April, on the possible installation of parking controls in those streets to limit non-resident parking in those streets.

Residents and owners were asked to respond on whether they were in favour of installing parking controls or not and were offered a range of options from which to choose, with those options having regard to the restricted width of both streets and the extended times in which parking activity in the streets can occur (**Attachment 2**).

Survey responses were received from thirteen (13) of the thirty-seven (37) residents and ratepayers and, from the responses received, there was a very clear result against the installation of any parking controls.

Eleven (11) of the responses were against the installation of time limit controls with nearly all of the eleven ticking both option 4 (no controls) and option 5 (other) and providing supporting comments. Two (2) responses supported option 3 but included comments indicating only limited approval of parking controls being installed.

Many of the responses to the survey were critical of Council for "allowing" or "approving" the occupation of the 2 Rawlings Avenue site by Altus. However, it should be emphasised that the development was assessed and approved under the Act, during which a number of conditions were included in the approval. How the building would then be used would need to comply with the approval and any conditions that are attached to that approval.

The issue of who the property is leased out to is not the subject of any further Council approval. Where there has been a breach of the Act, Council will be in a position to request the owner or tenant to rectify the breach and, if not satisfactorily addressed, to then commence enforcement proceedings under the Act.

The approach that Council has taken on this matter regarding the use of the subject land is consistent with the legal and procedural requirements under the relevant legislation.

As the enforcement matter is still the subject of the ERD Court determination, it would be best to defer any further parking action in Rawlings Avenue and Palmyra Avenue at this point in time. Notwithstanding that, it is noted that the resident survey undertaken also requested that no action be taken regarding the installation of parking controls in either street.

Conclusion

In accordance with the survey results, no action is proposed to be taken regarding the installation of parking controls in either street at this time. It would also be prudent to wait for the ERD Court determination before considering any future parking options for both streets.

ATTACHMENT 1

Anthony Colman

TORRENSVILLE SA 5031

4th February 2016

City of West Torrens
165 Sir Donald Bradman Drive
Hilton SA 5033

The safety, hazard and disruption issues created by traffic management company "Altus"

To whom it may concern

As a resident and rate payer of West Torrens council area I am putting in writing the concerns of all the householders/ rate payers who have been severely affected by the continuing of a business in our street that we feel is in breach of our right to peace and quiet and the safety of residents in our neighbourhood.

The traffic management company "Altus" has set up its business on the corner of Rawlings Street and Palmyra Avenue Torrensville should never have been approved for the following reasons:

1. Traffic hazard.
2. Excessive noise disturbance
3. Safety hazard
4. Insufficient parking

Firstly, the fully loaded work vehicles, consisting of trucks, utes and personal workers vehicles are being parked on both sides of the two streets and has made it extremely difficult to turn onto the adjoining street/avenue because it is very difficult to see clearly and safely so as to avoid any oncoming traffic creating a very dangerous situation and we feel it is only a matter of time before an accident occurs.

Secondly, we hear people talking and vehicle doors banging and vehicles scraping the driveway as they enter and leave the warehouse, also the reversing warning sounds omitted by the utes etc continuously screeching which sounds like an animal being strangled, and rattling and banging as the loaded signs etc shift around on the vehicles, this happens as early as 2:30am and wakes the residents up making it difficult to sleep further because of the activities going on constantly, day and night, also these vehicles are often left parked in front of our homes for 48 hours at a time making access for residents very difficult.

Thirdly, it was not that long ago that this warehouse which was almost empty burnt down and was rebuilt despite the efforts of some residents disputing the build and being ignored. At the time it burnt down it endangered many of the residents and their homes in Rawlings Avenue but thankfully these homes were separated by Rawlings avenue but if the wind had had been blowing from the east and not the west then there would have been a very real and serious danger to the residents in Palmyra Ave and in particular the house virtually adjoining the warehouse where an elderly lady lives.

The concern now is that there are approximately 20 vehicles being parked inside the warehouse and all assumingly carrying a reasonable amount of fuel in their tanks that we consider to be extremely dangerous to the residents if there were to be a similar fire as has already happened.

The fourth issue is that there is not enough parking for the Altus work vehicles on the premises and they are being left on the streets 24 hours a day and seven days a week with no allocated parking for workers vehicles on premises as we understand is the requisite for any premises undertaking business in the area? They have also had parking lines painted on the newly resurfaced road, by whom and with who's authority did this happen? While they abuse residents who have been parking there for many years!

This is unacceptable and we demand that action be taken to eliminate the use of this property for storage of vehicles and property that is endangering the lives and property in and around the warehouse.

I am including a list of signatures of angry residents that are prepared to take further action if nothing is done forthwith.

Anthony Colman

A handwritten signature in black ink, appearing to be 'AC' followed by a flourish.

I have also attached 2 pages of details of residents

ATTACHMENT 2

**Survey on parking controls
Reply Form**

Civic Centre
165 Sir Donald Bradman Drive
Hilton, SA 5033
Tel 08 8416 6333
Fax 08 8443 5709
Email csu@wtcc.sa.gov.au
Website www.wtcc.sa.gov.au



Rawlings Avenue & Palmyra Avenue Torrensville.

I/we (please print name)

of (please print address)

advise that my / our preferred option for parking controls is:

Please ✓ your preference

- ☐ Option 1: Install 1 hour at all times (1P) parking controls; **or**
- ☐ Option 2: Install 2 hour at all times (2P) parking controls; **or**
- ☐ Option 3: Install 2 hour 8am - 6pm Monday - Friday (2P) parking controls; **or**
- ☐ Option 4: No change – leave the street unrestricted; **or**
- ☐ Option 5: Other - please state your preference or other comments.

Additional comments

Please return your completed form to the City of West Torrens by **5pm Monday 25 April 2016**

(cont over)

11.4 West Torrens Building Fire Safety Committee

Brief

To re-establish membership of the West Torrens Building Fire Safety Committee pursuant to Section 71 of the *Development Act 1993*.

RECOMMENDATIONS

The Committee recommends to Council that:

1. The West Torrens Building Fire Safety Committee be re-established as the appropriate authority in accordance with Section 71(18) and (19) of the *Development Act 1993* with the following membership;
 - Janine Lennon – Council employee, Manager City Development
 - Andrew Romaniuk – Council employee with prescribed qualification in building surveying
 - Jonathon Pearce (and Rodney Bahr as a deputy) – persons nominated by the Chief Officer of the South Australian Metropolitan Fire Service
 - Richard Newton Read – consultant from Marion City Council who is a person with extensive knowledge and experience with fire safety matters.

All members shall hold office until 30 August 2019, unless resolved otherwise by Council.

2. Janine Lennon be appointed as the Presiding Member of the Building Fire Safety Committee.
3. The Administration nominate an Executive Officer to provide support to the Committee.
4. The Terms of Reference for the West Torrens Building Fire Safety Committee as provided in Attachment 1 of this report be approved.

Introduction

Section 71 of the *Development Act 1993* requires Council to establish a Building Fire Safety Committee (BFSC) for the council area, or establish and participate in a Regional Building Fire Safety Committee.

Discussion

All new buildings and proposed alterations and extension to existing buildings, must comply with the Building Code of Australia (BCA) and the fire safety in such buildings is carefully assessed as part of the process of issuing a development approval.

For existing old buildings, Section 71 of the *Development Act 1993* provides for Council to investigate whether building owners are maintaining proper levels of fire safety in their buildings for the protection of occupiers.

A Building Fire Safety Committee is established as the “*appropriate authority*” under the Development Act to take action, when required, to have the owner upgrade the fire safety of a building to the appropriate level.

A deputy member has been nominated for the South Australian Metropolitan Fire Service representative to accommodate the occasional need to hold a meeting or undertake an inspection with as little as two hours' notice.

The assignment of an Executive Officer, appointed by the Chief Executive Officer, is recommended to provide administrative support to the Committee. The Executive Officer will be required to ensure that agendas and minutes are prepared and distributed, prepare notices of the Committee and undertake the required records management activities. The Executive Officer would also attend all scheduled meetings of the Committee.

The Terms of Reference (**Attachment 1**) require a minimum of two meetings per year. The committee holds regular meetings twice per year and meets at other times to undertake inspections or address urgent issues as required.

Conclusion

In order to meet its obligations under the *Development Act 1993* relating to building fire safety, it is recommended that Council re-establishes the committee known as the "West Torrens Building Fire Safety Committee" (the Building Fire Safety Committee) for the purpose of acting as the "*appropriate authority*" in respect of all fire safety matters.

ATTACHMENT 1

CITY OF WEST TORRENS



CITY OF WEST TORRENS

Terms of Reference

BUILDING FIRE SAFETY COMMITTEE

PREAMBLE

Local Government plays an important role in protecting the ongoing safety of building occupiers and users through the provisions of the *Development Act 1993*, including the establishment and implementation of a Building Fire Safety Committee.

1. ESTABLISHMENT

Pursuant to Section 71(19) of the *Development Act 1993* (Act) the Council establishes a Building Fire Safety Committee for the purpose of acting as the *appropriate authority* in respect of all building fire safety matters.

These Terms of Reference will be interpreted subject to the provisions of the Act and its supporting Regulations

2. OBJECTIVES

The primary objectives of the Committee are as follows;

- 2.1 Section 71 of the Act outlines the powers given to Councils to investigate whether or not building owners are maintaining adequate levels of fire safety in their buildings for the protection of all occupants. Council has delegated its responsibility under Section 71 of the Act to the Building Fire Safety Committee (BFSC).
- 2.2 The Terms of Reference have been reviewed and this document constitutes the Terms of Reference for the BFSC from 30 August 2016.

3. FUNCTIONS

- 3.1 The functions of the BFSC are to act as a delegate of the Council in accordance with the requirements of the Act;
 - 3.1.1 scrutinise the fire safety of buildings that have been identified as having inadequate fire safety provisions;
 - 3.1.2 issuing Notices of Fire Safety Defects to building owners;
 - 3.1.3 forward advice on Section 71 fire safety notices to the council administration for inclusion in Section 7 enquiries;
 - 3.1.4 negotiate cost effective performance solutions with a building owner to reduce fire safety risk to an acceptable level;
 - 3.1.5 issue a Notice of Building work Required, which details prescribed work that must be carried out in order to bring the building fire safety to an acceptable level of safety;
 - 3.1.6 initiate enforcement proceedings or other action to ensure a building owner complies with a Notice of Building Work Required;
 - 3.1.7 revoke or vary fire safety notices when appropriate; and
 - 3.1.8 undertake other actions which the BFSC elects to do
- 3.2 to develop a building fire safety inspections policy.

4. MEMBERSHIP

- 4.1 Membership of the BFSC shall consist of four (4) members appointed by the Council taking into account the requirements of the Act, under Section 71 (19), comprising:
 - 4.1.1 a person who holds prescribed qualifications in building surveying appointed by the Council; and
 - 4.1.2 a person nominated by the Chief Officer of the South Australian Metropolitan Fire Service or the Chief Officer of the South Australian Country Fire Service (determined by the council after taking into account the nature of its area or their areas); and
 - 4.1.3 a person with expertise in the area of fire safety appointed by the Council; and
 - 4.1.4 if so determined by the Council - a person selected by the Council
- 4.2 The Council will appoint the Presiding Member of the BFSC.
- 4.3 The BFSC will appoint the Deputy Presiding Member.
- 4.4 Members of the BFSC shall hold their positions for a period not exceeding three (3) years determined by the Council.

5. PRESIDING MEMBER

The role of the Committee's Presiding Member will include, but is not limited to:

- 5.1 The conduct of the business of the Committee at meetings and during site inspections, ensuring appropriate meeting procedures are followed, including matters related to the Terms of Reference.
- 5.2 Ensuring the Committee properly conducts its business as defined under the Act.
- 5.3 Ensuring the Committee continues to monitor and maintain an appropriate level of fire safety as determined by the Committee Terms of Reference.
- 5.4 Ensuring notices are served on buildings, which the Committee believes lack an appropriate level of fire safety.
- 5.5 Initiating enforcement or other action to ensure the building owner complies with a Final Notice.
- 5.6 Ensuring information is provided on Section 71 fire safety notices to Council administration in relation to Section 7 enquires; and
- 5.7 The conduct of any appeals against a First or Final Notice.

6. RESPONSIBILITIES OF THE MEMBERS

The role of Committee Members will include, but is not limited to:

- 6.1 Undertaking inspections in accordance with these Terms of Reference with a high level of professionalism.
- 6.2 Providing advice to clients on building fire safety upgrade requirements.
- 6.3 Providing advice and recommendations to the Presiding Member of the Committee.
- 6.4 Assisting the Presiding Member in serving Notices on buildings that the Committee believes lack an appropriate level of fire safety. The Committee Members shall assist the Chairperson in revoking or varying notices as appropriate.
- 6.5 Assisting in providing reports to Council and the CEO on the work undertaken by the Committee on a regular basis.
- 6.6 Maintaining appropriate skills and qualifications for the position held on the Committee.
- 6.7 Where appropriate, the Committee Members shall assist the Presiding Member in negotiating cost effective performance solutions with the building owner to reduce fire safety risks to an acceptable level.

7. VACANCY OF OFFICER

- 7.1 A member of the BFSC becomes vacant if the member:
 - 7.1.1 dies; or
 - 7.1.2 completes a term of office and is not reappointed; or
 - 7.1.3 resigns by written notice addressed to the Council; or
 - 7.1.4 is removed from office by the Council for any reasonable cause.
- 7.2 Should a vacancy in membership of the BFSC occur at any time then the Council shall fill that vacancy at the earliest opportunity in accordance with Clause 4.1.
- 7.3 The vacancy of office of a single member of the BFSC will not invalidate the decision making of the remaining members of the BFSC.

8. MEETINGS AND QUORUM

- 8.1. The BFSC shall meet a minimum of once per six months at the offices of the City of West Torrens at 165 Sir Donald Bradman Drive, Hilton or at such place as the BFSC may determine.
- 8.2. All decisions of the BFSC shall be made on the basis of a majority decision of the members present.
- 8.3. In the event of an equality of votes, the Presiding Member shall have a casting vote in addition to a deliberate vote.
- 8.4. A quorum for a meeting of the BFSC shall be (2) persons, one of whom must be the Metropolitan Fire Service representative.
- 8.5. If both the Presiding Member or Deputy Presiding member of the BFSC are absent from a meeting of the BFSC, a member of the BFSC shall be chosen from those present to preside at the meeting.
- 8.6. The following provisions apply to the calling of a meeting:
 - 8.6.1. In the case of special meetings, the presiding member must give notice to other members at least three working days before the date of the meeting.
 - 8.6.2. In the case of ordinary meetings, any member of the committee can give notice to other members at least two working days.
 - 8.6.3. In emergency situations, notice must be given two hours before the time of the meeting.
- 8.7. A meeting will commence as soon after the time specified in the notice of meeting as a quorum is present.
- 8.8. The procedure to be observed at a meeting of the BFSC insofar as the procedures are not prescribed by these Terms of Reference may be determined by the committee.

9. MINUTES

- 9.1. The presiding member of the BFSC must keep, or arrange to keep, minutes of every meeting of the BFSC. The minutes of the proceedings and meetings of the BFSC must include:
 - 9.1.1. The name of the members present;
 - 9.1.2. In relation to each member present, the time at which the person entered or left the meeting;
 - 9.1.3. Any disclosure of interest made by a member;
 - 9.1.4. Decisions of the Committee, and
 - 9.1.5. Any other matter required to be included in the minutes for direction of the Council.

10. TERMS OF REFERENCE

The Terms of Reference for the BFSC are as follows:

- 10.1. In accordance with the delegations conferred by the Council, the BFSC is charged with responsibility for all matters arising under Part 6, Division 6 of the Act and the Regulations;
- 10.2. The BFSC shall act at all times in strict accordance with relevant legislation (being the Act and the Regulations).
- 10.3. A member of the BFSC incurs no liability for an honest act done in the exercise or performance, or purported exercise or performance, of powers or functions conferred by the Council on the BFSC in relation to any matter which does not fall with Part 6, Division 6 of the Act. A liability that would, but for this indemnity, attach to a member of the BFSC attaches instead to the Council.
- 10.4. Each member of the BFSC present at a meeting must, subject to that person having an interest in the matter, vote on a questions arising for the decision at the meeting.

11. DISCLOSURES OF INTEREST

The following procedures apply to conflicts of interest:

- 11.1. Members of the BFSC who have a personal interest or a direct or indirect pecuniary interest in any matter of the BFSC (other than an indirect interest which exists in common with a substantial class of persons) must not take part or be in the vicinity in any deliberation or decision of the BFSC in relation to that matter.
- 11.2. Without limiting the effect of paragraph 11.1, a member of the BFSC will have an interest in a matter if an associate of the member has an interest in the matter.
- 11.3. A member of the BFSC must disclose his or her interest to the Committee as soon as they become aware of that interest.
- 11.4. A disclosure of a direct or indirect interest in any matter of the BFSC must be recorded in the minutes, and the time the member left and returned to the meeting.

11.5 Urban Services Activities Report

Brief

To provide Elected Members with information on activities within the Urban Services Division.

RECOMMENDATION

The Committee recommends to Council that the Activities Report be received.

This report details the key activities of the City Assets, City Works & City Development Departments.

Special Project Work

New Drainage System - Lockleys Catchment Rutland Ave Stage 2	Design options for the improvement of localised stormwater management, including the incorporation into modified traffic control devices, has recently been completed. It is anticipated that consultation with the residents of the street will commence in July 2016.
New Drainage System - Lockleys Catchment May Terrace Stage 3	A confirmed commencement date for the on-site civil works on this project has been fixed for mid July 2016. Residents in the street, key businesses and the school will be notified of the works in early July 2016.
Stormwater Management Plan	Tenders for these works have been received and are programmed for award prior to the end of July 2016.
Rankine Road, Mile End - Stormwater Drainage	The contractor has been requested to undertake additional works (which required coordination with other contractors) prior to the commencement of the drainage works. This will provide time for the completion of delayed service alterations. Works are currently anticipated to commence in late July 2017, with notification to residents undertaken once a date for works has been confirmed.
Maria Street, Thebarton - Stormwater Drainage	Further investigations have been undertaken regarding the viability of a staged upgrade, commencing with the downstream system from this location and addressing several stormwater issues in the localised area. The viability of these downstream upgrades aligns well with the future upgrade of George Street (South Road to Dew Street) and the upgrade of the George St and Dew Street roundabout.
Recycled Water Pipeline Extension	The new pipeline from the Council connection meter located at Barwell Ave, Marleston will supply recycled water for irrigation to the Westside Bikeway (at the Dog Park) and Rex Jones Reserve. The project is underway on site with completion scheduled for mid to late July 2016. Inclement weather has delayed the completion of this project.

River Torrens Linear Park, (Pedestrian Light Project)	<p>The River Torrens Linear Park Pedestrian Lighting Project for 2015/16 for the Stage 5 works from Frontage Rd to Henley Beach Rd has been completed. Additional pedestrian lighting works north of Henley Beach Rd (western river bank) to Riverway (Fulham Gardens) have now commenced and are scheduled for completion in August 2016.</p> <p>Design works have also commenced on the next stage (6) of pedestrian lighting for the 2016/17 program of works.</p>
River Torrens Linear Park, (Henley Beach Rd, Fulham, Western Shared Pathway Underpass)	The project to upgrade the western shared pathway and pedestrian lighting on the River Torrens Linear Park, under Henley Beach Rd, Fulham, has been completed.
Westside Bikeway, Moss Ave - Pedestrian Lighting	The Administration has finalised the design to install new pedestrian LED lighting to replace the existing lights along the Westside Bikeway, (Moss Ave). The procurement process is currently underway.
Anna Meares Pedestrian Lighting (Stage 1 & 2)	The Administration has finalised the design to install solar pedestrian lighting on the Anna Meares shared pathway along Sir Donald Bradman Drive, Adelaide Airport - for Stage 1 & 2 (2016/17). The procurement process is currently underway.
Development of the former Thebarton Neighbourhood House - Falcon Reserve	Construction works are continuing on the development of the new reserve at 10 Falcon Ave, Mile End. The reserve upgrade includes new pathways, turf & irrigation, lighting, reserve furniture and a playground. The reserve is expected to be opened in early July.
Capital Works	
Road Reconstruction Works	<p>The following is an update on roadworks occurring in our City:</p> <p>2015/16 Program</p> <ul style="list-style-type: none"> - West Thebarton Road / Phillips Street - the development of the concept design is continuing. - West Beach Road - detailed design works are continuing. - Norma Street, Mile End - Concrete works have been completed. Asphalt works have been delayed by shallow underground services and a leaking water main. Liaison with service authorities is ongoing. - Military Road, West Beach - Revised design to be considered to include bicycle lanes. - Tennyson Street, Kurralta Park - Detailed design is complete. Construction tenders have been received and are currently being evaluated. - Works have commenced on the construction of Holland Street (Winwood Street to Anderson Street).
West Thebarton Rd / Phillips St Thebarton	Civil works for undergrounding the power lines are continuing.

Kerb & Watertable and Road Reseal Program - 2015/16	<p>The following is a list of the streets allocated for Kerb & Watertable and Road Reseal works in 2015/16. The streets have been divided into six (6) stages of equal duration.</p> <p>Stage 1 - Completed:</p> <ul style="list-style-type: none"> - Electra St (Streeters to Convair) - Convair St (Harvey to Sabre) - Convair St (Sabre to Hughes) - Comet Ave (Electra to Streeters) - Hughes St (Shelly to Comet) - Cudmore Tce (Galway to Lucknow) - Warwick Ave (Mortimer to Daphne) - Gordon St (Selby to End) - Hare St (Beauchamp to South) - Barwell Ave (Bice to South) - Bice St (Stirling to Barwell)
Kerb & Watertable and Road Reseal Program - 2015/16 contd/	<p>Stage 2 - Completed</p> <ul style="list-style-type: none"> - Bransby Ave (Gardener to Mooringe) - Myer Ave (End to Penong) - Myer Ave (No 4 Myer to Whelan) - Birdwood Tce (Laverack to End) - Albion Ave (Burke to Barclay) - Albion Ave (Ruthven to Burke) - Henry St (Glenburnie to Anzac Hwy) - Brook Ave (Gray to James) - Raymond Ave (Padman to Spring) <p>Stage 3 - 100% of the of kerb and watertable works has been completed and approx. 80% of the road reseal completed on the following streets:</p> <ul style="list-style-type: none"> - Penong Ave (Myer to Whelan) - Penong Ave (Whelan to Fitzroy) - Albert Ave (Clifton to Capper) - Curzon St (Albert to Victoria) - Carlton Rd (Morphett to No 20 Carlton) - Carlton Rd (No 20 Carlton to Curzon) - Cummins St (Willoughby to Pine) - Montana Dr (Sycamore to Pitcairn) - Oakmont Cres (St Andrews Crs to Jacklin) - McLachlan Ave (Shannon to Mattner) <p>Stage 4 - Completed</p> <ul style="list-style-type: none"> - North Pde (Jervois to Clifford) - North Pde (No 54 North Pde to Jervois) - Chapel St (Dew to Albert) - Devon St (Dew to Parker) - Rawlings Ave (Henley Beach Rd to Elizabeth) - Wainhouse St (Carlton to Henley Beach Rd) - Huntriss St (Henley Beach Rd to Carlton) - Stephens Ave (Carlton to North Pde) - Junction St (Junction Ln to End)

	<p>Stage 5 - Completed:</p> <ul style="list-style-type: none"> - Myzantha St (Malurus to Lorraine) - Malurus Ave (Myzantha to Anthus) - Harold St (Rowells to Douglas) - Cross St (Main to Douglas) - Sherriff St (Wycombe to Chatswood) - Sherriff St (Ashley to No 39A) <p>Stage 6 - Completed</p> <ul style="list-style-type: none"> - Newbury St (Henley Beach Rd to Ashburn) - Coral Sea Rd (Halsey to Tapleys Hill Rd) - Fawnbrake Cres (Burbridge to No 53A) - Fawnbrake Cres (Burbridge to No 15) - Burbridge Rd (Fawnbrake to Fawnbreak) - Cambridge Ave (Simcock to Poplar) - Broadmore Ave (No 11 to Crispian) - Broadmore Ave (Ayton to No 11) - Crispian St (East Parkway to No 9) - Crispian St (No 9 to Huntington) - Hughes Ave (East Parkway to Everest)
<p>Footpath Program 2015/16</p>	<p>The 2015/16 footpath renewal program has been completed on the following streets:</p> <ul style="list-style-type: none"> - Surrey Rd, Keswick, (Property 419-433 to Richmond Rd) - King St, Mile End, (Anzac Hwy to Mortimer St) - Tapleys Hill Road, Fulham (over the River Torrens) - Sir Donald Bradman Drive, Lockleys (Tapleys Hill Road to Moresby Street) - Stonehouse Avenue, Plympton (Anzac Highway to Whelan Avenue) - Selby Street, Kurralta Park (Anzac Highway to Mortimer Street) - Richmond Road, Richmond (Marion Road to Sutton Terrace) - Kennedy Street, Brooklyn Park (Clifford Street to Airport Road) - Sanders Street, Richmond (Bignell Street to Lucas Street) - Indian Avenue, West Beach (Northern Avenue to Ingerson Street) - Windsor Terrace, West Beach (Mount Batten Grove to Charles Veal Drive) - Talbot Avenue, North Plympton (Park Terrace to Birdwood Terrace) - Eton Road, Keswick (Richmond Road to Hampton Road) - Chippendale Avenue, Fulham (Tapleys Hill Road to Kandy Street) - Frontage Road, Lockleys (Clyde Ave to Fulham Park Drive) - Frontage Road, Lockleys (Sandilands St to Clyde Ave) - Fulham Park Drive, Lockleys (Castlebar Rd to Frontage Rd) - Penong Avenue, Camden Park (Whelan Ave to Myer Ave) - George Street, Thebarton (Stage 1) - On hold pending decision on concept design - Tracey Crescent, Lockleys (White Avenue to Grant Avenue) - St Anton St (Aldridge Tce to Cudmore Tce) - Simcock St (Cambridge Ave to City boundary) - Grant Ave, Lockleys (Pierson St to Tracey Cres) <p>The following street is current in progress, and is expected to be completed with the next month:</p> <ul style="list-style-type: none"> - Formosa Avenue (Northern Ave to Baltic Ave)

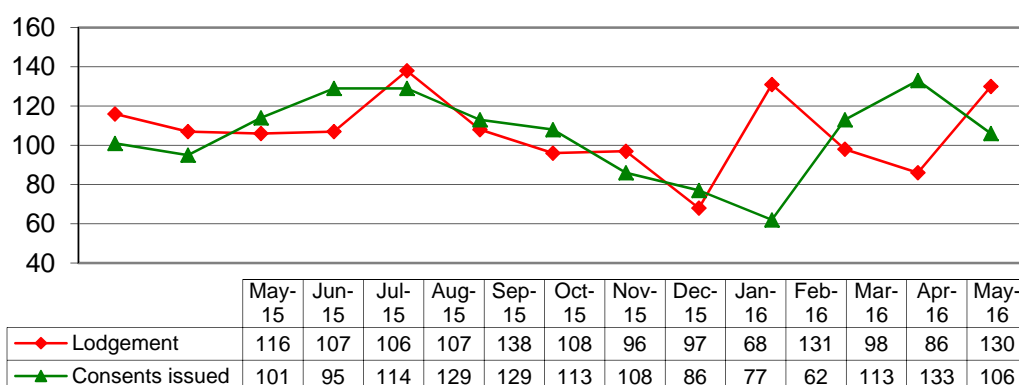
Bicycle Management Schemes	<p>Frontage Road shared use path design has been finalised with construction scheduled to begin shortly.</p> <p>The tender for the Watson Avenue bridge and path extension has closed and a contract has been awarded as a design & construct project. Detailed design by the civil contractor is currently underway.</p>
Dew & George Street Proposed Roundabout	<p>Land Acquisition agreement signed by all parties with tender documents currently being prepared. It is anticipated that the project will be completed before the end of the year.</p>
Playground Upgrade 2014/15 & 2015/16	<p>The following is an update of the program of works:</p> <ul style="list-style-type: none"> - Halsey Road Reserve, Fulham - works completed. - Graham Cres Reserve, Novar Gardens - works completed. - St Andrews Cres Reserve, Novar Gardens - works completed. - Memorial Gardens, Hilton - concept plans are being developed. - Kesmond Reserve, Surrey Rd, Keswick - playground project (equipment & footprint) is currently being designed with the former child health building (re: former Jaguar Club remaining on site). - Amy St Reserve, Novar Gardens, (<i>petition received to remove</i>). - Kevin Ave Reserve, West Beach - project awarded, works scheduled to commence in late July 2016. - Mountbatten Ave Reserve, West Beach - works underway, with completion scheduled for mid to late July 2016.
Reserve Irrigation Upgrades 2015/16	<p>The following is an update/status on the program of works:</p> <ul style="list-style-type: none"> - Cummins Reserve, Novar Gardens - completed. - Sir Donald Bradman Drive / Mulga St, Brooklyn Park - completed. - Myer Ave Reserve, Plympton - completed. - Neville Rd Reserve, Thebarton - completed. - Brecon Court Reserve, Lockleys - completed. - River Torrens Linear Park, (Torrens Ave), Lockleys - completed. - Hoylake Ave Reserve, Novar Gardens - completed. - Carolyn Reserve, Fulham - in progress.(expected completion in August) - Kings Reserve, Torrensville, (staged project) - in progress. - Westside Bikeway, Marleston / Plympton, (staged project) - in progress. - Camden Oval, Novar Gardens, (staged project) - in progress

Parking and Traffic Management	
Torrensville/Thebarton LATM	Detailed development of the projects is continuing. Consultation with those properties directly affected will commence shortly.
Novar Gardens/Camden Park LATM	A community issues paper is being prepared to begin development of this area. Turning movement counts will be conducted shortly.
Richmond/Mile End LATM	Baseline traffic data is currently being collected.
Bus Stop DDA compliance program	Civil works on the 2015/16 Bus Stop DDA program are continuing.
Parking Shipster Street Torrensville	Extension of time limit parking controls between Henley Beach Road and Carlton Parade due to all day commuter parking restricting resident and business access. Control (previous): 1P 8am - 5.30pm Mon - Fri & 8am - 12 noon Sat (61m) & (56m). Control (new) - 1P 8am - 5.30pm Mon - Fri & 8am - 12 noon Sat (61m) & (56m) and 2P 8am - 5pm Mon - Fri (126m) & (143m).
Parking Dew Street Thebarton	Installation of time limit parking controls between Light Terrace and Osman Place due to all day commuter parking restricting resident and business access. Control (previous): Unrestricted (233m) Control (new) - 4P 8am - 5pm Mon - Fri (63m & 68m & 62m & 40m)
Property and Facility Services	
Star Theatre Complex	The Lease has been executed by both parties.
South Australian Amateur Football League (SAAFL) - Thebarton Oval	A dilapidation report is expected to be received within the next week. Once this has been received the lease is able to be executed. "Handover" of the responsibility for maintenance of the oval occurred on 1 July 2016.
Thebarton Theatre Complex - Weslo Holdings	Deeds of variation have been executed.
Thebarton Theatre Complex - Fire Safety	Building and fire compliance works for Stage 1 & 2 on the Thebarton Theatre have been completed on site. Commissioning of the fire system (Stage 1 & 2) is continuing with an expected completion in July 2016 due to changes to the operation of the events within the theatre. The procurement process is also currently on hold to allow for combining of the next two stages (Stage 3 & 4) of the fire building and compliance works. This will provide some efficiency in completing the two stages as one single contract. The updated procurement process is expected to commence by the end of July.

West Adelaide Football Club	The Club has placed advertisements in the newspaper in regard to seeking additional community/commercial use of the facility. Council and the Club are awaiting advice in regard to a recent grant application submitted to provide a shelter for persons with a disability on the western side of the oval.
Lockleys Oval/Apex Park Masterplan & Multipurpose Community Facility	Consultants have been appointed to undertake detailed design works. Meetings have been held with the consultant and representatives of the Lockleys Riding Club. Further meetings will be organised with other Club representatives and a meeting in regard to the body of water at Apex Park.
Camden Oval Masterplan	A number of meetings have been held with the consultants in regard to the development of a landscape masterplan for Camden Oval. It is anticipated that the concept plan will be presented to the Community Facilities Meeting of 26 July 2016. The Administration and the consultants have also met with a representative from Plympton High School Old Scholars (PHOS) to seek comment from the Club in regard to the proposal. Members may also be aware that West Torrens Birkalla Soccer Club has been advised that the Football Federation of SA/State Government will provide funding to upgrade Birkalla's main pitch to a synthetic surface.
William Light School	An initial meeting has been held with a representative from the school with regard to the development of a shared use arrangement (similar to that which has been negotiated with the Department of Education and Child Development/Cowandilla Primary School).
Netley Kindergarten	The Administration met with the kindergarten director on 21 June to commence discussions in regard to the development of a plan for the play space on Joe Wells Reserve.
Lockleys Oval WA Satterley Hall	The project has been awarded with building works underway on site. The scope of works includes new Disability Discrimination Act compliant toilet facilities, upgrade to existing toilet facilities and fire compliance works. Works are now expected to be completed in August 2016.
River Torrens Linear Park - Toilet Facilities, (Holbrooks Rd, Underdale)	The project is underway on site for the installation of the new toilet facility on the River Torrens Linear Park (near Holbrooks Rd, Underdale). Inclement weather has delayed the project, with commissioning of the facility expected in mid July. Landscaping works for the area will continue after the opening of the facility.

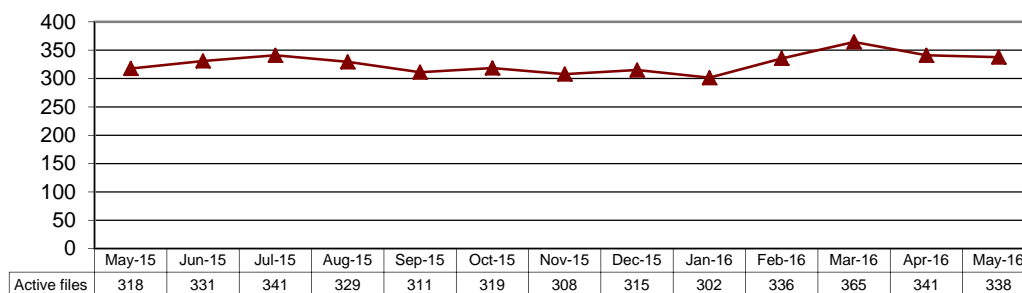
Development Assessment

Development Plan Consents



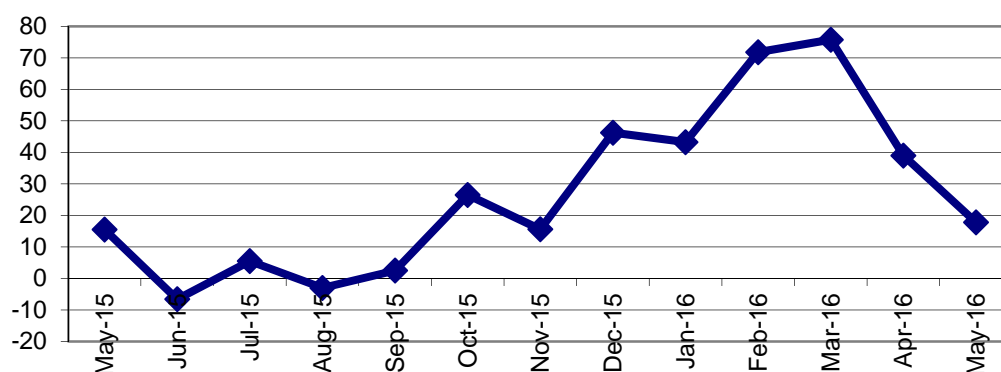
Development Plan Consent, is the process where applications are assessed against Council's Development Plan or the Development Act's residential code requirements, not all applications are assessed against the Development Plan (e.g. most demolitions, small verandahs, small sheds).

Active files - Development Approval

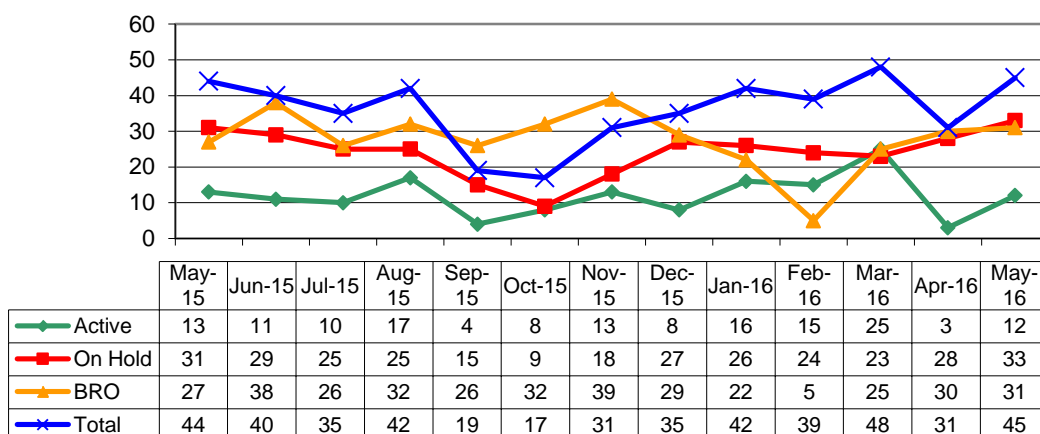


Active files shows all development applications that have been lodged with Council but are yet to receive a decision, it includes applications for Development Plan Consent, Building Rules Consent and Land Division Consent.

Difference in Active File Numbers Compared to 12 Months Earlier

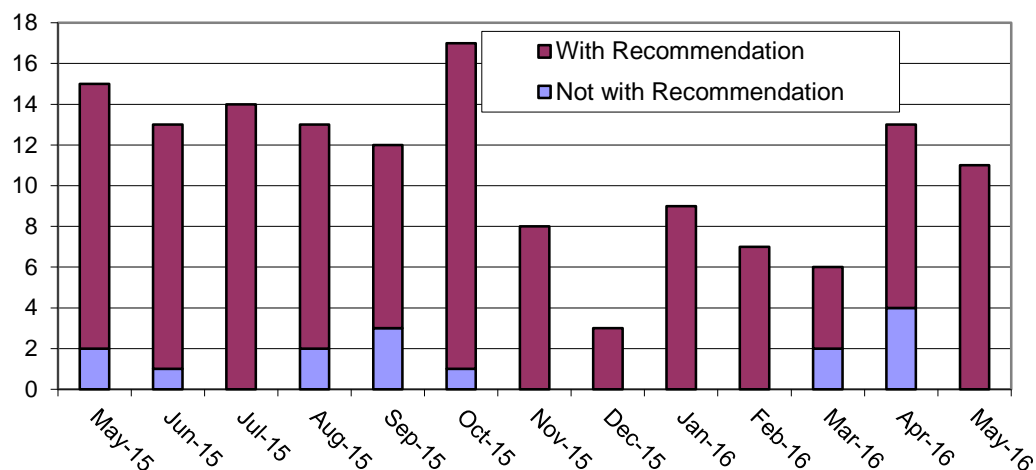


Active files -
Building Rules
Consent

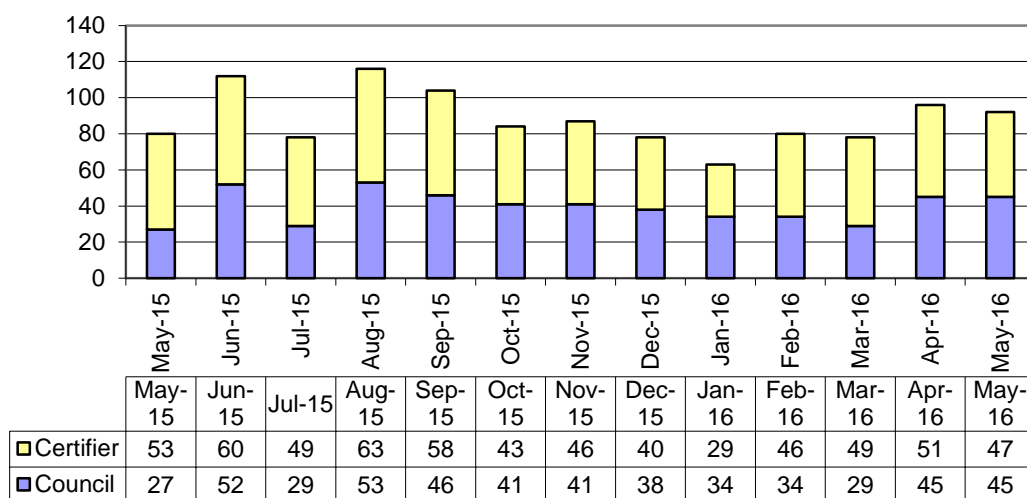


Building Rules Consent, is the process where applications are assessed against the Building Code of Australia (BCA), not all applications are assessed against the BCA (e.g. land divisions, tree removals) and some are only assessed against the BCA. The number of Building Rules Consent only application lodged for the month are shown on the BRO line.

Development
Assessment
Panel Decision

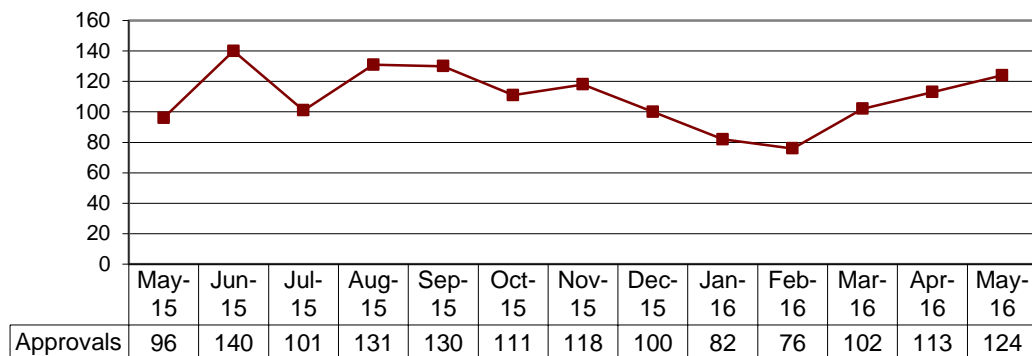


Building Rules
Consent issued



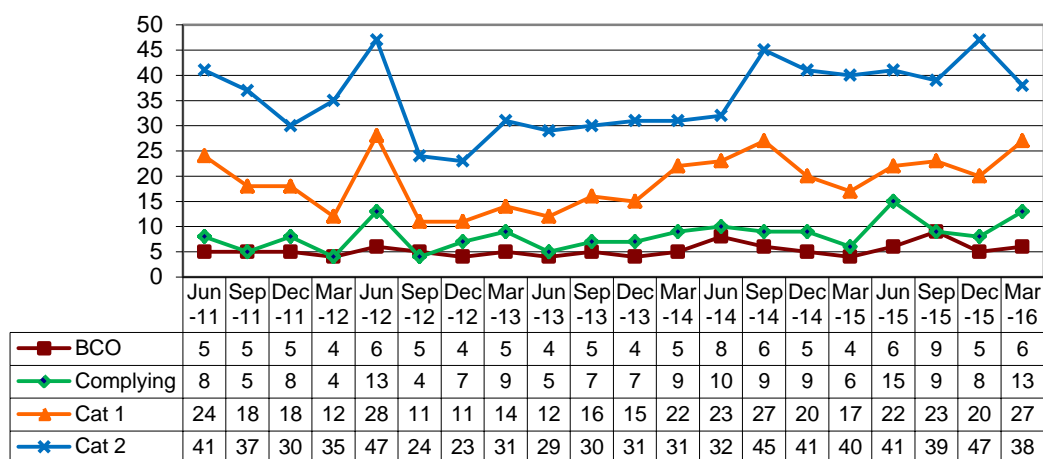
Not all Building Rules Consents are assessed by Council, about half are assessed by private assessors known as Private Certifiers, these privately certified assessments still need to be registered and recorded with Council.

Full Development
Approval issued



Development Approval means that all required assessments have been undertaken and all required consents granted, the approvals number most accurately shows the proposals that will actually be undertaken.

Median
Assessment
Timeframes



Maximum Statutory Timeframes are as follows:

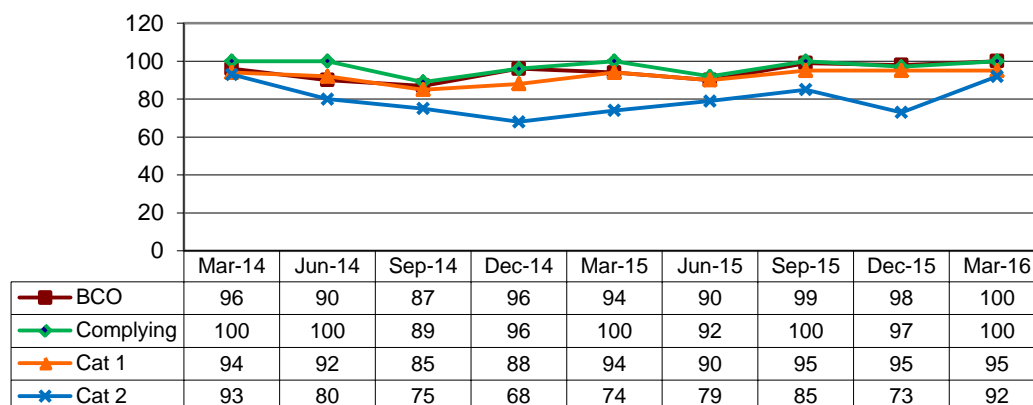
Building Code Only (BCO) - 20 days

Complying - 30 days

Category 1 - 60 days

Category 2 - 60 days

Percentage of
DAs that met
Statutory
Timeframes



Maximum Statutory Timeframes are as follows:

Building Code Only (BCO) - 20 days

Complying - 30 days

Category 1 - 60 days

Category 2 - 60 days

Compliance

Month/ Year	No of Actions Received	Actions Resolved within the month	Actions Resolved from previous months	Total Ongoing Actions	Section 84 Issued	Section 69 Issued	New Actions with ERD Court	Resolved Actions with ERD Court	Total ongoing Actions with ERD Court	Section 51 Clearances
May 15	18	6	0	117	2	-	-	-	2	3
Jun 15	17	5	11	118	1	-	-	-	2	8
Jul 15	23	12	12	117	2	1	-	1	1	9
Aug 15	18	11	7	117	1	-	-	1	-	13
Sep 15	9	1	12	113	1	-	-	-	-	9
Oct 15	20	7	9	117	3	1	-	-	-	15
Nov 15	15	8	5	119	4	-	-	-	-	8
Dec 15	12	7	7	117	1	-	-	-	-	7
Jan 16	17	6	-	128	1	-	-	-	-	2
Feb 16	16	9	21	104	4	1	1	-	1	18
Mar 16	15	7	17	95	-	-	1	-	2	14
Apr 16	20	9	21	85	5	-	-	-	2	8
May 16	17	7	21	74	2	-	1	-	3	8

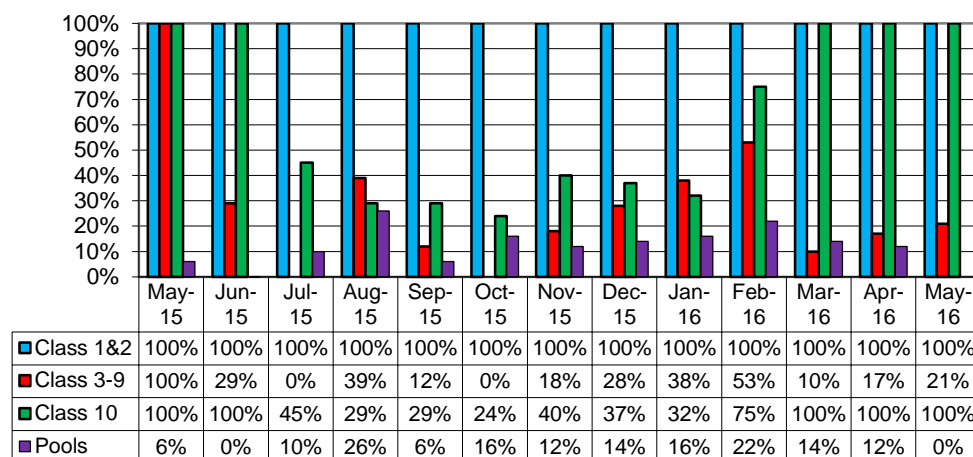
Compliance actions include investigating potential use of properties for activities that haven't been approved, buildings being constructed without the required approvals, checking of older buildings that may be becoming structurally unsound.

Sec 84 notices are the first stage of prosecution for unapproved development.

Sec 69 notices are the first stage of prosecution for unsafe buildings.

Sec 51 clearances, refers to the final check of properties with approval to subdivide, this is where we give the all clear for new Certificates of Title to be issued.

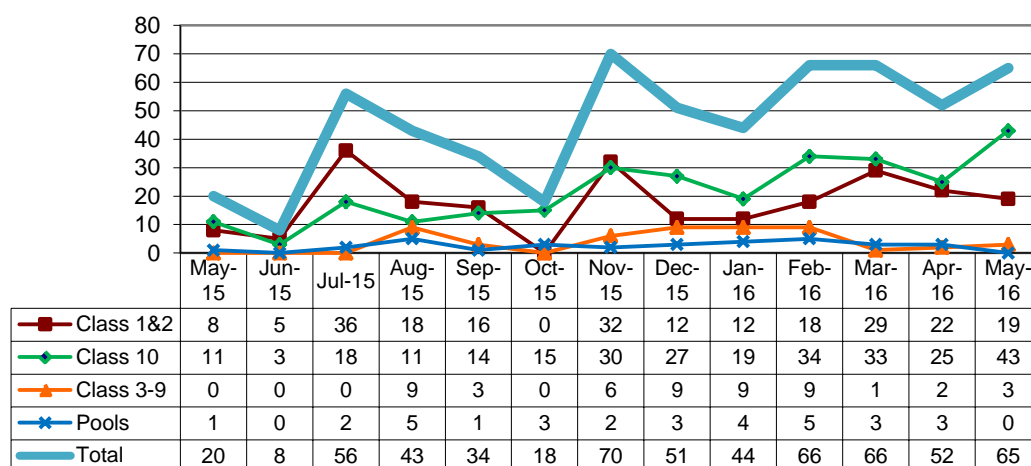
Building Inspections



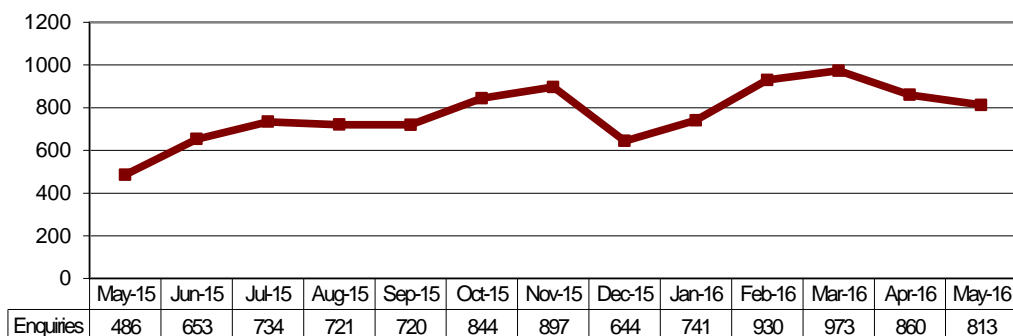
The Development Act and Council's Building Inspection Policy requires that a minimum number of approved buildings are inspected for compliance with their associated Development Approval documentation. In addition there is a requirement to undertake a pool safety inspection upon all swimming pools approved for construction. Class 1 & 2 refers to houses and units, Class 3-9 refers to commercial, industrial and community buildings, Class 10 refers to verandahs, sheds, fences etc. Where 100% of inspections have not been met in a month the requirement is rolled over to the next month until all required inspections have been undertaken.

NOTE: Only successful inspections are recorded, failed inspections are listed for re-inspection

Actual Satisfactory Building Inspections Undertaken



ePathway
Development
Application
Enquiries

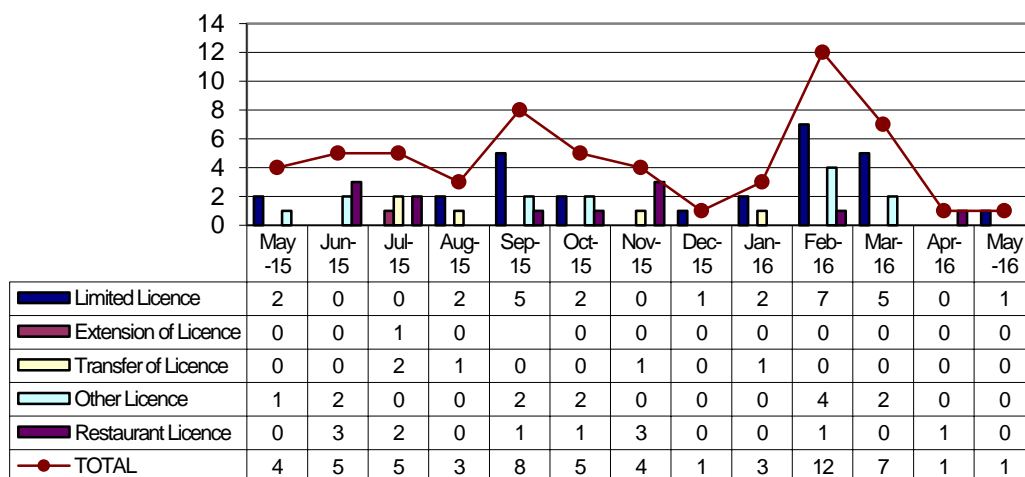


Since 2011, people have been able to check the progress of their own development applications or check the history of development applications on an allotment via the internet on Council's website.

Since 2013, the department has been adding historic applications to this system with the aim of creating a database where all of the area's application history can be accessed electronically; we expect this project to be completed by mid-2016.

Liquor Licence

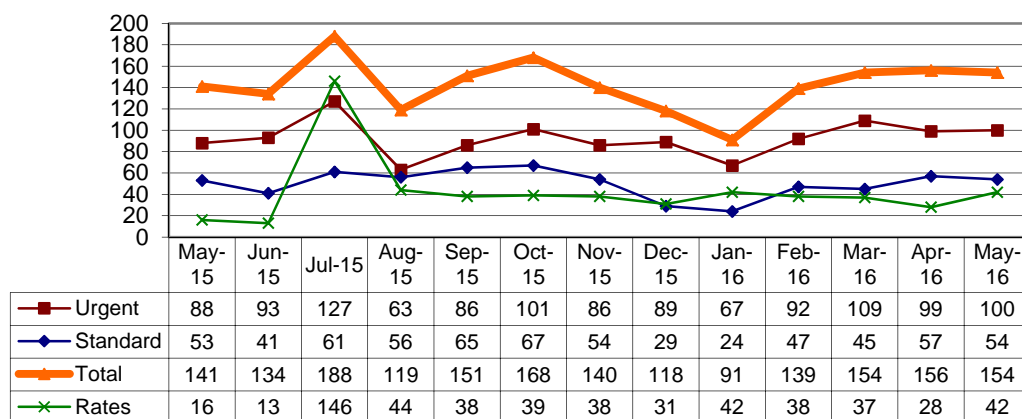
Licence
Applications



When an application is lodged with the State Government's Office of Liquor & Gambling (OLG), it is also required to be referred to Council for our comment. The proposals are handled in accordance with our Liquor Licensing Policy, and Limited Licence applications are referred to the relevant Ward Councillors for their comment prior to feedback being sent to the OLG.

Section 12 Searches

Section 12 Searches



When a property is purchased, the purchasers are provided with a Form 1 (commonly known as cooling off paperwork) Council contributes to this Form 1 with a Section 12 Certificate, the certificate provides the potential purchaser with all relevant known history for the property. Prior to settlement on the property the relevant Conveyancer will also request a Rates statement from Council to ensure the appropriate rates payments are made by the purchaser and the vendor (seller).

Civil and General Maintenance

Monthly Update	Concrete, Block Paver & Asphalt Footpath/Dr Crossover		337m ²
	Kerbing & water table / Invert		11m
	Road Repairs		12m ²
	Line marking		175m
	Graffiti Removal	Council property	8 locations (22m ²)
		Private property	50 locations (191m ²)
		Bus stops	5 locations (7m ²)
	Signage	Regulatory	121
		Street nameplates	7

Drainage and Cleansing Services

Monthly Update	Pump Station inspections	Chippendale	Completed
		Shannon	Completed
		Riverway	Completed
		West Beach	Completed
		Duncan - Laneway (Lockleys)	Completed
	Illegal rubbish dumping		4.8t
	Road Sweepers		131t

Horticulture Services

Monthly Update	Trees Pruned		369
	Removals		28
	Weed Control (Reserves, Verges, Traffic Islands)		1,131 litres

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1. MEETING OPENED

2. PRESENT

3. APOLOGIES

Leave of Absence

Cr Dua

4. DISCLOSURE STATEMENTS

Elected Members are required to:

1. Consider Section 73 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 75 of the *Local Government Act 1999*.

5. CONFIRMATION OF PREVIOUS MINUTES

RECOMMENDATION

That the Minutes of the meeting of the Governance Prescribed Standing Committee held on 7 June 2016 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. GOVERNANCE REPORTS

11.1 Boundary Adjustment Process Reform Feedback

Brief

The Local Government Association is seeking feedback from councils on the Boundary Adjustment Process Proposals by 12 August 2016.

RECOMMENDATION(S)

The Committee recommends to Council that the feedback contained within this report be provided as Council's response to the Boundary Adjustment Process Proposals to the Local Government Association and the Office for Local Government.

Introduction

The Local Government Association Board (LGA Board) resolved in November 2014 to '*investigate and develop a change management process for boundary reform and amalgamation*'. As a result, the Local Government Association (LGA) engaged Jeff Tate Consulting to undertake a project to consider the reformation of boundary adjustment processes. The Paper, which was endorsed by the LGA Board, outlined a potential model that covers three main components: the initiation process; the development and assessment process; and the implementation process.

The LGA Board is now seeking feedback on its Boundary Adjustment Process Proposals (Proposals) contained in a Legislative Framework for Boundary Adjustment Process paper (**Attachment 1**) which were developed by the LGA following consultation with councils on a Boundary Adjustment Reform Discussion Paper (Paper) in August 2015.

Feedback on the Proposals will inform legislative amendment to the *Local Government Act 1999*, expected in mid-2016.

Discussion

Current Process

Currently councils and members of the public can submit proposals for boundary adjustment under s27 and s28 of the *Local Government Act 1999* (Act). The Act also provides for boundary adjustment through a representation review process pursuant to s12 of the Act.

The current process under the Act for council and public initiated boundary adjustment submissions is lengthy, confusing and cumbersome. The current complex process can be off putting for members of the public and councils to submit adjustment proposals. The administrative requirements of a boundary adjustment review necessitate an extensive consultative and analytical approach to every proposal for boundary change. It also requires considerable resources and time regardless of how minor and administrative the adjustment is.

The CWT has been involved in one boundary adjustment request in recent times, 2013 which lapsed due to the formal rejection of the proposal by the City of Charles Sturt and subsequent reluctance by the proponents to undertake the onerous process themselves therefore, the boundary adjustment process was abandoned.

Proposed Process

The proposed process, reminiscent of the Discussion Paper on which it was derived, proposes a new streamlined model for boundary adjustment reform and provides a number of potential opportunities for changes to the Local Government boundary adjustment process. This new proposed model seeks to reduce the uncertainty and time constraints while increasing process transparency. It seeks to make the submission and assessment processes for boundary adjustments less onerous as well as provide greater opportunities for earlier consideration of alternative options.

The Proposal comprises six (6) sections:

- | | |
|---|--|
| 1. Establish Independent Commission/er and Guidelines for Boundary Change Processes | Proposes three principles in the appointment of a Commission/er to consider boundary adjustment issues |
| 2. Initiation Process | In determining a new process, the Proposal identifies six changes to the model to consider boundary adjustment submissions from members of the public, councils and the Minister. |
| 3. Pre-Assessment Process to Determine Major/Minor Proposals | This section outlines a key change of the proposed model. The four principles outline a potential model to replace the three main components of a boundary reform process so that submissions are categorised into two groups. |
| 4. Process for Minor Proposals | This section details how the proposed model would consider minor boundary adjustment submissions from members of the public, councils and the Minister. |
| 5. Process for Major Proposals | This section details how the proposed model would consider major boundary adjustment submissions from members of the public, councils and the Minister. |
| 6. Implementation Process for Major Proposals | This section provides details on how the proposed model would impact on the implementation of boundary adjustment and provides for the streamlined transition of councils to a new boundary adjustment process model. |

Discussion on each element of the Proposal including potential concerns is provided below with recommended feedback highlighted throughout the report.

- Column 1 - Represents the proposal number. Each dot point in each proposal number is dealt with sequentially.
- Column 2 - Outlines the current state as per the Act.
- Column 3 - Provides an outline of the proposed model as detailed in the Proposal and the Discussion Paper.

The proposed feedback on each proposed section of the model contained in the Paper will be collated and forwarded to the LGA by 12 August 2016.

The following provides discussion and recommended feedback regarding proposals to establish Independent Commission/er and Guidelines for Boundary Change Processes:

1.1 An independent Commissioner to be appointed to determine boundary adjustment issues

	Current Model	Proposed Model
1.1	As of 1 July 2015, the Minister for Local Government has the responsibility to inquire, consider and propose amendments to boundary adjustment submissions.	To appoint a Commission/er to replace the functions of considering boundary adjustment submissions and to ensure independent decision making.

The current process does have issues surrounding real and perceived independence of the Minister in the boundary adjustment process. However, currently the functions and powers of the Minister are somewhat limited and constrained.

The proposal potentially addresses questions of independence that exist with the current process being controlled by the Minister. It is still unclear how a Commissioner will remain independent and what powers they might have in cases of major boundary adjustment such as amalgamations. This leads to the possibility that the Commission/er may make decisions contrary to the priorities and wishes of the community and councils.

The Discussion Paper consulted upon in 2015 proposed that the role of the Commissioner could be incorporated into one of the following roles:

- the existing position of Electoral Commissioner;
- a Local Government Commission/er as proposed by the Local Excellence Expert Panel;
- a Planning Commission/er Expert Panel on Planning Reform; or
- a Boundaries Commission/er as is the case in New South Wales and Queensland.

No mention of this is contained within the Proposal. However, the Administration maintains that this potentially could lead to more issues of independence as the role would be incorporated into an existing role which may complicate matters where actual or perceived conflict of interest may arise.

Proposed feedback to the LGA

Council does not support the proposal to appoint a Commission/er to determine boundary adjustment issues without clarification of important questions raised in the 2015 Discussion Paper on the basis that the impact is likely to be significant and the appointment may raise issues of independence and could lead to potential conflicts of interests.

1.2 Commissioner will develop guidelines for the assessment of proposals (major/minor)

	Current Model	Proposed Model
1.2	Section 26 of the Act contains a number of principles to guide the assessment of a proposal.	Develop detailed guidelines for the assessment of boundary adjustment proposals (major/minor)

The criteria detailed in s26 of the Act, which provides assessment criteria, are very general. As a result, the proposal seizes the opportunity to develop tailored assessment guidelines to assist in the assessment of boundary adjustment proposals. The Discussion Paper stated that the guidelines would direct the focus of the investigations and build confidence in the assessment process. These guidelines would include directions on risk management, asset management, financial management, apportionment of assets and liabilities and transport. It was proposed that these guidelines would assist in the early identification of risks and opportunities as well as encourage a robust assessment.

The guidelines would be particularly important if a Commission/er is appointed and in cases where the Commission/er appoints an independent advisory board to consider a boundary adjustment submission.

Major adjustments are defined in the Discussion Paper as amalgamations, major boundary changes, situations where councils do not agree or where there is a lack of community support. Allowing the Commissioner to develop their own guidelines for major submissions could call into question the independence of the Commission/er who would be allowed to determine their own process to deal with major adjustments. This could lead to the Commission/er having the independence to create a process to suit the priorities of other parties, other than local government or the community. It may also lead to decision criteria being kept confidential with rationale for decisions not being disclosed.

It is also important to note that these guidelines would simply be recommendations for the Commission/er and/or the advisory board and there appears to be no recourse if the guidelines were not adhered to. This could mean that the advisory board or the Commission/er could make decisions without due consideration for the criteria. This could raise issues of transparency and accountability. Local government would need to be consulted upon in the development of these guidelines to ensure the decision making of the Commission/er or Minister is transparent.

Proposed feedback to the LGA

Council, in principle, supports the proposal that the Commissioner, should a Commissioner be appointed, would develop guidelines for the assessment of proposals (major/minor) and for boundary adjustment submissions on the basis that the proposal will allow for increased transparency and encourage the investigation of all options, subject to the criteria being incorporated into the *Local Government Act 1999* and councils being consulted during the development of the guidelines.

1.3 Commissioner may also establish a register of appropriately skilled people to form Advisory Boards for the consideration of major proposals (refer 5 below)

	Current Model	Proposed Model
1.3	No current means for a short term advisory body to be appointed by the Minister.	Allow the Commission/er to appoint an independent, case-specific and short term advisory body to undertake the assessment of major proposals.

This proposal would allow the Commissioner to appoint an advisory body or board for major boundary adjustment submissions. Major adjustments are defined in the Discussion Paper as amalgamations, major boundary changes, situations where councils do not agree or where there is a lack of community support. This appointment would be short term, specific to the submission and would allow the Commissioner to tailor the knowledge, experience and level of independence appropriate for each submission. It is acknowledged that there is significant benefit to having an advisory body, particularly if the Minister was allowed to make boundary adjustment submissions as it would maintain independence in the process.

The proposal allows the Commissioner to make the determination as to whether an advisory body is required and potentially it allows the Commissioner to decide who forms the committee memberships.

Neither the Discussion Paper nor the Proposal detail any further criteria regarding the advisory body including when it must be formed and who is required to be on the board. The Paper also does not propose what the advisory body's decision making powers are or whether the Minister and/or Commission/er must take their recommendations into account. This could lead to issues surrounding conflict of interest and transparency.

Proposed feedback to the LGA

In reference to Proposal 1.1, Council does not support the appointment of a Commission/er. However, if a Commission/er is appointed, Council supports the Proposal to allow the Commissioner to establish a register of appropriately skilled people to form Advisory Boards for the consideration of major proposals in principle on the basis that it will increase the transparency, accountability and independence of the decision making process. However, further clarification regarding when an advisory board is necessary, their decision making powers, the membership of this board are required as well as the requirement of the Commission/er to adhere to their recommendations is required.

The following provides discussion and recommended feedback regarding proposals to amend the initiation process of a boundary adjustment submission:

2.1 Require a submission, setting out proposal and reasons

	Current Model	Proposed Model
2.1	Current submission requirements are contained within sections 27 and 28 of the Act.	It is unclear as to what is proposed.

There is insufficient information contained within the Proposal to determine or comment on any change proposed to the initiation process.

Both sections 27 and 28 of the Act require a council or members of the public, respectively, to provide a submission to either the relevant council or the Minister regarding their boundary adjustment proposal. Boundary adjustment submissions made by councils and submitted to the Minister in accordance with section 27 of the Act require a submission to set out in general terms the nature of the boundary adjustment submission. No similar provision exists in section 28 of the Act for publically initiated submissions but it is inferred that some rationale for a boundary adjustment is provided with the proposal.

It is also not clear as to whether this was a point of discussion within the Discussion Paper.

Proposed feedback to the LGA

Council is unable to comment on the proposal to require a submission, setting out proposal and reasons, until further clarification and detail is provided from the Local Government Association as to the proposed change.

2.2 Allow Ministerial submissions

	Current Model	Proposed Model
2.2	The Act does not allow the Minister to make a proposal for boundary change.	To allow the Minister to initiate proposals to allow consideration of a wider range of potential options and to align South Australia with other States and Territories.

The Act does not allow the Minister to make a proposal for boundary change but the Minister is entitled to amend a proposal or substitute an alternative proposal with the consent of the affected council/s. However, the Governor may make a proclamation for a boundary change in pursuance of an address from both Houses of Parliament pursuant to section 29 of the Act. This is unique in comparison to all other jurisdictions in Australia and in New Zealand who have provisions in legislation to allow Ministerial boundary adjustment submissions.

Allowing the Minister to make an application for boundary change would significantly broaden the powers currently granted in the Act. It would allow the Minister to make a proposal for boundary changes without the consent of the council/s affected or the residents and ratepayers. It may also provide an avenue for forced amalgamations of councils without due regard for services, assets, liabilities, risks, councils, ratepayers and residents. Although this would align the submission process with other jurisdictions, there are no limitations or criteria that provide any guidance or restriction on this power.

It is acknowledged that this proposal has the potential to allow consideration of a wider range of options and ideas. However, the Minister currently has the ability to make amendments and substitutions pursuant to section 27(7) of the Act, with limitations and consultation requirements, to boundary adjustment submissions which negates the need for Ministers to make independent submissions. Further the Governor is able to make a proclamation for a boundary change in pursuance of an address from both Houses of Parliament pursuant to section 29 of the Act.

Proposed feedback to the LGA

Council does not support the proposal to allow the Ministerial boundary adjustment submissions on the basis that Ministerial initiated submissions may look to serve a political agenda and not reflect the sentiment of the community. The power for the Minister to amend or substitute boundary adjustment submissions is already contained within the *Local Government Act 1999* and includes limitations which are deemed sufficient.

2.3 Allow submissions from single Councils

	Current Model	Proposed Model
2.3	Council-led proposals must be jointly submitted by two or more Councils in agreement with each other.	Allow single councils to initiate proposals.

Currently, councils can make boundary adjustment submissions to the Minister if all affected councils are in agreement pursuant to section 27(2) of the Act. This can cause significant issues if councils do not agree on proposed changes to their boundaries. This was experienced in 2008 by the CWT where the City of Charles Sturt did not agree with the proposed amendments. The result, as in this case, where councils do not agree, is that the submission lapses and is not implemented. This can be frustrating for both councils and residents who are proposing minor boundary adjustments.

South Australia is the only jurisdiction where there are limitations on a council's ability to initiate a boundary adjustment submission. All other jurisdictions allow councils to make proposals for boundary adjustment singularly, in pairs or in a group.

Allowing single council-led boundary adjustment submissions has the potential for the Minister, or the Commissioner as is proposed in this model, to consider all options and ideas. However, this proposal does not detail whether the current consultation process will be retained to ensure frivolous adjustment submissions are dealt with in an appropriate manner and major boundary adjustment submissions, such as amalgamations, are provided with the appropriate consideration by all stakeholders.

Proposed feedback to the LGA

Council supports the proposal to allow the single council boundary adjustment submissions in principle on the basis that the proposal will allow for the consideration of all options and it will increase the transparency, accountability and independence of the decision making process. However, due consideration must be given to how council consultation is to occur for feedback to be incorporated into the decision making process. Further information is required regarding the process to deal with frivolous adjustment submissions and to ensure major boundary adjustment submissions, such as amalgamations, are provided with the appropriate consideration by all stakeholders.

2.4 Allow submissions from electors, but require a minimum number of five electors within an affected Council area to make a submission

	Current Model	Proposed Model
2.4	<p>The Act requires public proposals to amend a boundary, which are submissions by members of the public, to first be lodged with the affected council and the proposal must include a minimum of 20 eligible electors.</p> <p>From this group of 20 eligible electors, 5 persons must be selected to represent the group regarding the submission.</p>	<p>Widen the range of people able to make a public application by removing the limitation that a submission must be lodged by 20 people. The proposed model retains the requirement that the submission be lodged by eligible electors and a 5 person committee must be selected to represent a group.</p>

Eligible electors are defined by section 28(1) of the Act as a resident or ratepayer who lives or owns property in the affected area of a council that is to be incorporated into another council. This definition remains under the new proposed model and would ensure all members of the public who submit boundary adjustment proposals have a vested, personal interest in doing so.

Removing the 20 eligible elector limitation takes away the restriction that members of the public may face when creating a proposal to amend a boundary. The boundary adjustment may only affect a small number of properties and 20 eligible electors may not be possible. However, this may result in a number of frivolous proposals or submissions which lack any community support. Therefore should this proposed model be implemented, a stringent assessment process for boundary adjustment proposals needs to be applied.

Removing the 5 person committee to represent the group of eligible electors may also benefit in situations where the boundary adjustment affects a small number of properties. However, the proposal does not provide information on what process is to be followed if there are not 5 members of the public who have lodged the submission.

The Proposal does not discuss how consultation will be conducted with the key stakeholders including the council/s, residents, ratepayers and businesses in the affected area. It also does not detail whether affected residents in the area need to agree on the proposed boundary adjustment or whether only a certain percentage needs to agree.

Proposed feedback to the LGA

Council supports the Proposal to allow submissions from electors, but require a minimum number of five electors within an affected Council area to make a submission in principle on the basis that the proposal will allow for a simpler proposal process. This support is subject to further clarification on the consultation of affected stakeholders, whether all residents and ratepayers in the affected area need to agree to the adjustment with details of how this is achieved as well as a description of a stringent assessment process for boundary adjustment proposals to prevent frivolous and unsupported proposals. Further information is also required in situations where there are not 5 members of the public who have lodged a submission but are required to form a committee to represent the submission.

2.5 Create a single application process for all proposals initiating a change

	Current Model	Proposed Model
2.5	The Act provides significant differentiation between processes for public submissions compared to Council-led proposals.	Streamline assessment into a single assessment pathway, replacing the current differentiation between publicly-initiated and Council-initiated proposals.

The processes for members of the public and councils to submit boundary adjustment submissions and have them assessed are significantly different. The process for members of the public create significant barriers through the number of complex steps, resources required and lack of support from the Minister and councils.

The Proposal seeks to introduce a single assessment pathway would simplify the process to lodge a boundary adjustment submission. This means that the process to submit a proposal would be the same no matter whether it originated from a council, member of the public or the Minister. This would remove barriers, encourage ideas and options to be discussed as well as minimise unnecessary expenditure.

Proposed feedback to the LGA

Council supports the proposal to streamline the application process for boundary adjustment submissions in principle on the basis that the proposal will allow for a simpler proposal process whilst maintaining transparency and encouraging the investigation of all options, subject to an appropriate process and criteria incorporated into the *Local Government Act 1999*.

2.6 Require all submissions to be made direct to the Commissioner

	Current Model	Proposed Model
2.6	The Act provides that boundary adjustment submissions from members of the public must first be submitted to the affected council.	Allow the public to make an application direct to the Commissioner rather than require a two stage process of applying to the affected Councils first.

Section 28(2) of the Act requires a boundary adjustment submission from members of the public to be submitted to the affected council in the first instance for their consideration. Pursuant to section 28(8), the members of the public do have the option to submit their proposal to the Minister if the council does not support the proposal or the affected councils cannot agree. This process can be lengthy, cumbersome and resource intensive for members of the public and council.

The proposed model allows members of the public to bypass the council/s and lodge directly to the Commission/er. This was not an avenue pursued or discussed in the Discussion Paper. This will simplify the process for members of the public but it highlights significant issues for councils. The Proposal does not detail whether affected councils will have any power to reject the request at any point. The Discussion Paper suggested that councils will only be consulted with in the same manner that members of the public will be and may be provided with the option of joining in to discuss alternative options. This may allow frivolous submissions or submissions that are contrary to council priorities to be implemented. It is foreseeable that this proposed amendment to the process would allow the Commission/er and by extension, the Minister, to make decisions regarding boundaries with little to no consultation and even if that consultation did exist, that the feedback and concerns would not be taken into account.

Further, this proposal may hinder any future Ministerial reviews of a particular submission and may place undue influence on the process. This proposal narrows the separation between the reviews, consideration of boundary adjustment proposals and the Minister's decision-making responsibility.

Proposed feedback to the LGA

Council does not support the proposal to allow boundary adjustment submissions to be submitted directly to the Commission/er in principle on the basis that the proposal will allow for submissions to have no consideration by council prior to being formerly consulted upon.

Further clarification is required on the consultation of affected stakeholders, whether all residents and ratepayers in the affected area need to agree to the adjustment with details of how this is achieved as well as a description of a stringent assessment process for boundary adjustment proposals to prevent frivolous and unsupported proposals.

The following provides discussion and recommended feedback regarding proposals to amend the pre-assessment process of a boundary adjustment submission to determine major and minor proposals:

3.1 Empower the Commissioner to make an initial pre-assessment, including the ability to reject if trivial, frivolous, vexatious or not in the public interest

	Current Model	Proposed Model
3.1	The Minister only has the power to determine whether or not to proceed in the case of a publicly initiated proposal.	Formalise the pre-assessment filtering process to allow discard of applications that are frivolous, not in the best interest of the community, or otherwise inappropriate, and allowing consideration of alternatives that do not require boundary reform such as conciliation or resource sharing by a Commission/er.

Section 28(10) of the Act allows the Minister to decide to proceed with boundary adjustments but this only applies where the submission is from members of the public. This can lead to a substantial waste of resources. Where a council has submitted the proposal, the Minister only has the power to amend or substitute the submission with the consent of the affected councils.

The Proposal suggests that the Commission/er would be the most appropriate person to conduct the pre-assessment process. However, this can lead to questions of independence if the Commission/er is also responsible for the development and assessment of the submission. The Discussion Paper has suggested that the pre-assessment criteria will be rigorous and incorporated into the Act in order to mitigate this risk.

However, the Discussion Paper did not propose or pursue the Commission/er having the power to reject the proposal in the first instance. This raises issues of conflict, independence and transparency if a proposal is rejected prior to consultation by the affected council/s.

Proposed feedback to the LGA

Council supports the proposal to formalise the pre-assessment filtering process for boundary adjustment submissions to empower the Commissioner to reject if trivial, frivolous, vexatious or not in the public interest in principle on the basis that the proposal will allow for a simpler proposal process whilst maintaining transparency and encouraging the investigation of all options, subject to an appropriate process and criteria incorporated into the *Local Government Act 1999*. Council does not support this power to make an initial pre-assessment prior to the consideration of the affected council/s.

3.2 Formalise and simplify a pre-assessment filtering process for Council, public and Ministerial submissions with Commissioner to undertake a pre-assessment of initial proposal

	Current Model	Proposed Model
3.2	The Act does not incorporate a pre-assessment process.	Formalise the pre-assessment filtering process.

Formulating a pre-assessment process would mean that frivolous or unnecessary boundary adjustment submissions would be rejected prior to significant resources being devoted to their assessment. It is particularly important to have a stringent pre-assessment process if boundary adjustment submission gateways are widened. This process may also assist in determining if boundary adjustment is the most appropriate solution.

Neither the Discussion Paper nor the Proposal provides any detail on how the pre-assessment filtering process will be formalised or simplified. Therefore no comment can be provided on the means that this formalisation and simplification might occur.

Proposed feedback to the LGA

Council supports the proposal to formalise the pre-assessment filtering process for boundary adjustment submissions in principle on the basis that the proposal will allow for a simpler proposal process whilst maintaining transparency and encouraging the investigation of all options, subject to an appropriate process and criteria incorporated into the *Local Government Act 1999*.

3.3 Criteria for initial assessment for major or minor adjustment must include:

- **potential financial impact; and**
- **number of people affected.**

	Current Model	Proposed Model
3.3	The Act does not differentiate between minor and major proposals for boundary adjustments. The process is identical for all proposals.	<p>Introduce minor and major assessment pathways to allow the fast and efficient assessment of minor proposals and reduction in the currently onerous public engagement requirements.</p> <p>The criteria for initial assessment for major or minor adjustment must include:</p> <ul style="list-style-type: none"> • potential financial impact; and • number of people affected.

The current process to assess boundary adjustment submissions is the same no matter if the submission is small and administrative which only affects a small number of properties or whether it affects whole suburbs. All proposals must go through the same significant consultation requirements and rigorous process.

The Proposal suggests that allowing minor and major assessment pathways would streamline the process and minimise unnecessary resource expenditure. Minor submissions were defined in the Discussion Paper as changes where all affected councils agree and strong elector support is evident. In these cases, the Commission/er would have the power to recommend the adjustment directly to the Minister. It would also mean the Commission/er could facilitate the process and reduce reporting requirements. Major submissions were defined as amalgamations, major boundary changes, situations where councils do not agree or where there is a lack of community support

This proposal goes beyond that detailed in the Discussion Paper and provides initial pre-assessment criteria upon which to categorise a boundary adjustment submission as minor or major.

This proposal would streamline the process for boundary adjustments and reduce unnecessary expenditure. However, this raises the issue of the criteria on which the advisory panel make decision upon as well as the influence of the Minister or Commission/er to amend or substitute submissions, which the Minister is currently able to do pursuant to section 27(7) of the Act. The Proposal also does not detail the process which would occur if the Minister or Commission/er amended or substituted a submission which changed the nature of the proposal from a minor to a major boundary adjustment.

The criteria are also limiting pre-assessment to only potential financial impact and the number of people affected. There is no discussion on whether these people are residents or ratepayers or any consideration of employees, assets, liabilities, payments, services and documentation. The two criteria listed as key determinates of category may limit the perspective of the Commission/er during the initial assessment process with inappropriate categorisation resulting in poor outcomes for councils and communities.

Proposed feedback to the LGA

Council supports the proposal to include initial assessment criteria for major and minor boundary adjustment submissions in principle as they are likely to streamline the process for boundary adjustments and reduce unnecessary expenditure. However, this support is conditional on the number of criteria being broadened to include key factors such as employees, assets, liabilities, payments, services and documentation as well as process considerations which would occur if the Minister or Commission/er amended or substituted a submission which changed the nature of the proposal from a minor to a major boundary adjustment.

3.4 Enable Commissioner to seek information for the purposes of pre-assessment as the Commissioner sees fit

	Current Model	Proposed Model
3.4	The Act does not allow the Minister to seek information in a pre-assessment capacity.	Proposal seeks to enable to Commission/er to request information from the submitter for the purposes of an initial pre-assessment as the Commission/er determines.

This proposal was not discussed in the Discussion Paper and is a significant broadening of the powers of the Commission/er as described in this document. However, in order to provide a streamlined pre-assessment process to reduce the number of frivolous or unnecessary boundary adjustment submissions, it is arguably a necessary step.

The Proposal seeks to allow the Commission/er to gather further information about the boundary adjustment submission at the discretion of the Commission/er. If the proposal stated at 2.1, to require a submission, setting out proposal and reasons, is successfully implemented in the Act, it is unlikely that this will be a commonly used power.

The proposal does not indicate the type of information that the Commission/er would be able to seek but it is envisaged that this information would include rates information, number of affected residents or ratepayers and other financial information.

Proposed feedback to the LGA

Council supports the proposal to enable Commissioner to seek information for the purposes of pre-assessment as the Commissioner sees fit in principle as they are likely to streamline the process for boundary adjustments and reduce unnecessary expenditure.

The following provides discussion and recommended feedback regarding proposals to introduce a process for minor boundary adjustment proposals:

4.1 Minor adjustments where consultation is not required or already demonstrated and Councils are supportive of change

	Current Model	Proposed Model
4.1	The Act does not differentiate between minor and major proposals for boundary adjustments. The process is identical for all proposals.	Introduce minor assessment pathways to allow the fast and efficient assessment of minor proposals and reduction in the currently onerous public engagement requirements.

The current process to assess boundary adjustment submissions is the same no matter if the submission is small and administrative which only affects a small number of properties or whether it affects whole suburbs. All proposals must go through the same significant consultation requirements and rigorous process.

The Discussion Paper suggested that allowing minor assessment pathways would streamline the process and minimise unnecessary resource expenditure. Minor submissions are defined in the Paper as changes where all affected councils agree and strong elector support is evident. In these cases, the Commission/er would have the power to recommend the adjustment directly to the Minister. It would also mean the Commission/er could facilitate the process and reduce reporting requirements. The Paper does not detail the exact criteria on which the submission would be categorised as minor.

This proposal would streamline the process for boundary adjustments and reduce unnecessary expenditure. However, this raises the issue of the criteria on which the advisory panel make decision upon as well as the influence of the Commission/er to amend or substitute submissions, which the Minister is currently able to do pursuant to section 27(7) of the Act. The Proposal also does not detail the process which would occur if the Commission/er amended or substituted a submission which changed the nature of the proposal from a minor to a major boundary adjustment.

Proposed feedback to the LGA

Council supports the proposal to introduce minor adjustments where consultation is not required or already demonstrated and Councils are supportive of change in principle on the basis that the proposal will allow for a simpler process whilst maintaining transparency, subject to an appropriate process and criteria incorporated into the *Local Government Act 1999*. Further, that the ability of the Commission/er or Minister to amend or substitute submissions pursuant to section 27(7) of the *Local Government Act 1999* is addressed.

4.2 Commissioner to finalise report and recommend to Minister

	Current Model	Proposed Model
4.2	The Act does not provide for a Commission/er or their ability to finalise a report of make recommendations to the Minister.	The Proposal seeks to allow the Commission/er to prepare a report where a boundary adjustment submission has been received and all affected councils agree and strong elector support is evident.

This Proposal seeks to remove some of the lengthy and costly consultation which is required in the current model which is often deemed as unnecessary in minor boundary adjustment processes where all affected councils are in agreement. Essentially it aims to streamline the process for simple amendments to boundaries.

The Proposal does not provide any guidance on the powers of the Minister to approve, decline or amend the Commission/er's report. There is also no further information available as to the powers of the Commission/er to amend the boundary adjustment proposal. This reduces the transparency of the current model and potentially would allow conflicts of interest to infiltrate the decision making process, particularly if the Commission/er or Minister were permitted to make further amendments to the submission during or after the report preparation process. The Proposal also does not mention the public consultation requirements which are currently involved in a boundary adjustment process and whether this would remain. The Commission/er, under this Proposal, would simply take into account the opinions of the relevant councils and prepare a report. Further consideration needs to be given to the affected residents, particularly if the residents and ratepayers are against the proposal.

Proposed feedback to the LGA

Council supports the proposal to allow the Commission/er to finalise a report and make recommendations to the Minister in principle on the basis that the proposal will allow for a simpler process whilst maintaining transparency, subject to an appropriate process and criteria incorporated into the *Local Government Act 1999*. Further, that the ability of the Commission/er or Minister to amend or substitute submissions pursuant to section 27(7) of the *Local Government Act 1999* is addressed.

The following provides discussion and recommended feedback regarding proposals to introduce a process for major boundary adjustment proposals:

5.1 Commissioner must appoint an appropriately qualified Advisory Body for major adjustments on a case by case basis (containing Local Government expertise as outlined in 1 above)

	Current Model	Proposed Model
5.1	No current means for a short term advisory body to be appointed by the Minister.	Allow the Commission/er to appoint an independent, case-specific and short term advisory body to undertake the assessment of major proposals.

As per discussion at 1.3, this proposal would allow the Commissioner to appoint an advisory body or board for major boundary adjustment submissions. This appointment would be short term, specific to the submission and would allow the Commissioner to tailor the knowledge, experience and level of independence appropriate for each submission. It is acknowledged that there is significant benefit to having an advisory body, particularly if the Minister was allowed to make boundary adjustment submissions as it would maintain independence in the process.

The proposal allows the Commissioner to make the determination as to whether an advisory body is required and potentially it allows the Commissioner to decide who forms the committee memberships.

Neither the Discussion Paper nor the Proposal detail any further criteria regarding the advisory body including when it must be formed and who is required to be on the board. The Discussion Paper also does not propose what the advisory body's decision making powers are or whether the Minister and/or Commission/er must take their recommendations into account. This could lead to issues surrounding conflict of interest and transparency.

Proposed feedback to the LGA

If a Commission/er is appointed, Council supports the Proposal to allow the Commissioner to establish a register of appropriately skilled people to form Advisory Boards for the consideration of major proposals in principle on the basis that it will increase the transparency, accountability and independence of the decision making process. However, further clarification regarding when an advisory board is necessary, their decision making powers, the membership of this board are required as well as the requirement of the Commission/er to adhere to their recommendations is required.

5.2 Commissioner, together with Advisory Body, be given power to manage an options development phase that includes a consultation process with the relevant parties and collaborative optioneering

	Current Model	Proposed Model
5.2	The Act allows the Minister to amend or substitute a submission subject to adequate consultation and investigation.	Introduce an options development phase with ability to encourage the consideration of the full range of alternative options against the status quo.

The current process requires the boundary adjustment submission to be detailed and practically finalised prior to it being submitted to council or the Minister. This leaves very little possibility to consider alternative options or amendments to the submission. This can act as a barrier to the most appropriate option being considered or implemented. The Minister does have the ability to amend or substitute the submission but if the amended or substitutes proposal is deemed to be a 'new' proposal, the community and affected council/s must be consulted upon. This may result in the submission process recommencing and can result in significant unnecessary expenditure.

This Proposal provides that an initial portion of the submission assessment process is dedicated to considering alternative options. This phase of the process would involve consultation and engagement with the community and could limit unnecessary expenditure whilst providing the flexibility to consider the most appropriate option.

The Proposal does not provide detail on how alternative or substitute adjustment submissions would be dealt with at this stage. Should the Commission/er or Advisory Body have the responsibility to review the options at the options development phase and determine the most suitable course of action, this could lead to issues of independence and transparency.

Proposed feedback to the LGA

Council supports the Proposal to allow a Commissioner, together with Advisory Body, be given power to manage an options development phase that includes a consultation process with the relevant parties and collaborative optioneering in principle on the basis that the proposal will allow for increased transparency and encourage the investigation of all options, subject to the further development of the process to determine who is responsible for considering the options and determining which option/s is pursued.

5.3 Commissioner to develop Terms of Reference in line with the Guidelines

	Current Model	Proposed Model
5.3	No provisions exist in the Act regarding Terms of Reference for a Boundary Adjustment Advisory Body	Develop Terms of Reference for a Boundary Adjustment Advisory Body

Currently, the provision for a Boundary Adjustment Advisory Body does not exist in the Act so the formation of Terms of Reference for such a group would be a new provision in the Act.

Neither the Discussion Paper nor the Proposal details what a Terms of Reference may include but it is likely to contain direction related to when an advisory board is necessary, their decision making powers, the membership of this board are required as well as the requirement of the Commission/er to adhere to their recommendations is required.

The Proposal makes a brief reference to Guidelines which would be developed alongside the Terms of Reference. It is inferred from the Discussion Paper that these Guidelines would be developed to assist the Boundary Adjustment Advisory Body adequately assess the merits of a submission. They may also be targeted at individuals, councils and groups who wish to make a boundary adjustment submission. Currently, the criteria detailed in section 26 of the Act, which provide assessment criteria, are very general. As a result, the Discussion Paper proposed that there is an opportunity to develop tailored assessment guidelines to assist in the early identification of risks and opportunities as well as encourage a robust assessment. It was also proposed that these guidelines would direct the focus of the investigations and build confidence in the assessment process. These guidelines would include directions on risk management, asset management, financial management, apportionment of assets and liabilities and transport.

However, these guidelines would simply be recommendations for the Commission/er and/or the advisory board and there appears to be no recourse if the guidelines were not adhered to. This could mean that the advisory board or the Commission/er could make decisions without due consideration for the criteria. This could raise issues of transparency and accountability. Local government would need to be consulted upon in the development of these guidelines to ensure the decision making of the Commission/er or Minister is transparent.

Proposed feedback to the LGA

Council supports the Proposal to allow a Commissioner to develop Terms of Reference in line with the Guidelines in principle on the basis that the proposal will allow for increased transparency, subject to the criteria and being incorporated into the *Local Government Act 1999* and local government being consulted upon during the development of the terms of reference and the guidelines.

5.4 Require the Advisory Body's Terms of Reference to include an integrated stakeholder and community engagement plan into for major proposals

	Current Model	Proposed Model
5.4	Public consultation which is undertaken by the government is guided by the Better Together guidelines, which provide a comprehensive approach to community and stakeholder engagement.	Introduce requirements for a Stakeholder and Community Engagement Plan for major proposals to allow tailoring of the engagement process. This would also be required to be integrated into the Advisory Body's Terms of Reference.

The Minister currently has some discretion under the Act as to how consultation with the community is undertaken. The community is also required to be consulted a number of times on the same submission and it could be seen as a barrier to change. This could mean the community is under or over consulted on particular proposals. The Proposal introduces a formal Community and Stakeholder Engagement Strategy be developed and released as part of the major assessment pathway, providing clarity about the engagement process to proponents and the community and to provide direction to any advisory body appointed by the Commission/er to undertake the assessment process. This strategy would ensure that consultation fatigue is avoided and the community is only consulted about major adjustments.

The Discussion Paper implied that the consultation requirements for minor adjustments would be reduced or eliminated. Although, it is agreed that a more streamlined process for community engagement is required, the need for consultation on all submissions, regardless of whether they are deemed minor or major, is an important step in the process.

In any case, incorporating the Stakeholder and Community Engagement Plan may provide some protection of public consultation requirements particularly regarding major boundary adjustment submissions.

Proposed feedback to the LGA

Council supports the Proposal to require the Advisory Body's Terms of Reference to include an integrated stakeholder and community engagement plan into for major proposals on the basis that the proposal will streamline the process and encourage the investigation of all options, subject to all submissions, regardless of whether they are deemed minor or major, to be consulted upon.

The following provides discussion and recommended feedback regarding proposals to introduce an implementation process for major boundary adjustment proposals:

6.1 Commissioner to develop guidelines and tools for implementation, apportionment and transitional arrangements

	Current Model	Proposed Model
6.1	<p>The Act places the responsibility for the implementation of boundary adjustments with the affected Councils with limited direction from the Governor's proclamation.</p> <p>The Minister currently has a role in providing advice and assistance in the implementation of boundary reforms.</p>	<p>To provide resources and advisory assistance to proponents of change via a Commission/er.</p>

Prior to its abolition on 1 July 2015, the Boundary Adjustment Facilitation Panel (BAFP) did have a role in providing advice and assistance in the implementation of boundary reform. The Minister now has some role in the implementation of boundary reform but the parameters around the form of this assistance is unclear, particularly in the case of resource allocation, rates management and compensation.

The Proposal and the Discussion Paper recommends that the Commission/er develops and provides guidelines and toolkits to guide the selection and implementation of transitional arrangements, methodologies for apportioning staff, assets and liabilities and the development of implementation plans. These guidelines would also include checklists, tools and case studies. A key issue in boundary adjustments, particularly where major boundary change is suggested, is the implementation phase. The implementation of a boundary adjustment submission has many potential problems including the apportionment of resources and transition arrangements. Regardless of whether adjustments are considered minor or major, employees, assets, liabilities, payments, services and documentation, need to be considered.

Although not mentioned in this Proposal, the affected councils involved in boundary adjustment need to work together to create an implementation plan. The affected council/s may not have the skills, abilities and capacity to undertake the development or implementation of these plans which may be complex particularly if the affected councils do not agree on how best to proceed. This is particularly relevant in cases where the boundary adjustment is considered major such as amalgamations. This also raises the issue of what process is followed when two or more affected councils do not agree on elements of the implementation plan, or the implementation plan as a whole. Therefore, it may be more appropriate that the development and implementation of the plans particularly for major boundary adjustments, such as amalgamation, or where councils cannot agree should be conducted by an independent and appropriately skilled third party.

In recent cases of boundary adjustment in South Australia, the BAFP has provided some assistance to the affected councils in terms of implementing the submission. However, for the most part, councils are left to their own devices to implement a boundary adjustment with limited direction pursuant to section 29 of the Act which could lead to increased risks and poor processes. This lack of direction may mean that the affected council/s is unprepared for major boundary adjustment such as in the case of amalgamation. Therefore, this Proposal presents an option to ensure a means of greater investment in the implementation of the submissions.

It is acknowledged that guidelines and tools regarding implementation plans will make this process clearer, more transparent and more efficient. However, the affected councils may not have the capacity to undertake the development or implementation of these plans which may be complex particularly if the affected councils do not agree on how best to proceed. The development and implementation of the plans particularly for major boundary adjustments, such as amalgamation, should be conducted by an independent and appropriately skilled third party.

Proposed feedback to the LGA

Council does not support the Proposal that a Commissioner to develop guidelines and tools for implementation, apportionment and transitional arrangements on the basis that the proposal will place undue resource investment for affected councils who may not have the ability to create these plans in the case of major boundary adjustment. The proposal also contains no guidance on what process should be followed in the event that affected councils do not agree on elements of the implementation plan, or the implementation plan as a whole. It is proposed that in the case of major boundary adjustment, such as amalgamation, or where affected councils disagree on any element of the implementation plan, that an independent and appropriately skilled third party, is contracted by the affected councils to develop and implement this plan to ensure independence and transparency in the process.

6.2 Commissioner to assist affected Councils to prepare an implementation plan

	Current Model	Proposed Model
6.2	The Act places the responsibility for the implementation of boundary adjustments with the affected Councils with limited direction from the Governor's proclamation.	Implementation plan to be prepared by the affected Councils with assistance from a Commissioner.

As per the discussion above, the implementation of a boundary adjustment submission has many potential problems including the apportionment of resources and transition arrangements.

Proposed feedback to the LGA

Council does not support the Proposal for a Commissioner to assist affected Councils to prepare an implementation plan on the basis that the proposal will place undue resource investment for affected councils who may not have the ability to create these plans in the case of major boundary adjustment. It is proposed that in the case of major boundary adjustment, such as amalgamation or where councils do not agree, that an independent and appropriately skilled third party, is contracted by the affected councils to develop and implement this plan to ensure independence and transparency in the process.

6.3 Commissioner to appoint a person to carry out an independent evaluation and provide a report

	Current Model	Proposed Model
6.3	The Minister must report to both Houses of Parliament in the event that a boundary adjustment submission is recommended by the Minister but does not receive proclamation by the Governor or if submission by members of the public is submitted to a poll pursuant to section 28(22) of the Act.	That an independent evaluation report to be prepared immediately following implementation of change, with a follow up 2 years later by a Commission/er.

The BAFP was required to report annually on its activities but since the panel was abolished this requirement was not transferred to the Minister. Therefore, there is no formal requirement for the Minister or any council to report on the outcomes of boundary adjustment following the implementation of any changes.

Independent monitoring and evaluation, on a continuous basis, of the implementation process regarding boundary adjustment would allow for continuous learning and for nationally significant information to be collated to inform boundary adjustment processes across Australia.

Proposed feedback to the LGA

Council supports the Proposal to require a Commissioner to appoint a person to carry out an independent evaluation and provide a report on the implementation of boundary adjustment changes on the basis that the proposal will allow for increased transparency and continuous development of the boundary adjustment process.

Conclusion

The LGA is seeking feedback on Local Government Boundary Adjustment Reform discussion paper by 12 August 2016. This feedback from the Council will be provided to the LGA and the OLG by the due date.

ATTACHMENT 1



Local Government Association
of South Australia

The voice of local government.

Legislative Framework for Boundary Adjustment Process

A. Principles for Local Government Boundary Reform

1. a transparent, accountable and independent decision making process;
2. assessment of proposals for change by an independent body with the appropriate skills, experience and knowledge;
3. a wide consideration of alternatives and options;
4. decisions made at the appropriate level;
5. opportunities provided for local communities and affected parties to have their say;
6. support for continuous improvement and shared learning;
7. minimisation of barriers to change, balanced by the need for robust decision-making;
8. broad opportunities to initiate change;
9. support and advice provided to proponents at all stages; and
10. collaboration and partnership between Councils, the community and State Government.

B. Process for Reform of Boundary Adjustment

1. **Establish Independent Commission/er and Guidelines for Boundary Change Processes**
 - an independent Commissioner to be appointed to determine boundary adjustment issues
 - Commissioner will develop guidelines for the assessment of proposals (major/minor)
 - Commissioner may also establish a register of appropriately skilled people to form Advisory Boards for the consideration of major proposals (refer 5 below)
2. **Initiation Process**
 - require a submission, setting out proposal and reasons
 - allow Ministerial submissions
 - allow submissions from single Councils
 - allow submissions from electors, but require a minimum number of five electors within an affected Council area to make a submission
 - create a single application process for all proposals initiating a change
 - require all submissions to be made direct to the Commissioner

3. Pre-Assessment Process to Determine Major/Minor Proposals

- empower the Commissioner to make an initial pre-assessment, including the ability to reject if trivial, frivolous, vexatious or not in the public interest
- formalise and simplify a pre-assessment filtering process for Council, public and Ministerial submissions with Commissioner to undertake a pre-assessment of initial proposal
- criteria for initial assessment for major or minor adjustment must include:
 - potential financial impact; and
 - number of people affected.
- enable Commissioner to seek information for the purposes of pre-assessment as the Commissioner sees fit

4. Process for Minor Proposals

- minor adjustments where consultation is not required or already demonstrated and Councils are supportive of change
- Commissioner to finalise report and recommend to Minister

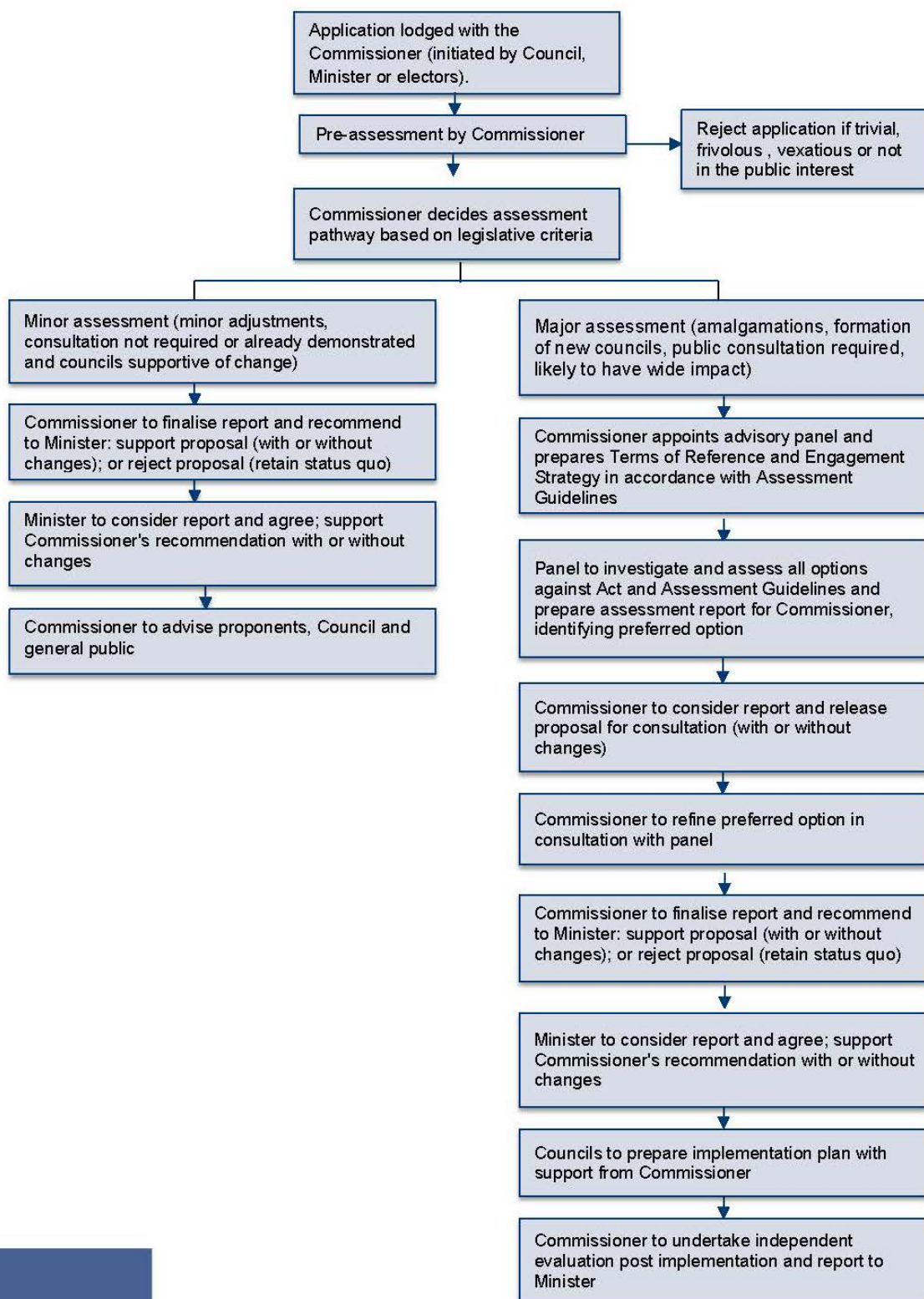
5. Process for Major Proposals

- Commissioner must appoint an appropriately qualified Advisory Body for major adjustments on a case by case basis (containing Local Government expertise as outlined in 1 above)
- Commissioner, together with Advisory Body, be given power to manage an options development phase that includes a consultation process with the relevant parties and collaborative optioneering
- Commissioner to develop Terms of Reference in line with the Guidelines
- require the Advisory Body's Terms of Reference to include an integrated stakeholder and community engagement plan into for major proposals

6. Implementation Process for Major Proposals

- Commissioner to develop guidelines and tools for implementation, apportionment and transitional arrangements
- Commissioner to assist affected Councils to prepare an implementation plan
- Commissioner to appoint a person to carry out an independent evaluation and provide a report

Model for Local Government Boundary Change



11.2 Response to the Minister for Local Government re Informal Gatherings

Brief

This report presents the response to The Hon. Geoff Brock MP's letter to Council advising that Council's Informal Gatherings Policy does not meet his expectations.

RECOMMENDATION(S)

The Committee recommends to Council that the letter to the Hon. Geoff Brock MP, signed by the Mayor and the Chief Executive Officer, in response to his correspondence advising that Council's Informal Gatherings Policy does not meet his expectations be received.

Introduction

Correspondence from the Hon. Geoff Brock MP, Minister for Local Government was presented to the 21 June 2016 meeting of Council advising that Council's Informal Gatherings Policy does not meet his expectations.

Discussion

In that report, Council was advised that a response to Minister Brock was being prepared. That letter, signed by both Mayor Trainer and the Chief Executive Officer, is attached for information **(Attachment 1)**.

A copy of the letter has also been provided to the Local Government Association.

ATTACHMENT 1

Civic Centre
165 Sir Donald Bradman Drive
Hilton, SA 5033
Tel 08 8416 6333
Fax 08 8443 5709
Email: csu@wtcc.sa.gov.au
Web: westtorrens.sa.gov.au



22 June 2016

Geoff Brock MP
Minister for Local Government
GPO Box 2557
ADELAIDE SA 5001

Via email: pirsam.inisterbrock@sa.gov.au *unmailed 22/6/16*

Dear Minister Brock

INFORMAL GATHERING PROVISIONS – LOCAL GOVERNMENT ACT 1999

The City of West Torrens ("the Council") writes to you in your capacity as Minister for Local Government.

Between July 2015 and November 2015 you oversaw the passage of the *Local Government (Accountability and Governance) Amendment Act 2015* ("the Amendment Act") through Parliament. The Amendment Act commenced operation on 31 March 2016.

However prior to that, in February 2016, you wrote to all councils expressing your "expectations" with regards to the proposed amendments to the informal gathering provisions. Your "expectations" were that council policies should ensure:

- informal gatherings are open to the public whenever possible;
- decisions to hold informal gatherings in confidence are made on a case by case basis;
- councils publish notification details of informal gatherings on their websites to ensure that interested members of the public can attend; and
- if a council decides to hold an informal gathering in confidence, the reason for this decision is briefly stated on the website.

Of course, whatever your "expectations" may be in this regard, councils are nevertheless required to comply with the statutory provisions prescribed under the *Local Government Act 1999* ("the Act"). This position, as we understand it, is derived from "the Westminster system" which has governed and continues to govern our systems of law-making and the application of the doctrine of the separation of powers!

Relevantly then in this context, for the purposes of the amended informal gathering provisions, subsection 90(8a) of the Act provides:

- ... an informal gathering or discussion under subsection (8) may only be held if -
- (a) the council has adopted a policy on the holding of informal gatherings or discussions; and
 - (b) the informal gathering or discussion complies with the policy.

That is, all the Council is required to do under the Act is to (1) adopt an informal gathering policy and (2) hold any informal gathering in accordance with the policy.

Whist subsection 90(8b) provides that a policy adopted under subsection (8a) must comply with any requirements prescribed by the regulations, no such regulations have been prescribed.

Accordingly, the Council adopted its Informal Gatherings and Discussions Policy on 15 March 2016 and has complied with it since. The Council is therefore, and has been to date, fully complying with its legislative obligations.

The Council has now received a further letter from you advising that during the debate on the Amendment Act, you stated your "*expectation*" that Council policies would include a process of notifying the public about when an informal gathering would be held and whether or not it would be held in confidence and, if so, the grounds for it being held in confidence (Hansard, 9 September 2015).

You are now "*disappointed*" that an audit conducted by the Office of Local Government has shown a large number of councils, including the City of West Torrens, have "*failed to adopt policies that met my expectations*". With respect, the Council has adopted a policy that complies with the Act, as it is statutorily required to do. The Council is not required to adopt policies that meet with your "*expectations*". The tenor and apparent intent of your letter is suggestive of a non-Westminster approach to law-making and compliance.

The fundamental role of the Act, as set out in the Objectives, is to provide a legislative framework for an effective, efficient and accountable system of local government in South Australia. The individual will of the Minister of the day cannot and should not, play any part in that representative process. Furthermore, whatever the "*expectations*" of the Minister may be, or however they may be expressed, whether set out in a letter to Council or as declared in Parliament and transcribed into Hansard, those expectations are not part of our legislative obligations.

The Act, as it should, gives councils an appropriate level of autonomy and broad powers to make decisions and deliver services without ongoing intervention from the State Government or the Minister of the day. Accordingly, the Council is extremely disappointed with your inference that its policy is "*inadequate*", particularly as it complies with the law. Any other "test" that is sought to be applied against the Council in this regard is entirely subjective and has no basis in law.

Councils operate in a highly politicised and statutorily regulated regime. To suggest that councils are not operating in an accountable and open manner just because they have adopted a policy that does not meet with your "*expectations*" is a misleading and inappropriate statement and one that raises serious concerns about the government's commitment adherence to democratic principles.

In so far as you state that you seek a "*level of consistency across the local government sector that reflects higher standards of open and transparent government, and that will enhance the confidence of communities across our State*", with respect, the Council considers this a misleading statement; a statement that feeds into conspiracy theories surrounding the operation of councils.

Councils are, in fact, extraordinarily open and transparent, indeed, Local Government is the most open and transparent of any level of government in Australia.

The Council is of the opinion that much of the debate surrounding the informal gathering provisions is predicated on hearsay and on anecdotal evidence that has no basis in fact. If by chance however, another council has actually erred in some significant way, that offence should be laid at the feet of the relevant offender and dealt with accordingly.

That said, should Regulations be introduced that reflect your 'expectations' then Council will as a matter of course amend and adopt a policy consistent with its revised legislative obligations.

Yours sincerely,



Hon John Trainer OAM JP
Mayor
City of West Torrens



Terry Buss
Chief Executive Officer
City of West Torrens

11.3 Legislative Progress Report - June 2016

Brief

This report provides an update on the status of proposed legislative changes affecting local government, dealt with in Parliament, by the Local Government Association or contained in the Government Gazette during the preceding month.

RECOMMENDATION

The Committee recommends to Council that the report be received.

Introduction

This report provides a monthly update on the progress of Bills through Parliament, using Parliament's defined stages, as well as items contained within the Government Gazette that relate to the City of West Torrens. It also contains information provided by the Local Government Association (LGA) relating to proposed amendments to legislation or other relevant matters.

Discussion

Summary of Proposed Amendments to Legislation

Bill to Limit Speed of Bicycles on Footpaths

The LGA is seeking feedback on a private member's Bill which provides for a speed limit to be imposed on bicycles ridden on footpaths or shared paths. The *Road Traffic (Bicycles on Footpaths) Amendment Bill 2016* (Bill), introduced by David Pisoni MP, provides that the default speed limit for riding a bicycle on a footpath or shared path would be 10 kilometres per hour, unless otherwise sign posted.

The Bill also provides for councils to determine that higher speeds may apply to certain stretches of footpath or shared path and enables councils to erect speed signs on footpaths without seeking the approval of the Minister for Transport and Infrastructure.

Due to competing priorities the Administration will not be providing feedback on this Bill.

Further information can be found via Local Government Circular 23.6 - 9 June 2016.

Retail and Commercial Leases Act 1995

The Small Business Commissioner is seeking feedback on a raft of recommendations arising from the review of the *Retail and Commercial Leases Act 1995*. The review was carried out by Alan Moss. A retired judge from the District Court, who has made 20 recommendations.

Feedback is due by 26 August 2016. The Administration is currently considering a submission.

Further information can be found via Local Government Circular 22.8 - 1 June 2016.

Disability Services (Inclusion and Monitoring) Amendment Bill 2016.

The *Disability Services (Inclusion and Monitoring) Amendment Bill 2016* (Bill) to amend the *Disability Services Act 1993* was introduced into the House of Assembly by Dr Duncan McFetridge MP on 10 March 2016 proposing the mandatory requirement for every council to develop a disability inclusion action plan and report on it in its annual report.

The Bill also provides an expanded role for the Ombudsman to investigate reportable incidents and convictions within the disability sector.

This Bill was negatived in HA on 23 June 2016.

Local Government (Rate Increases) Amendment Bill 2016.

The *Local Government (Rate Increases) Amendment Bill 2016* was introduced into Parliament on 24 March 2016 for the purposes of the Essential Services Commission of South Australia (ESCOSA) to determine the quarterly 'Local Government Cost Index' for the costs incurred by councils for ordinary council activities funded by revenue from general rates.

This Bill was negatived in HA on 09 June 2016.

Government Gazette Notices

Emergency Management (Miscellaneous) Amendment Bill 2016 [under the *Emergency Management Act 2004*]

The *Emergency Management (Miscellaneous) Amendment Bill 2016* (Bill) was introduced into the House of Assembly on 11 February 2016 to amend the *Emergency Management Act 2004* (Act) and review the State Emergency Management Plan (SEMP).

The intent of this Bill is to amend the Act to include a requirement that a council 'must prepare and maintain an emergency management plan based on an 'all hazards' approach incorporating the framework of prevention, preparedness, response and recovery'.

The Bill has been assented and will come into operation on 1 July 2016.

Further information can be found in Government Gazette No. 38 - 23 June 2016.

Bills previously reported on where status remains unchanged

- *Independent Commissioner Against Corruption (Misconduct and Maladministration) Amendment Bill 2015* (adjourned in the House of Assembly at its 2nd reading on 19 November 2015).
- *Dog and Cat Management (Miscellaneous) Amendment Bill 2015* (returned to the Legislative Council with amendments on 26 May 2016).

Acts Assented to but Not Yet Commenced

- *Planning, Development and Infrastructure Act 2016* - Received assent on 21 April 2016 - Expected commencement in 2018.
- *Local Nuisance and Litter Control Act 2016* - Received assent on 7 June 2016 - *Expected Commencement 1 July 2017.*

Conclusion

This report on legislative amendments is current at 28 June 2016.

12. MEETING CLOSE

CITY OF WEST TORRENS



Attachment Under Separate Cover

Council

5 July 2016

Item 17.1 - Adoption of the Budget and Annual Business Plan and
Declaration of the Rates for 2016/17



2016/17

Recommended budget and annual business plan

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Executive Summary

Introduction

This Budget and Annual Business Plan for 2016/17 is in a form adopted by Council on 8 December 2015. Key aspects of the combined budget and annual business plan include:

- An 'executive summary' to explain key aspects of the document and a 'glossary of terms';
- Strategic fundamentals that underpin the budget, including information from Council's community plan;
- Forward estimates and the ten year financial plan of the Council;
- A capital budget, including commentary and detailed information on the full capital works program;
- Operational budget information, including divisional level commentary, financial details and information on objectives, key activities, performance measures and budget highlights;
- Information on rates and rate modelling;
- Summary financial statements, including those specified in Regulation 5 of the Local Government (Financial Management) Regulations 2011.

The document is based on the divisional structure of the Council and meets all requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011.

Comparatives throughout this document have been adjusted following the sale of the St Martins aged care facility so that meaningful budget to budget comparisons are provided.

Strategic Fundamentals

The *Towards 2025 Community Plan* was adopted in September 2014, and it provides the strategic focus for the budget, annual business plan and long term financial plan of the Council. It has six broad themes, as follows:

- Community life;
- Natural environment;
- Built environment;
- City prosperity;
- Financial sustainability;
- Organisational strength.

Key influences on this budget and annual business plan of the Council are the themes of financial sustainability and the built environment, in particular:

- Sustainability;
- Asset management;
- Stormwater flood mitigation.

These strategic fundamentals provide the basis for forward estimates and Council's long term financial management plan which show:

- An ongoing operating surplus and a positive operating surplus ratio;
- A projected sustainability ratio which is favourable;
- A manageable level of debt;
- Favourable cash and cash reserve projections.

Rate increases of 2.7 per cent are projected from 2018/19 to address fully Council's strategic priorities, in particular sustainability, asset management and stormwater flood mitigation.

A Balanced Budget

Council's operating statement in the proposed 2016/17 budget projects a surplus from operations of \$10,870,169 as follows, based on a 2.6 per cent rate increase:

	\$
Income	62,261,741
Expenditure	51,391,572
	<hr/>
Operating Surplus	10,870,169
	<hr/>

The proposed rate increase is marginally lower than projected in last year's budget, and is proposed on the basis of forward estimates and the strategic fundamentals of the Council.

After adjusting for reserve movements, a nominal cash surplus of \$27,830 is also projected.

Debt Free

No loan repayments of principal or interest are being budgeted in 2016/17, following a Council decision to use part proceeds from the sale of St Martins to pay out all debt.

Operational Expenditure

Costs have been contained across all areas of the Council to achieve the increase of 1.0 per cent, notwithstanding that:

- Employment costs have increased by \$799,020 or 3.8 per cent over the original budget estimates for 2015/16 (\$646,752 or 3.2 per cent last budget), with FTE's increasing net by 3.8. This is further explained later in this commentary under the heading "Employment Costs".
- Waste disposal and collection costs have been increased by \$213,000 or 4.8 per cent.
- IT costs are increasing by \$56,500 or 6.7 per cent, largely because of one-off additional costs associated with replacement of Council's electronic records management system.
- The NRM levy is budgeted to increase by \$34,747 or 2.8 per cent to \$1,260,136.

Interest payable is reducing by \$598,669 to zero, reflecting the impact of loans being paid out in the 2015/16 financial year.

The cost increase proposed in the budget compares favourably with both the consumer price index (currently 0.7 per cent for Adelaide) and the local government price index (currently 0.9 per cent).

Staff numbers have been increased by 3.8 full time equivalents (FTE's), reflecting two new positions in Compliance, both Council approved and both fully funded from additional parking income, along with new FTE's in lean / continuous improvement (two year appointment) and economic development. FTE numbers were reduced in 2012/13 and 2013/14 by 9.1 and 0.9 respectively, but an increase of 2.7 FTE occurred in 2014/15, with 2.0 FTE's budgeted to establish a rapid response team at the depot, and an increase of 0.9 FTE occurred last budget.

Capital Expenditure

Key aspects of the budget include:

- The capital budget for 2016/17 totals \$25,914,137, with rate funded capital expenditure increasing by \$4,326,332 or 26.5 per cent to \$20,670,274. The increase includes a rate funded capital works increase of \$1,553,797, or 11.5 per cent, to \$15,074,774, along with a capital budget increase of \$272,535 or 9.7 per cent to \$3,095,500. Funding of \$2.5 million is also proposed for hub and related development.
- An amount of \$3.448 million being committed to drainage and related construction, with \$2.322 million budgeted to undertake detailed design / documentation and construction of Lockleys catchment drainage and \$0.581 million budgeted for Brown Hill Keswick Creek (both being loan program items).
- \$3.55 million for the recreation program (\$2.72 million in 2015/16), an increase of 30.5 per cent. It includes including \$665,000 for the ongoing playground upgrade program, \$640,000 for reserve irrigation, \$600,000 for additional open space amenity initiatives and \$595,000 for the Linear Park.
- Transport program expenditure, including expenditure on roads and footpaths, is increasing by \$1.358 million or 11.6 per cent to \$13.021 million.
- An amount of \$677,359 for the replacement, remediation and construction of footpaths and pathways (\$891,853 in 2015/16).
- Rate funded capital expenditure on building works of \$4.08 million (\$1.5 million in 2015/16), as a further commitment toward meeting maintenance and remediation requirements identified by GHD in an independent assessment of work that needed to be undertaken. The amount budgeted includes \$2.5 million for upgrade of Lockleys Oval / Apex Park - Stage 1.
- Rate funded expenditure on plant, equipment and furniture of \$1.516 million (\$1.323 million in 2015/16).
- Capital funded by grants of \$2.341 million (\$2.026 million in 2015/16).

Rating in 2016/17

An overall average rate increase of 2.6 per cent excluding growth is proposed for 2016/17, marginally lower than foreshadowed in the forward estimates of last year's budget. It is not proposed that more of the rate burden be moved to minimum rated and non-residential ratepayers this year, with the following movements recommended:

Residential	:	Up 2.6%
Non-Residential	:	Up 2.6%
Minimum Rate	:	Up 2.6%
Overall Increase	:	Up 2.6%

Valuation volatility is relatively low again this year, reflecting current economic circumstances, and this will result in much lower rating volatility. Rate rebate and remission policies are in place to assist ratepayers affected by hardship or disproportionate rate increases, and rate postponement for seniors is now mandatory in certain circumstances under Local Government Act provisions.

Strategic Fundamentals

Introduction

The *Towards 2025 Community Plan* was adopted in September 2014, and it provides the strategic focus for the budget, annual business plan and long term financial plan of the Council.

The community plan is structured into six broad themes, four community focused and two corporate focused, as follows:

- Community life;
- Natural environment;
- Built environment;
- City prosperity;
- Financial sustainability;
- Organisational strength.

Community Life

Long term strategies for community life are as follows:

- Aspiration: A community that embraces diversity
 - Encourage recognition and celebration of our community's cultural diversity.
 - Facilitate opportunities for people from diverse social backgrounds to come together.
 - Foster a sense of identity and pride within the West Torrens community.
- Aspiration: Active, healthy and learning communities
 - Encourage all members of the community to pursue active and creative lifestyles.
 - Support community involvement and intergenerational connection.
 - Facilitate life-long learning through equitable access to a range of education and training opportunities.
 - Encourage community awareness of services and resources so they can make informed life choices.
 - Foster health, wellbeing and safety within the community.
- Aspiration: An engaged community
 - Encourage the community to participate in opportunities to influence Council's decision making framework.

Natural Environment

Long term strategies for the natural environment are as follows:

- Aspiration: Environmentally sustainable development
 - Encourage new and existing development to incorporate environmentally sustainable designs and practices.

- Aspiration: Reduction of our ecological impact
 - Facilitate the minimisation of waste production and disposal to landfill and productive utilisation of waste.
 - Create a water-sensitive city.
 - Manage current water resources efficiently.
 - Respond to the challenges of a changing climate.
- Aspiration: Enhanced natural environment
 - Create green streetscapes and open spaces.
 - Protect and enrich local biodiversity, waterways and the coast.

Built Environment

Long term strategies for the built environment are as follows:

- Aspiration: A well-designed built environment
 - Facilitate residential development that meets the demographic and socio-economic needs and expectations of the community.
 - Promote retail, commercial and industrial activity that is compatible with neighbouring land uses.
- Aspiration: An attractive and functional open space network
 - Facilitate equitable access to open spaces.
- Aspiration: Effective stormwater infrastructure
 - Manage the quantity and quality of stormwater flows.
 - Minimise the risk of flooding to existing communities and future developments.
- Aspiration: Accessible and reliable transport infrastructure
 - Facilitate the healthy, safe and effective movement of people through the city.

City Prosperity

Long term strategies for city prosperity are as follows:

- Aspiration: A thriving business environment
 - Support the development and growth of local business and jobs.
 - Encourage economic growth and productivity.
 - Support education and training pathways.
- Aspiration: A vibrant city
 - Foster a vibrant and inviting city.

- Aspiration: Sustainable population growth
 - Promote sustainable population growth, attracting people from diverse backgrounds.

Financial Sustainability

Long term strategies for financial sustainability are as follows:

- Aspiration: Sustainable financial management
 - Employ sustainable financial management principles.
- Aspiration: Proactive asset management
 - Ensure assets are utilised to their optimal capacity and maintained at acceptable standards.

Organisational Strength

Long term strategies for organisational strength are as follows:

- Aspiration: Strong partnerships and working relationships
 - Develop and maintain strong partnerships and working relationships with other organisations and within Council.
- Aspiration: Leading governance and administration practices
 - Regularly review, update and adopt leading governance and administrative practices.

Key Influences

Key influences on the budget and annual business plan of the Council are the themes of financial sustainability and the built environment, in particular:

- Sustainability;
- Asset Management; and
- Stormwater Flood Mitigation.

Sustainability refers to Council's ability to manage its finances so it can meet spending commitments, both now and in the future, and ensure future generations of taxpayers do not face an unmanageable bill for services provided to the current generation.

Asset management refers to a systematic, structured approach to the maintenance, upgrade and operation of assets, on a whole of life basis, combining engineering principles with sound business practice and economic rationale, and providing the tools to facilitate a more organised and flexible approach to making decisions necessary to meet community expectations.

Stormwater flood mitigation refers to measures aimed at minimising the impact of floods in the West Torrens' community, including mitigation works associated with Brown Hill and Keswick Creeks.

Rationale for the Focus on Asset Management and Sustainability

Concerns continue to be raised in local government circles about the capacity of councils to be financially sustainable. It has been reported that:

- The financial sustainability of councils is vital to the interests of ratepayers, the community and the state, and is an important pillar of efficient and effective local government;
- Not all councils have the types of policies and practices in place that lock-in their financial sustainability;
- Not all councils in South Australia are financially sustainable, as evidenced by their high operating deficits and substantial infrastructure renewal and replacement backlogs;
- Unless the spending of unsustainable councils is cut or other governments come to the rescue, substantial rates increases are inevitable. The current or prospective financial performance and position of councils has been assessed as being not strong enough to absorb likely future developments and unanticipated financial shocks;
- More strategic expenditure decisions by local government – and more rigorous funding policies – must be pursued by local government.

Being a financially viable and sustainable Council received the strongest of all responses in a budget related Community Panel survey in December 2012 involving 181 respondents.

Rationale for the Focus on Flood Mitigation

The Stormwater Management Plan (SMP) for the Brown Hill Keswick Creek (BHKC) catchment was approved by the Stormwater Management Authority (SMA) in February 2013 and then gazetted on 5 March 2013. A further updated version of the SMP has been prepared and submitted to the SMA for approval and will become the BHKC Catchment Stormwater Management Plan 2016. Based on the current modelling associated with this plan, it is estimated that damage from a 100 year average recurrence interval flood will cost \$122 million and affect 2,089 properties in the absence of flood mitigation action being taken.

Cost estimates associated with the flood mitigation required have recently reduced from an estimate of \$160 million to \$142 million, with the City of West Torrens' share now being in the vicinity of \$34.8 million.

There are a number of other flooding risks that exist within the city that are not associated with the BHKC catchment. These are the subject of ongoing assessment, with the implementation of flood mitigation systems intended.

Implications for the City of West Torrens

The key influences of sustainability, asset management and stormwater flood mitigation need to be viewed in terms of the following:

- Council has management responsibility for community assets valued at \$878 million;
- Accumulated depreciation on Council assets totals \$325 million, being 49.3 per cent of all depreciable assets, and it is not funded by specific cash reserves;
- West Torrens has asset renewal and maintenance backlogs, most recently demonstrated to Council in reports on the condition of Council owned buildings;
- West Torrens Council has significant new capital expenditure needs, particularly in relation to drainage infrastructure;
- The most recent cost estimates associated with the BHKC system mitigation works are in the region of \$142 million;
- A capital renewal expenditure spike could occur sometime into the future, possibly around the year 2050.

Legislative Changes

Legislative changes followed reports on financial sustainability in local government, and they incorporated the need for councils to:

- Address issues of sustainability, and prepare long-term asset and financial management plans;
- Prepare annual business plans that report on budget parameters, rating structures and policies, strategic plans, and Council's long-term asset and financial management plans;
- Report on financial indicators, including indicators of financial sustainability;
- Establish Audit Committees, and more rigorous and transparent processes of internal review;
- Consult with the community on budget and rating proposals prior to budgets being adopted and rates being declared.

The Local Government (Stormwater Management) Amendment Act 2007 has also passed through the parliament, and it has established a Stormwater Management Authority with responsibilities that include planning and undertaking stormwater management works on behalf of councils.

Emerging Financial Issues

Council has responded strongly to the asset management and sustainability agenda, with work undertaken to revisit and update asset data, including condition assessment information, particularly in relation to infrastructure assets. This work is substantially completed for Council's road and footpath network, and building assets, with work in progress on drainage and land improvements.

Emerging issues for Council to consider from this and other work undertaken include:

- Drainage mitigation, including the need to commit up to \$34.8 million to BHKC drainage works within the next 13 years;
- Projections in the asset management plans of the Council that \$99.7 million needs to be committed over the next ten years to road, kerbing and footpath maintenance and remediation works;
- Projections that up to \$24.3 million needs to be committed by Council to building maintenance and remediation works over the next ten years, based on current property holdings;
- Community hub and related developments totalling \$7.5 million from the 2016/17 to the 2018/19 financial year;
- Local drainage works, still being assessed by Council's asset management staff, may require expenditure totalling \$80 million over the next 30 years;
- The need to commit increasingly to initiatives associated with water management, renewable energy, energy efficiency and reducing carbon emissions.

Forward Estimates

Introduction

The strategic fundamentals described in this document provide the basis for the forward estimates and Council's long term financial plan. They are prepared pursuant to the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011.

Key assumptions made in compiling these forward estimates and Council's long term financial plan are discussed in this section, along with summary projections and key financial indicators.

Detailed information, including long term financial statements, is provided in the 'Ten Year Financial Plan' section of this document.

Forward Capital Expenditure Estimates

Key assumptions made in relation to capital budget estimates include the following:

- \$24.9 million is committed to drainage works for the Brown Hill Keswick Creek (BHKC) over a ten year period from the 2016/17 financial year, in addition to \$3.1 million committed in 2015/16, most of which is to be funded from the loan program.
- Council commits to rate funded capital works totalling \$99.7 million over a ten year period commencing in 2016/17 to fund road and footpath works identified in the infrastructure and asset management plans of the Council.
- Council commits to rate funded capital works for road construction and other capital works, totalling \$6.7 million in the 2016/17 budget, and that a level of funding is to be continued into the future.
- Council has rate funded local drainage commitments of \$545,000 from the 2016/17 financial year, with indexed increases annually thereafter.
- Loan funded capital drainage works, excluding BHKC, will be \$2.3 million in the 2016/17 budget, and \$2.0 million indexed per annum thereafter.
- Roads to recovery funding will be continued at \$436,688 per annum until 2018/19 (\$1.442 million in 2016/17).
- Capital expenditure on Council owned buildings, excluding hub and related developments, will be \$1.33 million in the 2016/17 budget, and \$1.75 million indexed per annum thereafter.
- Past asset sale proceeds and part interest savings from the discharge of loans will be used to fund community hub and related developments.
- The capital budget for the replacement of plant, furniture and equipment will be \$1.77 million in 2016/17, and it has been indexed to cover estimated depreciation levels into the future.

Expenditure projections for 2016/17 and each of the next three years based on these assumptions are as follows:

	2016/17	2017/18	2018/19	2019/20
	\$	\$	\$	\$
Rate Funded Infrastructure	14,529,774	14,821,088	15,219,620	15,634,166
Rate Funded Local Drainage	545,000	555,900	567,018	578,358
Loan - Local Drainage	2,322,000	2,000,000	2,040,000	2,080,800
Loan - BHKC	581,000	2,544,605	2,582,774	2,621,516
Grants	2,041,553	1,048,178	1,060,408	636,194
Hub Developments	2,500,000	2,500,000	2,500,000	0
Building Other	1,330,000	1,750,000	1,910,967	2,086,740
Plant, Furniture & Equipment	1,765,500	1,800,810	1,836,826	1,873,563
Library Capital	299,310	305,296	305,296	311,402
Total	25,914,137	27,325,877	28,022,910	25,822,739

Forward Revenue Estimates

Forward revenue estimates have been extrapolated from an assessment of historical revenue movements, and what is expected to arise into the future. Key assumptions include the following:

- Council is prepared to increase rate revenue by 2.6 per cent plus growth in 2016/17 and 2017/18, then by 2.7 per cent plus growth annually thereafter.
- Rate equivalent payments by Adelaide Airport Limited will increase in line with the above rate increases.
- Statutory charges, which include parking, animal management and Development Act income, will increase by 2.0 per cent each year.
- User charges, which include property related income and transfer station royalties, will increase by 2.0 per cent each year.
- Grant income will increase by 2.0 per cent, with the exception of roads to recovery funding by the Commonwealth Government, which is expected to be \$1.442 million in 2016/17 and \$436,688 in the following two years.
- Other income, excluding investment income, will increase by 1.8 per cent each year from 2016/17.

Forward revenue estimates are as follows:

	2016/17	2017/18	2018/19	2019/20
	\$	\$	\$	\$
Rates	48,370,136	50,236,831	52,225,803	54,292,938
Rate Equivalents	5,020,000	5,176,273	5,342,612	5,514,297
Statutory Charges	2,199,580	2,243,572	2,288,443	2,334,212
User Charges	1,285,357	1,311,064	1,337,285	1,364,031
Grant & Subsidies	4,182,023	3,231,457	3,287,353	2,907,678
Other Income	1,204,645	1,227,138	1,240,999	1,264,171
Total	62,261,741	63,426,334	65,722,495	67,677,327

Forward Operational Expenditure Estimates

Operational expenditure increases have been extrapolated from an assessment of historical cost movements, and what is expected to arise into the future. Key assumptions include:

- Employee cost increases of 3.8 per cent in 2016/17 and 3.5 per cent thereafter, with a modest allowance for the addition of new staff.
- Contract and material expenditure increases of 2.9 per cent each year in support of Council's maintenance works program, including building and infrastructure maintenance. This includes an allowance for an increase in waste related charges.
- A depreciation expense increase of 3.0 per cent based on projected asset value movements.
- Finance charges largely involve interest repayments on loans taken, and are estimated on the basis of loans projected to be taken using borrowing rates ranging between 4.7 and 5.2 per cent.

Forward operational expenditure estimates are as follows:

	2016/17	2017/18	2018/19	2019/20
	\$	\$	\$	\$
Employee Costs	21,624,251	22,381,100	23,164,438	23,975,194
Contractual Services	7,008,400	7,260,760	7,469,367	7,684,537
Materials	945,000	963,900	983,178	1,002,842
Finance Charges	153,900	281,560	480,838	673,544
Depreciation	10,941,490	11,264,236	11,596,669	11,939,083
Other Expenses	10,718,531	10,975,654	11,240,713	11,514,010
Total	51,391,572	53,127,210	54,935,204	56,789,209

Forward Loan Estimates

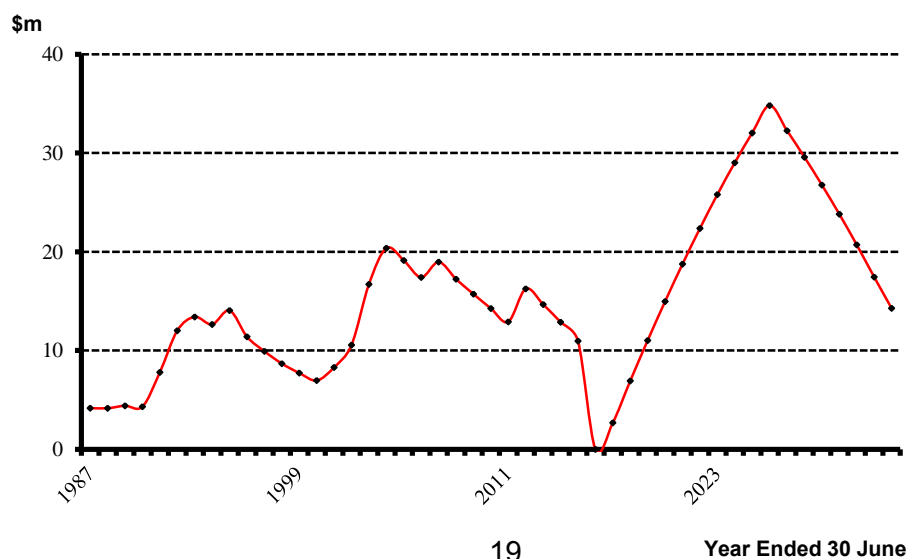
A loan program of \$44.75 million is projected in future dollar terms over the next ten years, as follows:

	\$m
Local drainage	\$21.83
BHKC project	24.90
Works overhead	(1.98)
Total	\$44.75

This comprises the following:

Financial Year	Local Drainage \$	BHKC Drainage \$	Works Overhead \$	Total Loans \$
2016/17	2,322,000	581,000	(211,091)	2,691,909
2017/18	2,000,000	2,544,605	(181,818)	4,362,787
2018/19	2,040,000	2,582,774	(185,455)	4,437,320
2019/20	2,080,800	2,621,516	(189,164)	4,513,152
2020/21	2,122,416	2,660,838	(192,947)	4,590,308
2021/22	2,164,864	2,700,751	(196,806)	4,668,809
2022/23	2,208,162	2,741,262	(200,742)	4,748,682
2023/24	2,252,325	2,782,381	(204,757)	4,829,949
2024/25	2,297,371	2,824,117	(208,852)	4,912,636
2025/26	2,343,319	2,866,479	(213,029)	4,996,768
Total	21,831,257	24,905,723	(1,984,660)	44,752,320

It is anticipated that cash reserves of the Council will be used in lieu of loans being taken in the 2016/17 financial year. The indebtedness trend of the Council is projected on the basis of this information as follows:



Council will be debt free at end of the current financial year, but indebtedness is projected to increase subsequently, peaking at \$34.8 million in 2025/26 then declining thereafter. This scenario will obviously change if loans taken from 2016/17 are other than those currently planned.

Loan Repayments

Loan repayments to service projected loans, based on borrowing rates of 4.7 per cent until 2020/21 and 5.2 per cent thereafter, will be as follows:

Year	Projected Repayments \$	Increase/ (Decrease) \$
2016/17	0	(2,679,771)
2017/18	252,109	252,109
2018/19	660,704	408,594
2019/20	1,076,278	415,575
2020/21	1,498,955	422,677
2021/22	1,928,858	429,903
2022/23	2,380,957	452,099
2023/24	2,840,790	459,833
2024/25	3,308,493	467,703
2025/26	3,784,203	475,710

Council's current and projected loan program will impact loan repayments most after the 2017/18 financial year, but these increases are manageable within the framework of the ten year financial plan.

Loan repayments as a percentage of rates is the industry accepted benchmark to assess a Council's relative indebtedness. The percentages for West Torrens based on the actual and projected loan program are as follows:

Year	Loans % of Rates
2016/17	0.0
2017/18	0.5
2018/19	1.3
2019/20	2.6
2020/21	2.7
2021/22	3.3
2022/23	3.9
2023/24	4.5
2024/25	5.0
2025/26	5.5

These percentages are extremely low by local government standards, with up to 25 per cent considered manageable.

Key Financial Indicators

The forward financial estimates of the Council have provided the basis of key financial indicator projections in relation to Council's:

- Operating result;
- Sustainability;
- Loan servicing capacity;
- Liquidity.

(a) Operating Result

An operating surplus represents the extent to which operating income exceeds operating expenditure, including depreciation, and is projected each year, as follows:

Financial Year	Operating Surplus \$	Operating Surplus Ratio %
2016/17	10,870,169	20.4
2017/18	10,299,124	18.6
2018/19	10,787,291	18.7
2019/20	10,888,118	18.2
2020/21	11,460,482	18.4
2021/22	12,086,730	18.7
2022/23	12,729,094	19.0
2023/24	13,430,591	19.3
2024/25	14,176,663	19.6
2025/26	14,989,281	19.9

A strong ongoing operating result is a positive indicator of financial viability for the City of West Torrens. LGA Information Paper 9 *Financial Indicators* (May 2015) suggests an operating break even position, or better, over time and an operating surplus ratio of between zero and 10 per cent on average. It is a positive that West Torrens is projected to operate beyond this range, demonstrating a strength in capital expenditure programs.

(b) Sustainability

The sustainability ratio shows the extent to which capital expenditure on the renewal and replacement of assets matches the rate at which these assets are used or consumed, with the amount spent divided by the total depreciation expense. Achieving a break even result of 100 per cent or better demonstrates that the cost of consumption of assets in any one year is being met by current rates and current ratepayers.

Financial Year	Capital Expenditure \$	Depreciation Expense \$	Sustainability Ratio %
2012/13	10,455,759	10,238,565	102.1
2013/14	11,140,894	10,860,076	102.6
2014/15	11,999,041	11,065,000	108.4
2015/16	11,352,737	10,917,187	104.0
2016/17	11,302,737	10,941,490	103.3
2017/18	11,673,632	11,264,236	103.6
2018/19	12,021,289	11,596,669	103.7
2019/20	11,979,682	11,939,083	100.3
2020/21	12,434,258	12,291,781	101.2
2021/22	12,953,729	12,655,076	102.4
2022/23	13,544,137	13,029,290	104.0
2023/24	14,137,232	13,414,754	105.4
2024/25	14,387,926	13,811,811	104.2
2025/26	15,222,160	14,220,814	107.0

A sustainability ratio which is greater than 90 per cent but less than 110 per cent is the benchmark used in local government. This was achieved or is projected to be achieved in all years.

LGA Information Paper 9 suggests the same ratio range when benchmarking capital expenditure incurred against capital expenditure outlays in Infrastructure and Asset Management Plans (IAMP's), rather than depreciation. Forward capital estimates are matched over the ten year forecast period to the IAMP's adopted by Council, as shown in the table that follows.

Program	IAMP Amount \$m	10 Year Plan \$m	% Met
Roads Program			
Reseal / Maintenance	31.355	31.355	100
Reconstruction Renewal	26.153	26.153	100
Kerb & Gutter	29.994	29.994	100
Footpath Program			
Renewal	4.187	4.187	100
Construction	7.999	7.999	100
Building Program			
Renewal Expenditure	24.306	24.306	100

Additional amounts are included in the ten year financial plan to cover drainage and other infrastructure renewal works, along with new capital works. There is little need for renewal expenditure on stormwater assets over the next ten years, although there is a requirement for capital expenditure to build new and upgrade existing stormwater infrastructure. More detailed information on this expenditure will be compiled after the completion of a condition assessment audit of Council's underground stormwater network anticipated to be undertaken in 2016/17. More detailed work is also planned for other Council assets, including those covered by the recreation program.

(c) Loan Servicing Capacity

To meet a structured long term asset renewal and replacement program, Council will need to commit to a loan program that will result in loan liabilities increasing from zero to \$34.8 million - a significant but manageable increase as demonstrated below. Borrowing interest rates ranging from 4.7 to 5.2 per cent have been estimated, along with a 15 year borrowing term.

Loan repayments as a percentage of rates is the industry accepted benchmark to assess a Council's relative indebtedness. The percentages for West Torrens based on the actual and projected loan program are as follows:

Financial Year	Projected Loan Repayments	Loans to Rates
	\$	%
2016/17	0	0.0
2017/18	252,109	0.5
2018/19	660,704	1.3
2019/20	1,076,278	2.0
2020/21	1,498,955	2.7
2021/22	1,928,858	3.3
2022/23	2,380,957	3.9
2023/24	2,840,790	4.5
2024/25	3,308,493	5.0
2025/26	3,784,203	5.5

A percentage between zero and 25 per cent would normally be considered as being reasonable.

(d) Liquidity

Based on the assumptions used, a relatively balanced budget is achieved in each year for the next ten years in terms of the projected cash flow of the Council, net of cash reserves, as follows:

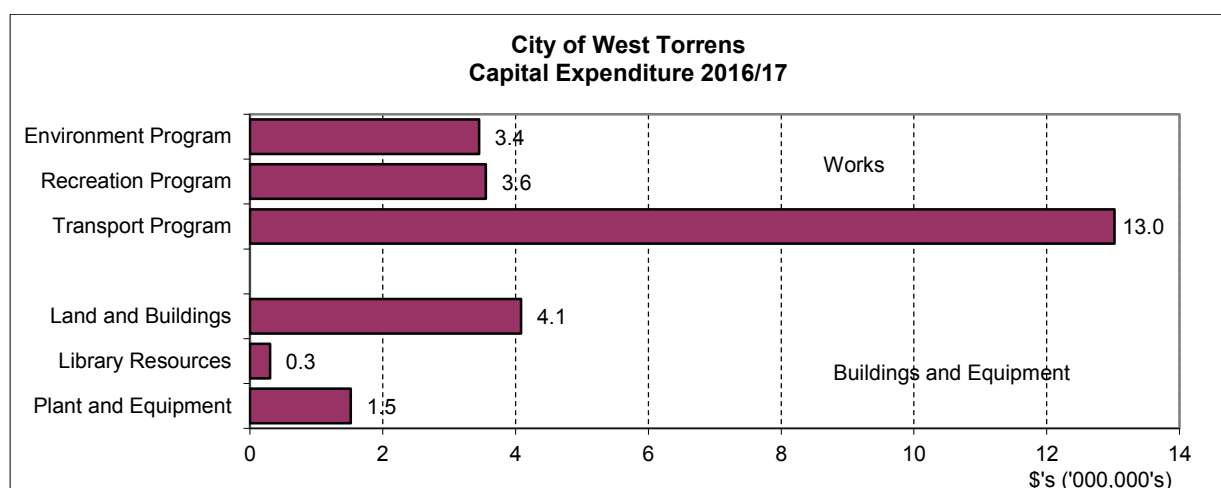
Financial Year	EOY Cash Estimate	Net Reserves	Surplus/ (Deficit)
	\$	\$	\$
2016/17	11,317,555	11,289,723	27,830
2017/18	11,526,887	11,446,474	80,413
2018/19	11,766,469	11,604,941	161,528
2019/20	14,505,794	14,331,717	174,077
2020/21	17,238,103	17,060,501	177,602
2021/22	19,912,526	19,799,053	113,473
2022/23	22,448,105	22,539,927	(91,822)
2023/24	25,224,449	25,291,088	(66,639)
2024/25	28,162,126	28,044,914	117,212
2025/26	30,707,930	30,809,579	(101,649)

Capital Budget

Introduction

The capital budget for 2016/17 totals \$25,914,137 as follows:

	\$
Capital Works	
Environmental Program	3,448,000
Recreation Program	3,550,000
Transport Program	13,021,327
Sub Total	20,019,327
Capital	
Land and Building Works	4,080,000
Library Resources	299,310
Plant, Equipment & Furniture	1,515,500
Sub Total	5,894,810
Total	25,914,137



Rate funded capital expenditure has been increased by \$4,326,332 to \$20,670,274, an increase of 26.5 per cent, as shown in the table that follows. The increase includes a capital works increase of \$1,553,797, or 11.5 per cent, to \$15,074,774.

	Budget 2015/16 \$	Budget 2016/17 \$	Variance \$
Rate Funded			
City Works Funds	13,520,977	15,074,774	1,553,797
Plant and Equipment	1,322,965	1,515,500	192,535
Land and Buildings	1,500,000	4,080,000	2,580,000
Sub Total	16,343,942	20,670,274	4,326,332

Other Funded

Grants	2,025,609	2,340,863	315,254
Reserves / Asset Sales	6,000,000	0	(6,000,000)
Loans	5,142,250	2,903,000	(2,239,250)
Sub Total	13,167,859	5,243,863	(7,923,996)
Total Capital Budget	29,511,800	25,914,137	(3,597,663)

Capital funding from other than rates totals \$5,243,863, as shown in the following table:

	\$
Lockleys catchment drainage stage 3 (loan)	2,322,000
Brown Hill Keswick Creek (loan)	581,000
Roads to recovery grant	1,442,053
Urban local road grant	599,500
Library grant	299,310
Total	5,243,863

Environment Program

The drainage budget comprises the following:

- \$365,000 for minor drainage upgrades and replacement works, including the following:
 - Replacement / upgrade of side entry pits and junction boxes, minor pipe replacements and upgrades due to damage and/or failure;
 - Stormwater pump station improvements;
 - Asset conditioning and minor investigations and planning into the current drainage network;
 - Brown Hill Creek, Gray Street, Channel Bend, Marleston / Kurralta Park;
 - Open drainage channel sediment removal (West Beach);
 - Stormwater basin swale reconstruction - Penong Ave, Camden Park.
- \$2,322,000 in loan funding to undertake detailed design / documentation and construction for Lockleys catchment drainage - stage 3 (Henley Beach Rd and Lockleys North catchment);
- \$100,000 to upgrade drainage for the Hayward Avenue / Ashley Street intersection, Torrensville.
- \$80,000 for an underground drainage installation - Henley Street, Mile End.

- \$581,000 in loan funding as Council's contribution toward various works associated with the Brown Hill Keswick Creek project.

Recreation Program

Recreation works include the following:

- \$665,000 for new, replacement and upgraded playgrounds, based on a program developed in response to an audit report undertaken in 2013 for playground safety. Nominated playgrounds for 2016/17 are:
 - Lyons Street Reserve, Brooklyn Park;
 - Memorial Gardens, Hilton, (additional funds for current project);
 - Joe Wells Reserve, Netley;
 - Kings Reserve, Torrensville;
 - Shade sail shelters (sites to be confirmed);
 - Additional gym equipment, selected locations (linear parks / bikeways);
 - Minor playground equipment;
 - Playground (safety) barrier fencing.
- \$350,000 for reserve upgrades, including:
 - Golflands Reserve (western side), Glenelg North;
 - Joe Wells Reserve, Netley;
 - St Georges Avenue Reserve, Glandore;
 - Oakmont Crescent, Novar Gardens, (stage 2);
 - Streetscape upgrade - Morphett Road, Novar Gardens;
 - Upgrades to pedestrian lighting on reserves;
 - Minor reserves upgrades;
 - Ongoing gazebo upgrades and replacements;
 - Various fencing and bollard replacements on reserves;
 - Turf replacement and sundry reserve pathway upgrades.
- \$565,000 for projects along the River Torrens Linear Park, including:
 - Continuation of a staged pedestrian upgrade / replacement lighting project (LED) to meet Australian standards and improve safety for users;
 - Selected areas of re-vegetation;
 - Path upgrades / reconstruction;
 - General fencing and the installation of retaining walls and barrier protection.
- \$30,000 for the ongoing reseal of various pathway sections along the River Torrens Linear Park in order to meet the current path width standard.
- \$640,000 for irrigation system upgrades for the following reserves:
 - Westside Bikeway, Marleston / Plympton (staged project, selected areas within the linear park);
 - Richmond Oval, Richmond;
 - Frank Norton Reserve, Torrensville;
 - East Parkway Reserve, Fulham;
 - Golflands Reserve, (westerns section), Glenelg North;

-
- Joe Wells Reserve, Netley;
 - Tyson Avenue (wide verge area), Ashford;
 - Camden Oval, Novar Gardens (staged projects);
 - General irrigation equipment, including controllers with upgrade to network and backflow meter equipment.
- \$600,000 new budget funding for open space initiatives to develop parks and reserves that include;
 - Kings Reserve, Torrensville (staged project, including skate park option);
 - Streetscapes, Henley Beach Rd and Sir Donald Bradman Drive (staged);
 - River Torrens Linear Park - upgrade of pedestrian lighting (stage 7);
 - Playground shade structures (installation on existing playgrounds);
 - Kesmond Reserve, Keswick (reserve upgrade);
 - Staged yearly program to install new (wheelie bin) surrounds to litter bins;
 - Upgrade to reserve and shelter furniture - various locations.
 - \$60,000 for the staged resealing and reconstruction of various sections of city bikeways, a program that will be ongoing, subject to annual funding provision.
 - \$40,000 for the general upgrade of tennis courts, works including fencing.
 - \$500,000 for Apex Park Reserve, West Beach, to upgrade and improve the wetlands and landscaping. This is part of the sport facilities project and will continue into 2017/18.
 - \$50,000 to develop and upgrade the centre median of Airport Road, Brooklyn Park. Funding is to develop preliminary design options from initial concept level investigations.
 - \$50,000 for the Civic Centre street frontage onto Sir Donald Bradman Drive / Brooker Terrace, Hilton. The project is to commence and develop landscape design concepts and design options. Project is to continue in 2017/18.

Transport Program

Funding totals \$13,021,327 (\$11,663,685 in 2015/16) as follows:

	\$
Road maintenance program	5,464,416
Road reconstruction program	5,289,552
Other road works	1,590,000
Footpath program	677,359
	<hr/>
Total	13,021,327
	<hr/>

Road Maintenance Program

In order to ensure that the Council manages its road (surface, pavement and kerb and gutter) assets in a manner most appropriate for the community, a commitment has been made to a road Infrastructure Asset Management Plan which ensures adequate provisions are made for existing and future infrastructure so that assets are fully utilised, i.e. their design life is achieved in a cost effective manner.

This year's capital works program for roads has been based on an updated and Council adopted Infrastructure and Asset Management Plan for roads, which took into consideration the strategic report *City of West Torrens Transport Strategy - Transportation for the next Generation 2025*. The schedule of capital works for roads is based on the principles / methodologies developed in the implementation of a ten year capital works program following a condition audit of Council's network undertaken in 2015 upon which Council's current long term financial plan is based. The schedule of works also considers customer requests.

This year Council has modelled a 10 year renewal program that includes road surface rejuvenation treatments and a kerbing program that provides for kerb and gutter to be undertaken the year prior to the seal resurfacing.

This year's capital works program for road maintenance totals \$5,464,416 as follows:

	\$
Reseal / road maintenance program	1,809,877
Kerb and gutter program	3,654,539
Total	5,464,416

Details are provided on pages 36 to 37, and include works from customer requests and a recent reconditioning audit of the road network.

Road Reconstruction Program

Council's road reconstruction program totals \$5,289,552 and comprises the following:

- Aldridge Terrace, Marleston (Richmond Road to St Anton Street);
- Beauchamp Street, Kurralta Park (Barwell Avenue to Hare Street);
- Birdwood Terrace, North Plympton (Keith Avenue to Murdoch Avenue);
- George Street, Thebarton (South Road to Dew Street);
- May Terrace, Brooklyn Park (Henley Beach Road to Sir Donald Bradman Drive);
- Mortimer St, Kurralta Park (Gray Street to Grassmere Street);
- North Parade, Torrensville (Clifford Street to Stephens Avenue);
- West Thebarton Road, Thebarton (South Road to James Street);
- Localised road failure and rehabilitation work.

This schedule of works provides a balanced approach to assist renewal and maintain strategic roads to an acceptable level whilst managing the expectations of the community and road users.

Other Road Works

Other road works total \$1,590,000 and comprise:

- \$200,000 for the ongoing installation and upgrade of public bus shelters at identified sites.
- \$505,000 for the implementation of local area traffic management in precincts 9 and 10, Thebarton / Torrensville, and stage 2, Jenkins Street, Cowandilla - Wombat Crossing, along with minor traffic management work at identified locations, including pavement bar layouts, pedestrian kerb ramps, and stop and give way signage with associated line marking.
- \$115,000 for bicycle management schemes, including the continuation of the Adelaide Airport ring route shared path from Watson Avenue along Beare Avenue, Netley, and the installation of safety barriers along the Anna Meares shared path.
- \$100,000 for ancillary works identified in the 2015 bridge audit to be undertaken.
- \$200,000 for the Westside Bikeway to continue with the staged upgrade of the pedestrian lighting on the pathway on the linear park through Marleston / Plympton.
- \$270,000 for the final stage of new pedestrian (solar) lighting for the Anna Meares shared pathway.
- \$150,000 for the upgrade of the pedestrian lighting on Coast Watchers Reserve, on the pathway from Henley Beach Road to Ashburn Avenue, Fulham.
- \$50,000 for minor street lighting upgrades throughout the city.

Footpath Program

A condition assessment of Council's 626 kilometres of footpaths was undertaken in mid-2011 and it provided the basis for a new forward renewal and maintenance program.

Concurrently with this assessment, Council developed an *Installation of New Footpath Priority System* report to determine the order in which new footpaths are installed within Council. The installation of new footpaths applies to:

- Local roads that do not have a footpath on either side of the road;
- Collector and arterial roads that do not have footpaths on both sides of the road; and
- Local roads when a footpath is required on both sides of the road due to high pedestrian demand such as a bus route, school, shopping centre or nursing home.

It is a Disability Discrimination Act requirement that there be a footpath on one side of all roads, for the safety and accessibility of pedestrians. Local and major collector roads which carry over 3,000 vehicles per day and are defined in Council's transport's strategy should have a footpath on both sides of the road for the safety of pedestrians, along with areas that have high pedestrian demand.

The findings of the above formed the basis of the updated *Footpath Infrastructure and Asset Management Plan* that was last adopted in November 2012. The objective of the plan is to provide a safe and practically manageable footpath and cycle / shared path network with an

emphasis on the reduction in risk as opposed to aesthetics, and set priorities for the renewal and provision of new footpaths and cycle / shared paths. The functional level of service for footpaths has and will continue to consider community expectations, legislative compliance and future demand needs.

A further review of the risks associated with our footpath assets was undertaken in 2013/14 and confirmed a high risk along arterial roads. Council in past budgets has allocated funds to commence risk mitigation works, and it is proposed that this be continued with a budget allocation to city wide footpaths for upgrades to occur at various locations.

The footpath schedule of works this year is made up of \$239,508 for footpath renewal, \$237,851 for new footpath construction and \$200,000 for footpath remediation. The following work is proposed:

Footpath Renewal Program \$239,508

- Ballantyne Street, Thebarton (Lowe Street to South Road);
- Henley Beach Road, Fulham (Lisa Court to Tapleys Hill Road);
- Tapleys Hill Road, Fulham (Henley Beach Road to City Boundary);
- Darebin Street, Mile End (Falcon Avenue to South Road);
- King Street, Mile End (Victoria Street to South Road).

New Footpath Construction Program \$237,851

- Wakefield Place, Brooklyn Park (Bedford Street to End);
- Orana Avenue, Glenelg North (Iluka Street to City Boundary);
- Horsley Street, Lockleys (Frontage Road to Durham Avenue);
- Eringa Avenue, Lockleys (Fulham Park Drive to End);
- Rostrata Street, Lockleys (End to Willingale Avenue);
- Willingale Avenue, Lockleys (Henley Beach Road to Rostrata Street);
- Willingale Avenue, Lockleys (Rostrata Street to Acacia Avenue);
- Reese Avenue, Richmond (Deacon Avenue to Kingston Avenue);
- Hayward Avenue Extension, Torrensvile (End to Ashwin Parade);
- Neptune Crescent, West Beach (Ingerson Street to End);
- Walter Street, West Richmond (Ralph Street to Trennery Street).

Footpath Remediation Program \$200,000

- City wide footpath remediation - upgrade to arterial road footpaths at street tree locations.

This footpath program is subject to change, but details will be provided to Council if this occurs.

Land and Buildings

The capital expenditure budget for land and buildings totals \$4,080,000 (\$7,500,000 in 2015/16) and comprises:

- \$25,000 for upgrades of Council owned facilities to meet Disability Discrimination Act (DDA) requirements, as identified in Council's Building Asset Management Plan (2013).
- \$120,000 to fund building upgrades at the Reedbeds Community Centre, which includes improved building access from the eastern side. The funding will also provide for internal building modifications to provide a suitable change area for facility users.
- \$110,000 to fund the upgrade of the existing clubrooms at Golflands Reserve, Glenelg North, to provide an all-access toilet facility for the building and the reserve.
- \$25,000 for asbestos removal as part of an on-going program of minor works involving Council owned buildings that have been identified in Council's Building Asset Management Plan (2013).
- \$25,000 for fire system upgrades, as part of an on-going program of minor works to bring Council owned buildings up to current building rules standards, as identified in Council's Building Asset Management Plan (2013).
- \$25,000 for ongoing electrical compliance minor upgrades of Council owned facilities in accordance with current electrical compliance regulations, as identified in Council's Building Asset Management Plan (2013).
- \$215,000 for on-going building compliance upgrades of Council owned facilities as identified in Council's Building Asset Management Plan (2013), with projects to include:
 - Peake Gardens building complex - development of a master plan to upgrade / replace the existing site building for the club, including rationalisation of the remaining site building on the reserve;
 - RSL Hilton complex - development of maintenance plan to schedule a works program for the remaining lease period;
 - Airport Over 50's building - replacement of the existing solar system;
 - Building energy system plan and maintenance report;
 - Other building and compliance works as identified.
- \$150,000 to fund Thebarton Theatre fire safety upgrades (stage 4), which includes additional structural works to the building and the review of electrical upgrades. These additional works have been identified as part of the fire compliance upgrade and will continue into 2017/18.
- \$100,000 to fund the replacement of an existing roof mounted air-conditioning system with a wall mounted system, along with replacement of the existing roof sheeting - Camden Hall, Camden Park.
- \$150,000 to fund a new portable toilet facility for use at Richmond Oval and at Council events.
- \$85,000 to improve access within the Civic Centre entrance foyer.

- \$25,000 to fund upgrade work at the Council depot on Marion Road, Brooklyn Park.
- \$200,000 to fund the upgrade of the Star Theatre complex, as identified in the Forward Maintenance Plan report presented to Council on 2 February 2016. Works are as detailed in the ten year maintenance plan.
- \$2.5 million to fund work associated with the upgrade of Lockleys Oval and Apex Park Stage 1, as resolved by the Community Facilities Committee on 24 March 2015, and subsequently endorsed by Council.
- \$325,000 for upgrade work associated with the Thebarton Community Centre.

Plant, Equipment and Furniture

The capital budget for plant, equipment and furniture totals \$1,515,500 (\$1,322,965 in 2015/16) and comprises:

- \$214,500 for the replacement of 19 motor vehicles in the Council fleet, including light commercial vehicles.
- \$226,600 for furniture and equipment, including \$206,100 to facilitate the post-radio frequency identification system changes in the Hamra Centre, including changes to the front desk.
- \$270,000 for IT hardware and infrastructure replacement (\$350,000 in 2015/16), including PC's, desktops and laptops (\$140,000), scanners in City Development (\$20,000), Compliance mobile equipment (\$20,000), multi-function devices in the Civic Centre (\$40,000) and telephony equipment (\$50,000).
- \$73,000 to complete implementation of the library radio frequency identification system (\$111,465 in funding provided in 2015/16). This system supports the processing and tracking of library resources.
- \$154,500 for the programmed replacement of two specialised turf ride-on mowers (\$138,000) and two mowing trailers (\$16,500). These are high use operational machines that require regular replacement to ensure a suitable residual value and low yearly maintenance costs.
- \$103,900 for various items of City Works' plant and equipment, including two self-propelled line marking units with trailers (\$62,000), a vacuum unit for concrete cutting (\$13,500), a mechanical workshop testing unit (\$9,000), and road cutting equipment and minor power and mechanical tools (\$19,400).
- \$332,000 to replace / purchase five tipper trucks, all of which are used in the general civil, horticultural and city clean maintenance areas. The trucks being replaced range in loading capacity from three to ten tonne and age from eight to ten years.
- \$141,000 for the programmed replacement of the wood chipper unit (\$70,000) and the cherry picker / elevated work platform (\$71,000) used by the arboriculture team.

Library Resources

An amount of \$299,310 is being budgeted (\$312,900 in 2015/16) and it comprises the following:

- State resources \$185,110;
- Local resources \$114,200.

Road Reseal / Rehabilitation and Kerb and Gutter Program

Street Name	Suburb
Alexander Av - (Marleston Av to Day Av)	Ashford
Bedford St - (Property No 13 to End)	Brooklyn Park
Cleo Ct - (Clifford St to End)	Brooklyn Park
Frank St - (Property No 1 to Airport Rd)	Brooklyn Park
James Av - (Western Pd to Press Rd)	Brooklyn Park
Pine St - (Allen Av to Bedford St)	Brooklyn Park
Rushworth Av - (Lipsett Ter to Sir Donald Bradman Dr)	Brooklyn Park
Stott Cr - (Marshall Ter to End)	Brooklyn Park
Western Pd - (Carnarvon Av to Everett St)	Brooklyn Park
Clifton St - (Stonehouse Av to Carlton Rd)	Camden Park
Cromer St - (Bourlang Av to Patricia Av)	Camden Park
Patricia Av - (Clifton St to Whelan Av)	Camden Park
Fitch Rd - (Halsey Rd to Good St)	Fulham
Good St - (Good St to Good St)	Fulham
Hadley St - (Ashburn Av to Henley Beach Rd)	Fulham
Halsey Rd - (Halsey Rd to City Boundary)	Fulham
Halsey Rd - (Halsey Rd to End)	Fulham
Huntington Av - (Henley Beach Rd to Riverside Dr)	Fulham
Layton St - (Henley Beach Rd to Ashburn Av)	Fulham
Raikoff Ct - (Kandy St to End)	Fulham
Samuel St - (Mackirdy St to Weetunga St)	Fulham
Sherwin Ct - (Henley Beach Rd to Henley Beach Rd)	Fulham
Susan St - (Ayton Av to Henley Beach Rd)	Fulham
Warramunga St - (Halsey Rd to End)	Fulham
Mallen St - (Sir Donald Bradman Dr to Burt Av)	Hilton
Somerset Av - (Davenport Ter to Sir Donald Bradman Dr)	Hilton
Verran Av - (Sir Donald Bradman Dr to Davenport Ter)	Hilton
Warwick Av - (Daphne St to Cross Ter)	Kurralta Park
Acacia Av - (End to Willingale Av)	Lockleys
Acacia Av - (Willingale Av to End)	Lockleys
Franciscan Av - (Property No 5 to Arcoona Av)	Lockleys
Fulham Park Dr - (Arcoona Av to Corona Av)	Lockleys
Noble Av - (Torrens Av to Kenton St)	Lockleys
Rostrata St - (End to Willingale Av)	Lockleys
Torrens Av - (End to Dartmoor St)	Lockleys
Anstey Cres - (Barwell Av to Coneybeer St)	Marleston

Road Reseal / Rehabilitation and Kerb and Gutter Program

Darebin St - (Ebor Av to Falcon Av)	Mile End
Dew St - (Rose St to George St)	Mile End
Ebor Av - (Tarragon St to Cowra St)	Mile End
Lurline St - (Bagot Av to Ebor Av)	Mile End
Mccarthy Ln - (Victoria L to Henley Beach Rd)	Mile End
Norma St - (South Rd to Falcon Av)	Mile End
Rankine Rd - (Property 31 to Hounslow Av)	Mile End
School L - (Taylors L to Rose St)	Mile End
Victoria St - (Henley Beach Rd to Hughes St)	Mile End
Coulter St - (Allchurch Av to Galway Av)	North Plympton
Mackay Av - (Edward Davies St to Laverack Rd)	North Plympton
Mackay Av - (Mackay Av to Mackay Av)	North Plympton
Packard St - (Dudley Av to End)	North Plympton
Park Ter - (Allchurch Av to Talbot Av)	North Plympton
Talbot Av - (Marion Rd to Birdwood Ter)	North Plympton
Amy St - (Willoughby Av to Cummins St)	Novar Gardens
Albert St - (Milner Rd to Martin Av)	Richmond
Arthur St - (Brooker Ter to Shaw Av)	Richmond
Davenport Ter - (South Rd to Milner Rd)	Richmond
Lucas St - (Marion Rd to Chambers Av)	Richmond
Cawthorne St - (End to Smith St)	Thebarton
James St - (Phillips St to Smith St)	Thebarton
Smith St - (Dew St to Holland St)	Thebarton
Walsh St - (Anderson St to Phillips St)	Thebarton
Clifford St - (North Pde to Carlton Pde)	Torrensville
East St - (Carlton Pde to Henley Beach Rd)	Torrensville
Hayward Av - (End to North Pde)	Torrensville
Jervois St - (Henley Beach Rd to North Pde)	Torrensville
Northcote St - (Henley Beach Rd to Carlton Pde)	Torrensville
Oakington St - (Elizabeth St to Henley Beach Rd)	Torrensville
Torrens St - (Wilton Ter to Ferris St)	Torrensville
Wilton Ter - (Elizabeth St to Property 19)	Torrensville
Sherriff Ct - (Sherriff St to End)	Underdale
Burbridge Rd (Service Road) - (Davis St to City Boundary)	West Beach
Charles Veale Dr - (Windsor Ter to Tapleys Hill Rd)	West Beach
Toledo Av - (Property No 27 to Property No 43)	West Beach
Road Rejuvenation	Various Locations

ORIGINAL BUDGET 2015/16	REVISED BUDGET 2015/16	DESCRIPTION	2016/17 BUDGET
<u>CAPITAL WORKS</u>			
<u>Environment Program</u>			
		<i>Stormwater & Drainage</i>	
200,000	206,994	Minor Drainage Upgrades and Replacement Work	365,000
100,000	157,532	Mile End Cowandilla Catchment	0
2,042,250	3,567,923	Lockleys Catchment	2,322,000
0	299,699	Ashley St (West St to Hayward Ave)	100,000
0	0	Henley St Drainage	80,000
250,000	250,000	Maria Street Drainage	0
		<i>Other Environment</i>	
3,100,000	70,344	Brown Hill and Keswick Creeks	581,000
0	40,000	Kings Reserve Water Supply	0
300,000	300,000	Glenelg Adelaide Pipeline (GAP)	0
5,992,250	4,892,492	Program Total	3,448,000
<u>Recreation Program</u>			
		<i>Parks & Gardens</i>	
710,000	963,503	Playground Upgrade	665,000
385,000	790,288	Reserve Developments - Various	350,000
745,000	951,714	River Torrens Upgrade	565,000
30,000	30,000	River Torrens Path Upgrades	30,000
540,000	760,354	Reserve Irrigation Upgrades	640,000
0	0	Additional Open Space Amenity Initiatives	600,000
175,000	186,253	Urban Forest James Congdon Drive	0
60,000	60,000	Bikeway Path Upgrade and Reseal	60,000
		<i>Sports Facilities</i>	
75,000	168,697	Tennis Court Upgrades	40,000
0	0	Apex Park	500,000
0	0	Airport Road	50,000
0	0	Memorial Gardens	50,000
0	100,000	Brickworks Interface Works	0
2,720,000	4,010,809	Program Total	3,550,000

ORIGINAL BUDGET 2015/16	REVISED BUDGET 2015/16	DESCRIPTION	2016/17 BUDGET
<u>Transport Program</u>			
		<i>Roads Sealed</i>	
8,441,124	10,801,073	City Funds/ULRG Funds/Carryovers	9,311,915
873,376	1,248,046	Roads to Recovery Grant Funds	1,442,053
		<i>Other Transport</i>	
200,000	254,436	Roundabouts / Minor Road Rehabilitation	0
200,000	225,303	Bus Shelters	200,000
353,333	723,544	Traffic Management	505,000
124,000	239,822	Bicycle Management Schemes	115,000
480,000	494,820	Public Lighting	670,000
0	31,546	Corporate Branding - Signage	0
0	474,194	Bio-Science Precinct Works	0
		<i>Bridges</i>	
100,000	113,961	Bridge Ancillary Works (as per Bridge Audit)	100,000
		<i>Footpaths</i>	
311,489	357,219	Footpath Renewal Program	239,508
280,363	280,363	Footpath Construction Program	237,851
300,000	350,037	Footpath Remediation Program	200,000
11,663,685	15,594,364	Program Total	13,021,327
20,375,935	24,497,665	TOTAL - CAPITAL WORKS	20,019,327

ORIGINAL BUDGET 2015/16	REVISED BUDGET 2015/16	DESCRIPTION	2016/17 BUDGET
<u>OTHER CAPITAL EXPENDITURE</u>			
<u>Land and Buildings</u>			
25,000	5,000	DDA Upgrade Program	25,000
100,000	100,000	DDA Upgrade Program - Reedbeds Community Centre	120,000
185,000	185,000	DDA Upgrade Program - Lockleys Oval Satterly Hall	0
220,000	220,000	DDA Upgrade Program - Linear Park Toilet Facilities	0
0	0	DDA Golflands Complex Building	110,000
25,000	25,000	Asbestos Removal Program	25,000
25,000	91,205	Fire Systems Upgrade	25,000
25,000	51,678	Electrical Compliance Upgrade	25,000
0	9,297	Weigall Oval (Shed structure)	0
0	6,136	Roof Access safety systems	0
200,000	262,467	Building Compliance Upgrade	215,000
0	50,000	Western Youth Centre (Timber floor replacement)	0
0	511,090	Lockleys Oval Concept Design	0
600,000	1,089,566	Thebarton Theatre fire safety	150,000
0	0	Camden Hall- Roof & Airconditioning replacement	100,000
0	0	Portable Toilet Facilities	150,000
0	250,000	Camden Oval - Public Toilet Facilities (DDA)	0
0	0	Civic Centre - Internal Foyer Access	85,000
0	351,650	Cottage at 185-187 Sir Donald Bradman Drive upgrade	0
20,000	13,000	Demolition of Jaguars Club Buildings	0
75,000	75,000	Security Key System - Council Buildings	0
0	1,535,947	Brickworks' kiln upgrade	0
0	0	Depot modifications - Marion Rd, Brooklyn Park	25,000
0	130,000	Novar Gardens Bowling Club Shed structure	0
0	417,850	Civic Office - Upgrade 173 Sir Donald Bradman	0
0	20,000	Demolition of 10 Somerset Ave	0
0	40,000	Star Theatre - Building Compliance work	200,000
0	120,000	Purchase of Gray St Land	0
0	15,000	Civic Building Sewer Upgrade	0
0	25,000	Lockleys Senior Citizens - Mellor Park- New RC A/C	0
0	80,000	RSL Hilton - New RC A/C	0
0	0	Upgrade Lockleys oval/Apex Park - Stage 1	2,500,000
6,000,000	5,611,914	Community Hub & Related Facilities (Thebarton)	325,000
0	1,000,000	Weigall Oval Stage 1	0
0	-14,288,311	Sale of Land and Buildings	0
7,500,000	-1,996,511	Total Land and Buildings	4,080,000

ORIGINAL BUDGET 2015/16	REVISED BUDGET 2015/16	DESCRIPTION	2016/17 BUDGET
<u>Plant, Equipment and Furniture</u>			
175,000	206,549	Motor Vehicle Replacements	214,500
91,000	118,079	Furniture and Equipment	226,600
350,000	350,000	IT Hardware & Infrastructure Replacement	270,000
111,465	149,465	Library Radio Frequency Identification System	73,000
40,500	30,186	Minor Depot Plant and Equipment	41,900
95,500	95,500	Replace Mowers (2015/16 x 4; 2016/17 x 2)	138,000
0	0	Replace Linemarkers (2016/17 x2; 1 x trailer)	62,000
164,000	655,569	Replace Trucks / Tippers (2015/16 x 2; 2016/17 x 4)	332,000
0	0	Replace Footpath Sweeper (2 x sweepers)	0
114,000	114,000	Replace Backhoe Loader	0
67,000	67,000	Replace Woodchipper	70,000
21,000	44,500	Replace Mowing Trailers	16,500
10,000	10,000	Replace Cherry Picker	71,000
12,500	12,500	Replace Tipper Body	0
21,000	21,000	Replace Heavy Duty Cab Chassis Utility	0
50,000	70,000	Replace Existing Depot and Workshop Facilities	0
0	138,778	Mobile Library	0
1,322,965	2,083,126	Total Plant, Equipment and Furniture	1,515,500
<u>Library Resources</u>			
200,000	200,000	Library Resources - Central	185,110
112,900	112,900	Library Resources - Local	114,200
312,900	312,900	Program Total	299,310
9,135,865	399,515	TOTAL - OTHER CAPITAL	5,894,810
29,511,800	24,897,180	TOTAL ALL CAPITAL EXPENDITURE	25,914,137

Operational Budget

Summary

Council's operating statement in the 2016/17 budget projects a surplus from operations of \$10,870,169, as shown below, based on a 2.6 per cent rate increase. This rate increase is marginally lower than the increase endorsed in the long term financial plan of the Council in 2015/16.

Income	\$
Rates and Rate Equivalents	53,390,136
Statutory Charges	2,199,580
User Charges	1,285,357
Grants and Subsidies	4,182,023
Sundry Income	1,204,645
Total Income	62,261,741
Expenditure	
Employee and Related	21,624,251
Material and Contract	7,953,400
Finance Costs	153,900
NRM Levy	1,260,136
Depreciation	10,941,490
Other	9,458,395
Total Expenditure	51,391,572
Operating Surplus	10,870,169

Note that the surplus above is an indicator of operating performance, including the funding of asset depreciation, but is not an indicator of the cash surplus of the Council. Capital expenditure covered in the previous section of this document is not included in the expenditure above.

After adjusting for reserve movements, a small cash surplus of \$27,830 is projected.

Operational Expenditure

Operational expenditure has increased by \$499,026 or 1.0 per cent, relative to the original 2015/16 budget (excluding St Martins).

All other operational expenditure, before depreciation, has increased by \$455,108 or 1.1 per cent, relative to the original 2015/16 budget (\$476,770 or 1.2 per cent last budget), as follows:

	Budget 2015/16 \$	Budget 2016/17 \$	Variance \$	Variance %
Employee Costs	20,825,231	21,624,251	799,020	3.8
Building, Equipment and Related	1,758,530	1,842,070	83,540	4.8
General Expenses	4,146,386	4,035,339	-111,047	-2.7
Bank and Finance Charges	725,469	153,900	-571,569	-78.8
Council Related Expenses	2,101,218	2,099,347	-1,871	-0.1
Contract and Material Expenses	7,741,000	7,953,400	212,400	2.7
NRM Levy	1,225,389	1,260,136	34,747	2.8
Occupancy and Property Costs	1,556,751	1,566,639	9,888	0.6
Internal Charges / Recoveries	-85,000	-85,000	0	0
Sub Total	39,994,974	40,450,082	455,108	1.1
Depreciation	10,897,572	10,941,490	43,918	0.4
Total	50,892,546	51,391,572	499,026	1.0

Notable Cost Containment

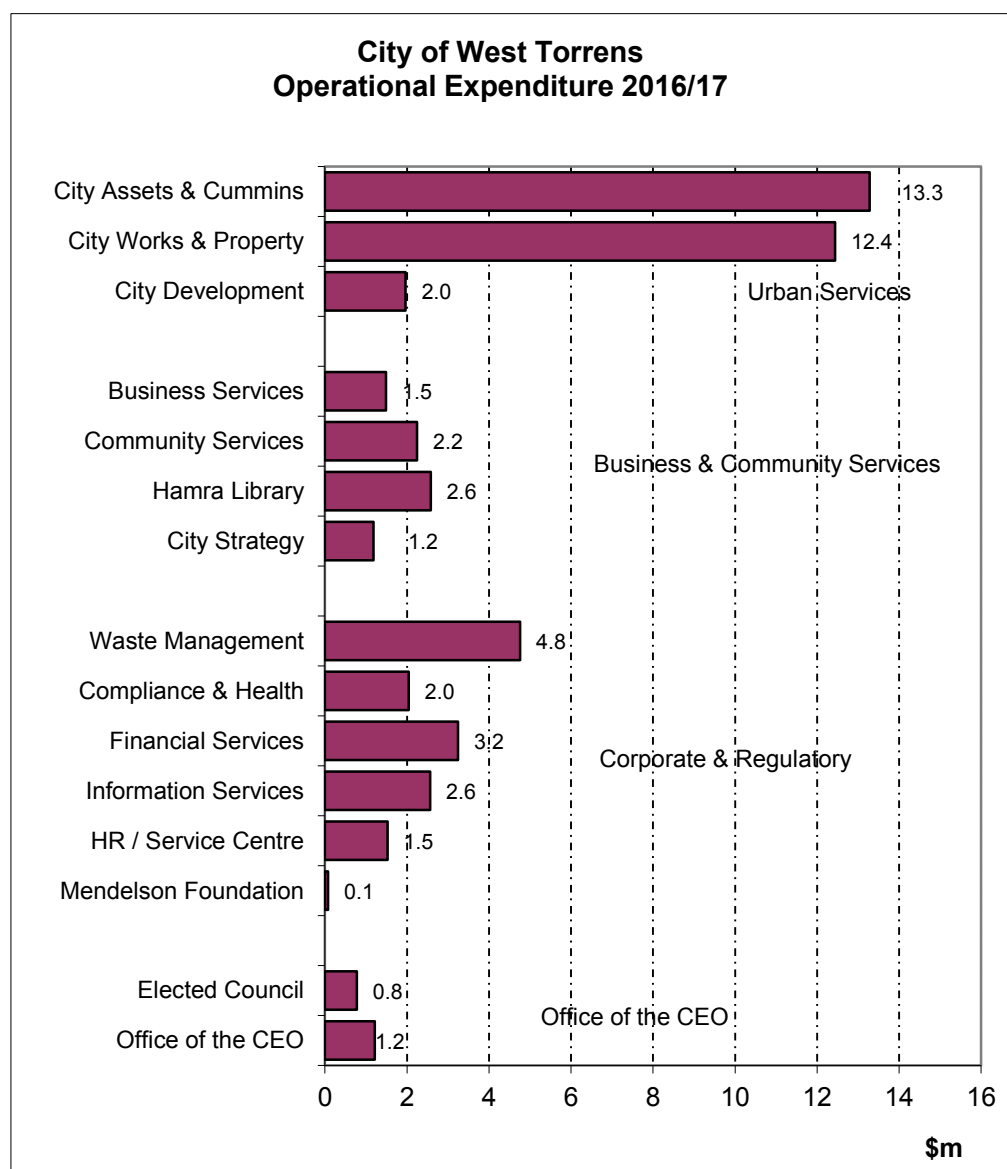
Costs have been contained across all areas of the Council to achieve the increase of 1.0 per cent that is shown above, notwithstanding that:

- Employment costs have increased by \$799,020 or 3.8 per cent over the original budget estimates for 2015/16 (\$646,752 or 3.2 per cent last budget), with FTE's increasing net by 3.8. This is further explained later in this commentary under the heading "Employment Costs";
- Waste disposal and collection costs have been increased by \$213,000 or 4.8 per cent;
- IT costs are increasing by \$56,500 or 6.7 per cent, largely because of one-off additional costs associated with replacement of Council's electronic records management system.
- The NRM levy is budgeted to increase by \$34,747 or 2.8 per cent to \$1,260,136.

Interest payable is decreasing by \$598,669 or 100 per cent over what was budgeted in 2015/16, reflecting the impact of loans being paid out.

The cost increase proposed in the budget compares favourably with both the consumer price index (currently 0.7 per cent for Adelaide) and the local government price index (currently 0.9 per cent).

Operational expenditure, based on business functions of the Council, is as follows:



Employment Costs

Employment costs have increased by \$799,020 or 3.8 per cent over the original budget estimates for 2015/16 (\$646,752 or 3.2 per cent last budget), with the increase attributable to the following:

- An estimated \$570,000 in negotiated enterprise bargaining increases;
- An estimated additional cost of \$160,000 for two new positions in Compliance, both Council approved and both fully funded from additional parking income;
- An estimated cost of \$150,000 for additional resourcing in lean / continuous improvement (two year appointment) and economic development.

These increases are partly offset by an increase of \$75,000 in the allowance being made for unfilled vacancies expected to occur throughout 2016/17. An amount of \$225,000 has been budgeted (\$150,000 in 2015/16).

The replacement of staff on leave is largely unfunded in the budget, apart from direct service providers such as the library and the Service Centre. A sufficient level of saving during the course of the year is expected to occur within the budget to fund any staff replacements that may be required.

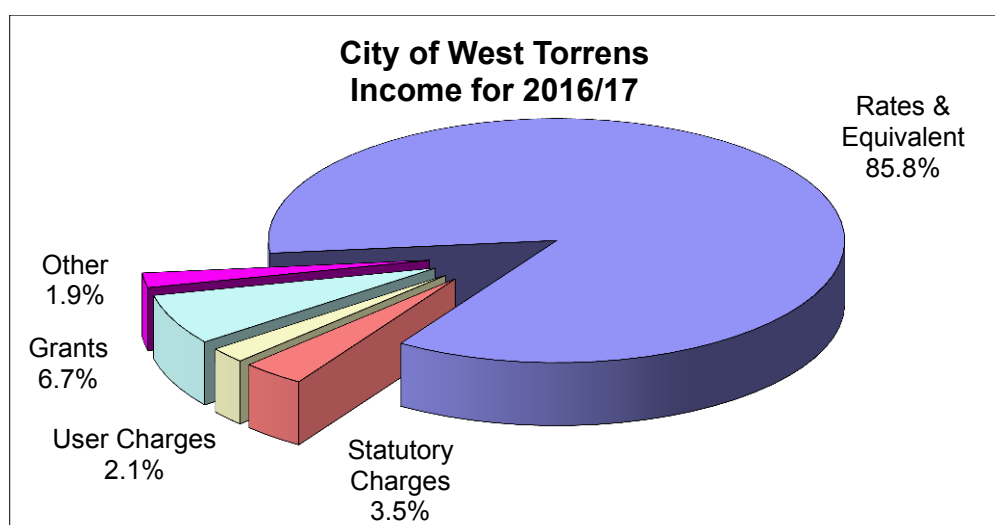
Income

All income is budgeted to increase by \$3,382,149 or 5.7 per cent over 2015/16 budget as follows:

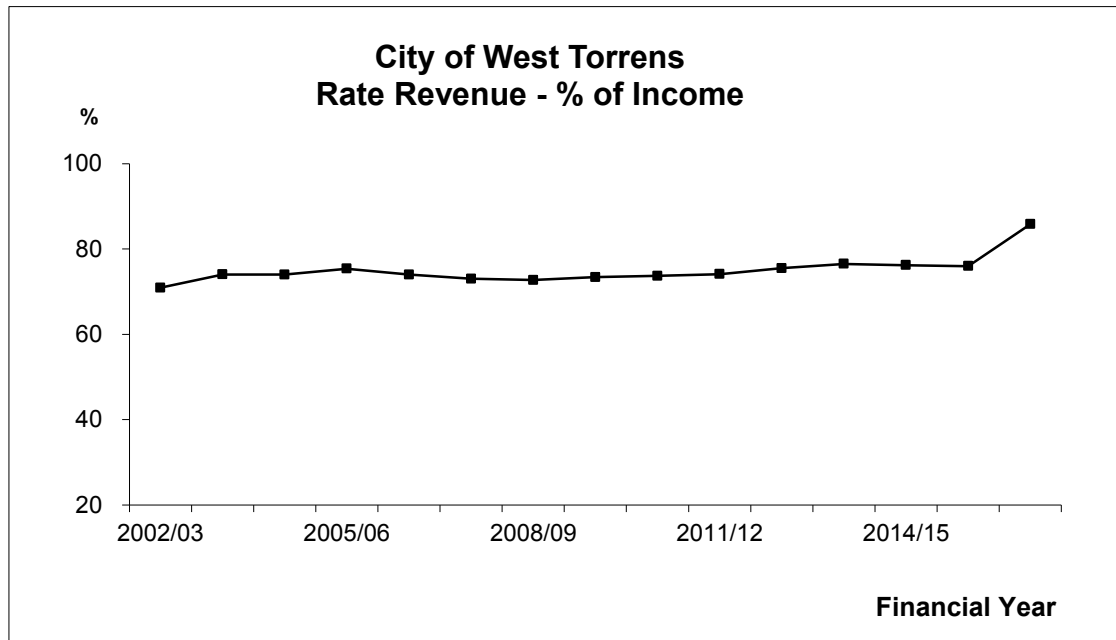
	Budget 2015/16	Budget 2016/17	Variance
	\$	\$	\$
Rates & Rate Equivalents Payments	51,019,989	53,390,136	2,370,147
Statutory Charges	1,752,380	2,199,580	447,200
User Charges	1,263,633	1,285,357	21,724
Grants - General Purpose Grant	1,217,638	1,200,000	-17,638
Grants - Other	2,632,909	2,982,023	349,114
Sundry Income	993,043	1,204,645	211,602
Total	58,879,592	62,261,741	3,382,149

Rate Income

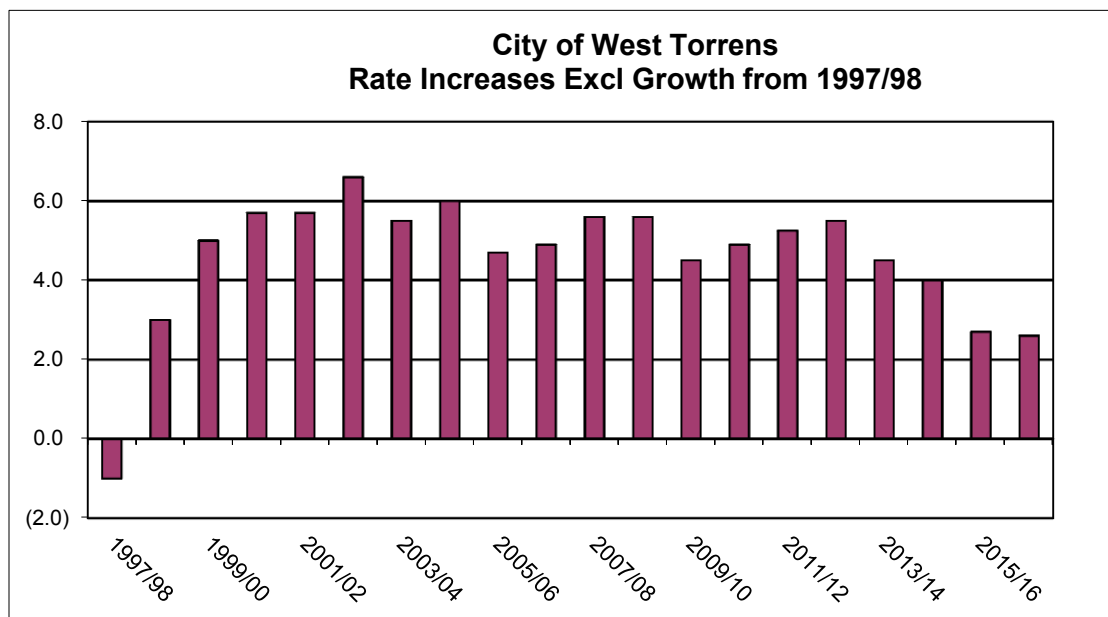
85.8 per cent of the income budgeted by Council is derived from rates and rate equivalent payments, as follows:



As can be seen in the following graph, Council's dependency on rate revenue continues to be significant due to the reduction in other forms of income, notably the general purpose grants (refer next section). While Council can obtain grants for specific purposes, substantially increased general purpose grants are unlikely to be obtained in the foreseeable future.



Council has endeavoured to limit increases in rates and since 1997/98 has achieved an average increase of 4.6 per cent (excluding natural growth), as shown in the chart that follows:



Rate Calculation

Rates in 2016/17 are determined on the following basis:

	\$
Rate Income 2015/16	45,757,911
Add Natural Growth @ Net 1.5%	686,369
	<hr/>
Rates Prior to Rate Increase	46,444,280
	<hr/>
Add Net Rate Increase @ 2.6%	1,205,720
	<hr/>
Rates Raised (excluding fines)	47,650,000
	<hr/>

Rate equivalent payments by Adelaide Airport Limited are excluded from the above rate calculations, along with NRM levies, rebates, remissions and discounts.

Minimum Rates

A minimum rate of \$870 is proposed for 2016/17 (\$848 in 2015/16), an increase of \$22 or 2.6 per cent.

This rate is expected to result in substantially less than 35 per cent of West Torrens Council properties being minimum rated and ensure compliance with Section 158 of the Local Government Act 1999.

West Torrens had the third lowest minimum rate in metropolitan Adelaide in 2015/16 at \$848. Minimum rates in metropolitan Adelaide average \$936 and range between \$741 (Unley) and \$1,101 (Walkerville).

Rate Movements

It is proposed that rates be increased as follows:

Minimum Rate	:	Up 2.6%
Non-Residential	:	Up 2.6%
Residential	:	Up 2.6%
Overall Increase	:	Up 2.6%

Rates Comparison with Other Councils

A comparison of rates with other metropolitan councils reveals that West Torrens Council's average rates of \$1,594 are low. The information is based on an LGA survey and is considered a reliable indicator of Council's rating effort.

Using West Torrens as the base, the ratio indicates the factor by which other council rates compare. For example, the average rates of Walkerville Council are 1.3 times higher than those of West Torrens.

Rates per Rateable Assessment 2015/16

Council	Average	Ratio
	Rates	
	\$	%
Walkerville	2,023	1.3
Unley	1,979	1.2
Prospect	1,902	1.2
Playford	1,833	1.1
Charles Sturt	1,729	1.1
Mitcham	1,724	1.1
Tea Tree Gully	1,710	1.1
Marion	1,656	1.0
Norwood, Payneham	1,634	1.0
West Torrens	1,594	1.0
Holdfast Bay	1,550	1.0
Onkaparinga	1,515	1.0
Pt Adelaide Enfield	1,501	0.9
Salisbury	1,485	0.9
Campbelltown	1,431	0.9
Average	1,684	1.1

Source: LGA Survey

Another view of Council's rating is based on average residential rates, details which follow. It is worth noting that generally councils with differential rates, like West Torrens, move to a lower range to reflect the lower residential rate in the dollar charged.

Council	Average	Ratio
	Rates	
	\$	%
Walkerville	1,926	1.7
Prospect	1,684	1.5
Unley	1,683	1.5
Mitcham	1,574	1.4
Tea Tree Gully	1,498	1.3
Norwood, Payneham	1,461	1.3
Gawler	1,457	1.3
Holdfast Bay	1,453	1.3
Onkaparinga	1,425	1.3
Playford	1,421	1.3
Campbelltown	1,406	1.3
Marion	1,399	1.3

Charles Sturt	1,291	1.2
Salisbury	1,226	1.0
West Torrens	1,112	1.0
Pt Adelaide Enfield	967	0.9
Average	1,436	1.4

Source: LGA Survey

Rate Modelling

More detailed rate modelling information, prepared pursuant to the requirements of Section 123 of the Local Government Act 1999, is included in section 7 of this document which deals with rating 2015/16.

Grant Income

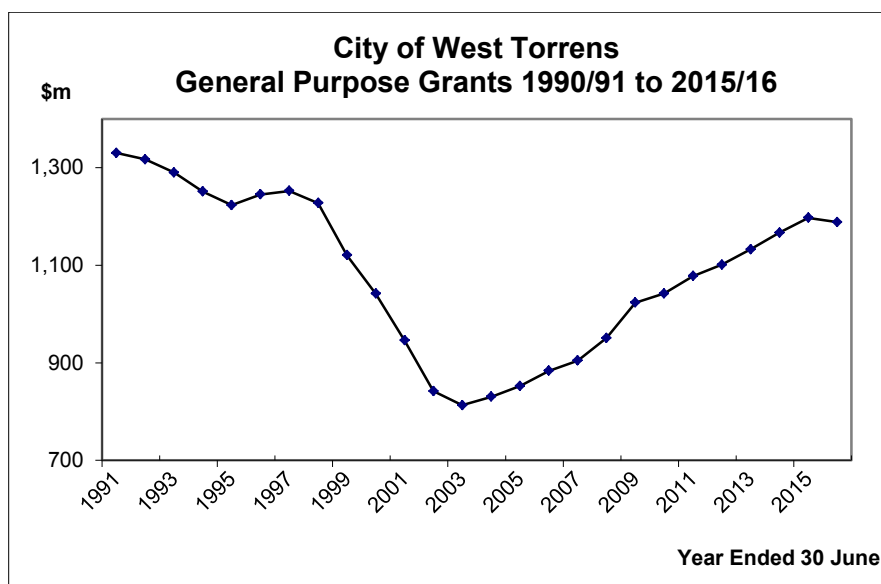
Grant income budgeted in 2016/17 totals \$4,182,023 (\$3,850,547 in 2015/16) as follows:

	Budget 2015/16	Budget 2016/17	Variance
	\$	\$	\$
General Purpose Grant	1,217,638	1,200,000	-17,638
Road Grants	616,000	599,500	-16,500
Library	412,500	416,500	4,000
HACC / CHSP	453,700	468,700	15,000
Special Road Grants	1,096,709	1,442,053	345,344
Sundry Grants	54,000	55,270	1,270
Total	3,850,547	4,182,023	331,476

General Purpose Grant

The following table shows Council's general purpose grants from the South Australian Grants Commission since 1997/98. The decline reflects the impact of a methodology review by the Commission.

Year	Grant \$
1997/98	1,227,343
1998/99	1,120,333
1999/00	1,041,549
2000/01	945,960
2001/02	841,960
2002/03	812,887
2003/04	830,499
2004/05	852,368
2005/06	883,464
2006/07	904,395
2007/08	950,786
2008/09	1,023,275
2009/10	1,042,136
2010/11	1,077,916
2011/12	1,101,163
2012/13	1,132,555
2013/14	1,166,532
2014/15	1,197,284
2015/16	1,188,191



User Charges

User charges can be distinguished from taxes because they can be avoided by a ratepayer's decision not to use the good or service in question. The basis for raising general rates from ratepayers is to pay for the goods and services that a local government provides to its community. However, there are certain goods and services that the Council provides which are available specifically to individuals or groups and for which a user charge is appropriate. Councils already have a number of user charges e.g. library charges, hall hire, tennis court hire, community centre fees, etc.

User charges can help to reduce the rate burden on ratepayers.

User charges budgeted in the 2016/17 financial year totals \$1.285 million (or 2.1 per cent of all Council's income). They comprise the following:

	Budget 2015/16	Budget 2016/17	Variance
	\$	\$	\$
Waste Royalties / Lease Fees	210,000	177,757	-32,243
Hall and Theatre Hire / Rent	221,507	228,401	6,894
Library Income	40,000	40,000	0
Ovals Rents, Fees & Related	145,511	144,777	-734
Home Support Charges	112,000	139,300	27,300
House Rent & Related	33,781	32,764	-1,017
Sundry User Charges	509,284	522,358	13,074
Total	1,272,083	1,285,357	13,274

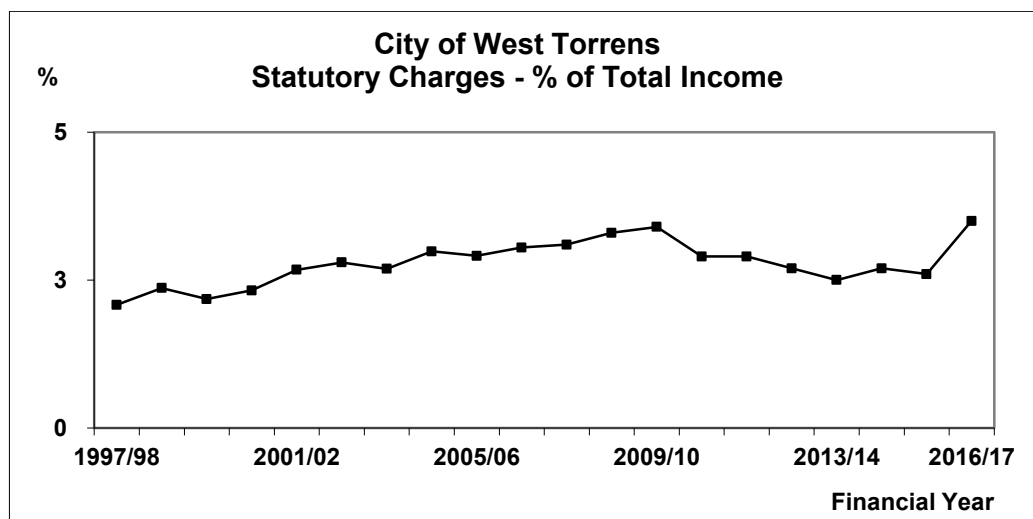
All user charges are reviewed annually by Council.

Statutory Charges

Statutory charges are substantially set by the State Government on regulatory services provided by local government, such as dog registration fees, building and planning fees, and parking fines. They comprise the following:

	Budget 2015/16	Budget 2016/17	Variance
	\$	\$	\$
Parking Income	675,000	1,045,000	370,000
Development Act Fees	600,000	650,000	50,000
Animal Control Income	289,980	289,980	0
Property Search Fees	100,000	110,000	10,000
Sundry Statutory Charges	87,400	104,600	17,200
Total	1,752,380	2,199,580	447,200

Statutory fees play an important role in enabling Council to provide a range of specific services and community facilities. However, these fees and charges make a relatively modest contribution to the overall budget. In the 2016/17 budget, statutory charges total \$2.2 million or 3.5 per cent of all Council income (excluding capital revenues). The trend since 1997/98 has been as follows:



Other Income

Other income of the Council includes investment income, an insurance bonus and reimbursements, and comprises 1.9 per cent of all income budgeted in 2016/17 (excluding capital revenues).

	Budget 2015/16	Budget 2016/17	Variance
	\$	\$	\$
Investment & Related Income	286,000	444,000	158,000
Reimbursement Income	260,243	247,345	-12,898
Insurance Bonus	295,000	302,227	7,227
Sundry Income	151,800	211,073	59,273
Total	993,043	1,204,645	211,602

Loan Program 2016/17

Council's loan program for 2016/17 totals \$2,691,909 (\$4,956,591 in the 2015/16 original budget). The loan is to fund Lockleys catchment drainage (\$2,110,909 excluding overhead) and the Brown Hill Keswick Creek project (\$581,000).

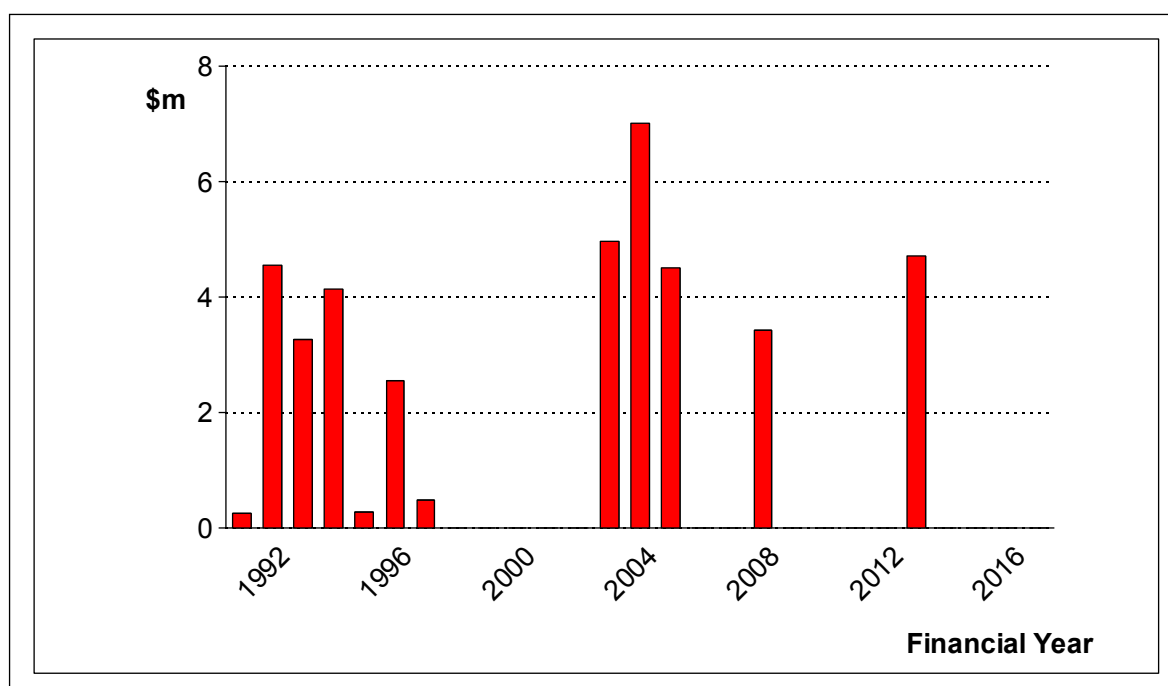
Historical Perspective on Loans

New loans taken by the Council since 1 July 1989, including those of both Thebarton and West Torrens Councils prior to amalgamation in 1997, are as follows:

Year Ended 30 th June	Loans Taken	Year Ended 30 th June	Loans Taken
1990	265,000	2003	7,000,000
1991	4,549,390	2004	4,497,337
1992	3,260,000	2005	0
1993	4,135,600	2006	0
1994	281,550	2007	3,430,000
1995	2,557,965	2008	0
1996	500,000	2009	0
1997	0	2010	0
1998	0	2011	0
1999	0	2012	4,721,455
2000	0	2013	0
2001	0	2014	0
2002	4,964,000	2015	0

Council has opted for some years now to use cash reserves, rather than borrow, given the margin between borrowing and investment interest rates, and this has progressively reduced its level of indebtedness.

Loans taken are shown graphically as follows:



The indebtedness of the Council over the same period has been as follows:

Year ended 30 June	Loan Liability		Year ended 30 June	Loan Liability
1990	4,332,500		2004	20,374,509
1991	7,952,591		2005	19,129,976
1992	12,016,976		2006	17,411,955
1993	13,409,421		2007	18,969,367
1994	12,649,808		2008	17,236,975
1995	14,057,519		2009	15,723,125
1996	11,387,771		2010	14,264,992
1997	9,927,527		2011	12,913,277
1998	8,683,170		2012	16,252,653
1999	7,728,295		2013	14,672,077
2000	6,968,412		2014	12,878,229
2001	8,302,536		2015	10,966,005
2002	10,561,826		2016	0
2003	16,709,425			

This is shown graphically as follows:



Increased borrowings in the 1991 to 1993 period were largely due to the redevelopment of the Hilton Civic Centre and property acquisitions associated with the Hilton Shopping Centre site.

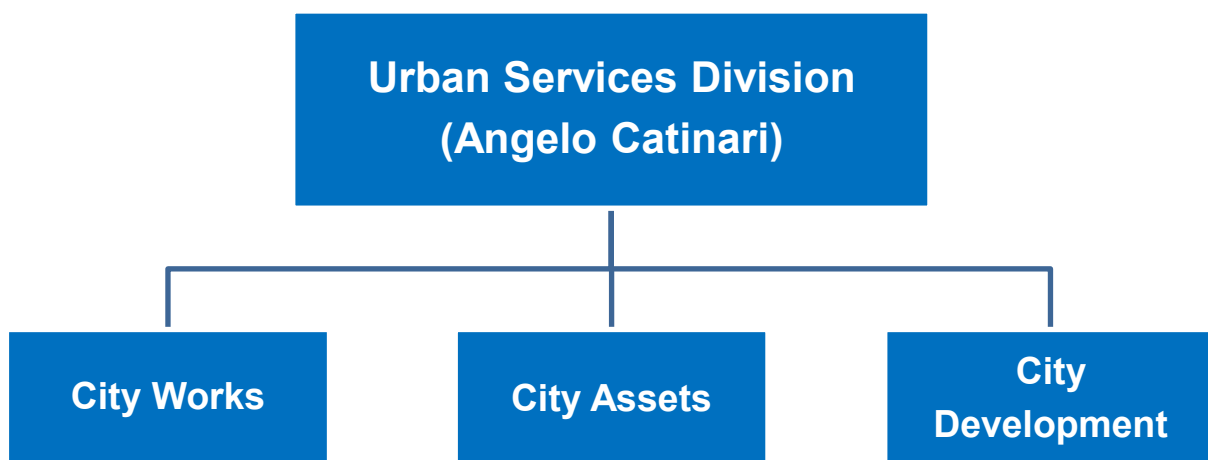
A sizeable reduction of Council's indebtedness in the 1995 to 2001 period occurred because Council elected to use cash reserves rather than borrowings to fund the budgeted loan program. This has resulted in interest and principal repayments being avoided.

More recent loans have been taken to finance redevelopment of the Hilton Library, drainage works, Sir Donald Bradman Drive drainage, and other upgrade and general works.

No loan liability in 2016 reflects action taken to pay out loans using proceeds from the sale of St Martins.

Operational Budgets by Division

Urban Services Division



The Urban Services Division covers a range of service areas responsible for the city's infrastructure as well as the built and natural environment. The division is responsible for the provision of services and resources that enhance life in the city and it plans, manages and reviews the delivery of Council's works, infrastructure, property, land use, planning and building services.

The Urban Services Division comprises the following:

- City Works (including operational property management);
- City Assets (including strategic property management);
- Property Services (including Cummins House) ;
- City Development.

Urban Services Division

2016/17 Business Plan and Budget Statement

Objective(s)

Support Council with the provision of a range of urban services, which aim to maintain and improve the city's public infrastructure, amenity and built environment.

Key Activities 2016/17

Key activities include the following:

- Discharge functions and duties under the Development Act 1993 and the Development Regulations 2008;
- Civil construction and maintenance;
- Building and property administration, construction and maintenance;
- Asset management;
- Stormwater management;
- Horticultural services;
- Fleet management;
- Traffic management.

Performance Measures

Performance measures, both financial and non-financial, against which the Urban Services Division will be assessed, are:

- Legal planning obligations are met in an efficient and timely fashion, consistent with the planning framework and policies of the Council;
- Projects are completed on time, on budget and with quality outcomes;
- Stormwater flood mitigation measures are effective throughout the city and meet community expectations;
- Asset management plans are in place and support asset maintenance requirements of the city;
- Traffic management measures that demonstrate safety improvements while providing increased levels of community satisfaction;
- Asset maintenance is timely, cost effective, of a high quality and meets community expectations;
- Service frequencies that meet community expectations, including street sweeping and parks and landscape maintenance;
- High service levels are maintained and key performance indicators are met.

2016/17 Budget Highlights

1. Income

- Urban Services' income is budgeted to increase by \$366,095 or 10.5 per cent to \$3,854,755;
- Roads to recovery funding of \$1,442,053 is budgeted in 2016/17, up from \$873,376 in 2015/16;
- Council's urban local road grant has been budgeted at \$599,500, based on the grant received for 2015/16 plus a CPI allowance (\$616,000 budgeted originally in 2015/16);

- Royalty payments and lease income associated with the waste transfer station have decreased by \$32,243 or 15.4 per cent to \$177,757;
- Income from sporting facilities of \$144,777 has been budgeted (\$145,511 in 2015/16);
- Thebarton Theatre income of \$68,682 has been budgeted (\$70,000 in 2015/16);
- Property related reimbursements for utility and related charges (such as water and electricity) of \$185,345 have been budgeted (\$192,693 in 2015/16).
- City Works' income of \$114,000 has been budgeted (\$106,500 in 2015/16) which includes \$35,000 for maintaining selected highway medians on Sir Donald Bradman Drive, Airport Road and Henley Beach Road for the Department of Planning, Transport and Infrastructure.
- Development application fees of \$650,000 have been budgeted (up 8.3 per cent from \$600,000 in 2015/16), based on an increase in development application numbers;
- Property search fees have been budgeted at \$110,000, based on an increase over 2015/16 in property sales (up \$10,000 or 10 per cent on 2015/16).

2. Operational Expenditure

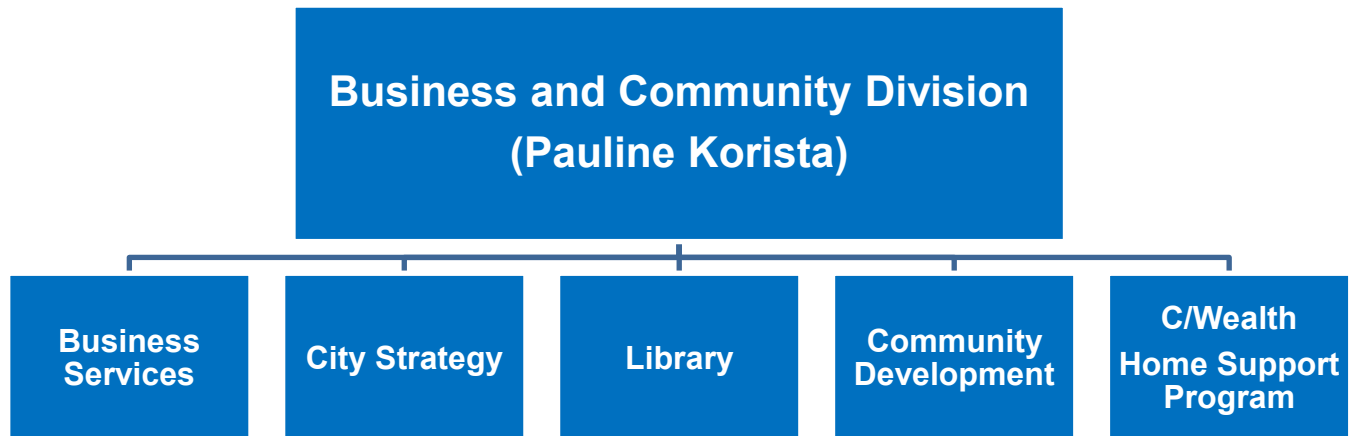
- Operational expenditure (excluding depreciation) has decreased by \$162,663 or 0.9 per cent to \$17,653,590. Excluding interest, expenditure has increased by \$312,847 or 1.8 per cent.
- Employment expenses have increased by \$301,928 or 3.1 per cent, to \$10,013,545;
- Street lighting expenditure of \$942,000 has been budgeted, which is the same as that budgeted in 2015/16.
- Professional fees have decreased by \$108,000 or 15.2 per cent to \$601,000, to fund the following:
 - \$80,000 for specialist engineering advice;
 - \$75,000 for the Brown Hill Keswick Creek project;
 - \$60,000 for footpath audit work to be undertaken;
 - \$60,000 for various consultancy advice;
 - \$60,000 for property and open space related repairs and maintenance activities, inspections, minor audits and professional advice, including design investigations and heritage assessments;
 - \$50,000 for support in City Development, including arboriculture advice;
 - \$45,000 for Lands Titles Office and topographical surveys;
 - \$25,000 for stormwater asset condition database support;
 - \$20,000 for transport strategy implementation;
 - \$20,000 in property related fees;
 - \$20,000 for asset management development;
 - \$20,000 for the Kings Reserve Open Space Plan - preliminary and detailed design / layout;
 - \$20,000 for the upgrade of Airport Road median / Sir Donald Bradman Drive - preliminary and detailed design / layout;
 - \$20,000 for risk assessments, auditing and compliance projects and activities;
 - \$20,000 for the development of tree strategy and policy, including a partial tree survey;
 - \$6,000 for geotechnical testing.
- An interest expense reduction on infrastructure related loans of \$475,510 is budgeted, following a decision by Council to pay out all loans using part proceeds from the sale of St Martins;
- Depreciation costs have been budgeted to increase by \$69,540 or 0.7 per cent to \$10,031,050;

-
- Contract maintenance expenditure has increased by \$16,000 or 0.7 per cent to \$2,203,000 and includes:
 - \$718,000 for property and facilities related maintenance, servicing and cleaning;
 - \$490,000 for road and footpath maintenance;
 - \$270,000 for tree pruning;
 - \$200,000 for weed control;
 - \$225,000 for inspection, cleaning and maintaining the drainage network and stormwater pump stations;
 - \$105,000 for graffiti removal;
 - \$108,000 in waste disposal costs, which includes illegally dumped rubbish;
 - \$50,000 for irrigation and compliance testing;
 - \$25,000 for Cummins House;
 - \$12,000 in sundry expenditure.
 - Material costs for maintenance works have increased by \$33,500 or 3.8 per cent to \$915,000, and include:
 - \$210,000 for road maintenance and concrete material;
 - \$225,000 for the greening program (tree replacement, plantings and biodiversity WSUD plantings);
 - \$145,000 for line marking and signage.
 - Levies and charges of \$42,000, which includes EPA licence fees for the waste transfer station, have been budgeted (\$42,000 in 2015/16).
 - Plant and equipment costs (excluding plant hire and depreciation) are budgeted to increase by \$21,744 or 3.9 per cent to \$575,320.
 - Water rates have been increased by \$26,796 or 4.4 per cent to \$641,118, in anticipation of increased usage and fee increases occurring. This includes additional irrigated areas being accommodated.
 - \$50,000 has been budgeted to cover building and planning fees that are subject to a 5 to 8 per cent fee payable to the State Government, along with referral fees and CITB levies;
 - Sitting fees for independent members of the Development Assessment Panel of \$27,825 have been factored into the budget, based on allowances set by the SA Remuneration Tribunal.

**BUDGET 2016/17
URBAN SERVICES DIVISION
OPERATIONAL EXPENDITURE & INCOME**

2015/16 BUDGET		DESCRIPTION	2016/17	VARIATION TO	
ORIGINAL	REVISED		BUDGET	2015/16 ORIGINAL	
Income					
705,000	741,589	Statutory Charges	765,000	60,000	8.5%
791,258	750,846	User Charges	774,857	(16,401)	-2.1%
1,748,209	2,352,639	Grants & Subsidies	2,077,053	328,844	18.8%
218,193	216,924	Reimbursements	207,845	(10,348)	-4.7%
26,000	34,201	Other Income	30,000	4,000	15.4%
3,488,660	4,096,199	Total Income	3,854,755	366,095	10.5%
Less					
Operational Expenditure					
9,081,386	9,090,735	Staff Costs	9,346,422	265,036	2.9%
630,231	635,397	Staff Related Costs	667,123	36,892	5.9%
1,901,770	1,867,230	Buildings Furniture & Fittings	1,815,160	(86,610)	-4.6%
1,227,996	1,243,576	Plant & Equipment	1,278,540	50,544	4.1%
6,320	6,320	Computer Expenditure	6,170	(150)	-2.4%
7,567,000	7,567,000	Community Assets	7,700,000	133,000	1.8%
1,669,719	2,102,621	General	1,605,829	(63,890)	-3.8%
475,510	475,510	Bank & Finance	0	(475,510)	-100.0%
1,061,825	1,067,325	Council Expenditure	1,036,825	(25,000)	-2.4%
2,187,000	2,292,000	Contract Expenditure	2,203,000	16,000	0.7%
881,500	776,500	Materials	915,000	33,500	3.8%
1,172,506	1,211,295	Occupancy & Property	1,195,571	23,065	2.0%
(85,000)	(87,094)	Internal - Expenditure Recovered	(85,000)	0	0.0%
27,777,763	28,248,415	Total Operational Costs	27,684,640	(93,123)	-0.3%
(24,289,103)	(24,152,216)	Operational Surplus/(Deficit)	(23,829,885)	459,218	-1.9%

Business and Community Division



The Business and Community Division is primarily responsible for governance and risk management, media and events, procurement, internal audit, the development of policy and the provision of services to the community as approved in Council's strategic directions and annual budget.

The Business and Community Division comprises the following:

- Business Services;
- City Strategy;
- Community Services.

Business and Community Division

2016/17 Business Plan and Budget Statement

Objective(s)

- Influence the implementation of departmental strategies that are consistent with the aspirations and principles detailed in Council's Community Plan;
- Provide high level strategic policy development and professional advice, on community and business planning, environmental outcomes and land use planning;
- Build stronger relationships between Council and our community, and partnerships with state and other local governments, to build the social capital of our local community;
- Promote reading by making it easy for people of all ages, cultures and interests to get into reading at all levels and provide free and easy access to information through community responsive library services;
- Provide life-long learning opportunities via Council's library and community services;
- Deliver high quality community based and civic events that meet the needs of the community;
- Coordinate the provision of community based support and services for older people, people with disabilities and their carers, and other specifically funded (external and council) target groups;
- Achieve excellence in governance, internal audit, risk management and procurement;
- Deliver high quality media, communication, events and community engagement programs.

Key Activities 2016/17

Key divisional activities include:

- The development, implementation and coordination of policy, planning and the delivery of Council plans;
- Delivery of Council's summer festival, including the Australia Day citizenship and awards ceremony;
- Provision of centre based, mobile and home library services as well as volunteer, community bus, aged, disability and youth programs;
- Delivery of high quality procurement, internal audit, risk management, governance and social media services to the organization.

Performance Measures

Performance measures, both financial and non-financial, against which the Business and Community Division will be assessed, include:

- The degree to which Council implements policies, plans, programs, activities and procedures recommended by the division;
- Effective evaluation of progress on implementation of the *Towards 2025 Community Plan*, in partnership with other departments;
- The degree to which the organisation achieves the objectives and targets set in its key climate change adaptation programs;
- The performance of the home support program against the independently assessed Commonwealth accreditation, validation and certification standards;
- Financial management of all programs within the budgets set and to the standards required by the funding bodies, including Council itself.

2016/17 Budget Highlights

1. Income

- Divisional income is budgeted to increase by \$47,670 or 3.8 per cent to \$1,287,870;
- Income from library users of \$51,300 has been budgeted (\$50,200 in 2015/16);
- A component of the library budget is externally funded by the State Government, and it represents 16.2 per cent of its total operational budget. This funding was reduced in 2013/14, and is annually indexed from this lower amount, with the amount budgeted now \$4,000 or 1.0 per cent higher than that budgeted in 2015/16;
- User charges for the Commonwealth Home Support program (CHSP) have been increased by \$13,300 or 11.9 per cent to \$125,300;
- CHSP grant income is expected to be \$468,700, an increase of \$28,700 or 6.5 per cent on HACC funding in 2015/16;
- Income of \$168,000 has been budgeted for Community Development, a decrease from the 2015/16 budget due to the withdrawal of OPAL Funding (\$18,500) and the withdrawal of State Government HACC funding of \$18,600 which is now going to the National Disability Insurance Scheme, rather than Council;
- Community Development income includes transport fees and charges of \$19,000, Thebarton Community Centre hire charges of \$135,000 and fees from Home Advantage Services of \$14,000.

2. Operational Expenditure

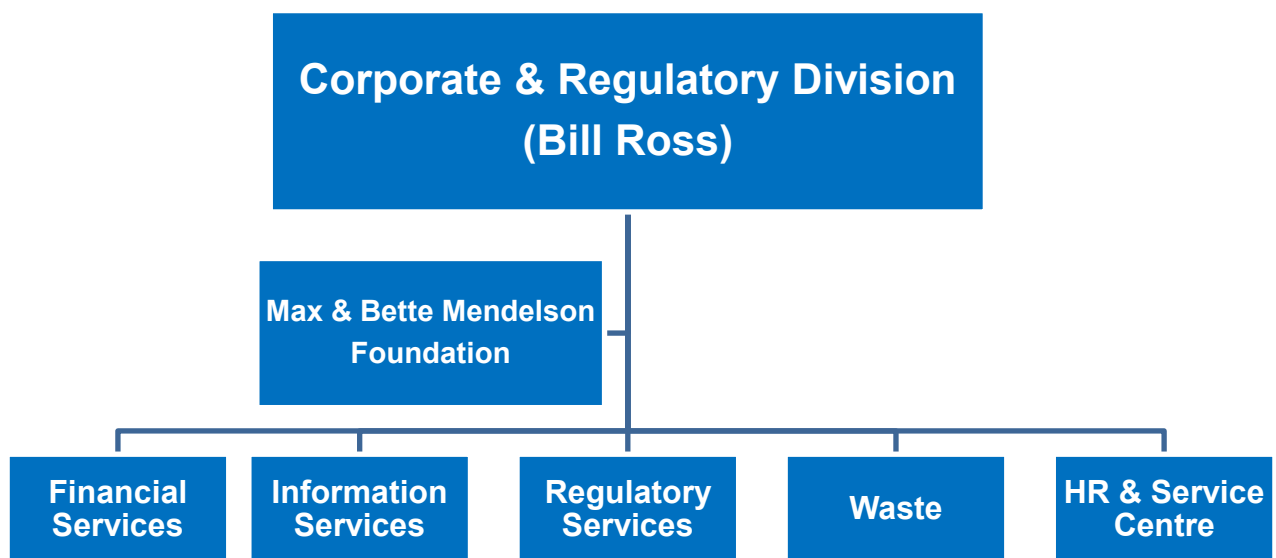
- Operational expenditure for the Business and Community Division is budgeted to decrease by \$472,489 or 5.9 per cent to \$7,496,875;
- Employment expenses have fallen by \$251,219 or 4.9 per cent, to \$4,912,174;
- \$244,000 has been budgeted for professional fees, up \$24,800 or 11.3 per cent on what was funded in 2015/16. The budget amount includes:
 - \$155,000 for professional fees that include specialist assistance to review the community plan, investigations for an employment DPA and a strategic directions report; consultation on the revised climate change action plan and the preparation of a community needs analysis and an economic development strategy (\$118,200 budgeted in 2015/16)
 - Auditing support of \$72,000;
 - Annual report, risk management and other support of \$16,000.
- \$21,050 is included to fund Council's participation in the Urban Heat Island Project to conduct aerial mapping of temperature in relation to land use and built form in the western region of Adelaide;
- \$37,100 is included to fund development of an Optimal Water Mix Study to support a sustainable water future for the city;
- \$10,000 is included for a proposed heritage grants fund to assist residents with conservation of heritage properties;
- \$38,000 is included to develop an Open Space and Higher Density Development Structure Plan, which is subject to a successful grant of \$19,000 from the State Government's Open Space and People for Places Fund.
- Community Development projects and programs have been decreased by \$10,300 or 8.6 per cent to \$110,000 and this includes funding for:
 - The summer festival (music, movies and food in the park);
 - Community art and celebratory activities and projects e.g. ANZAC; community gardens and walking and sewing groups;

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- Youth initiatives e.g. after school and school holiday activities, youth expo and little days out;
 - Community participation and engagement, including disability and volunteer expos, training and support, every generations, harmony day and cultural evenings;
 - An amount of \$143,000 has been budgeted for contractors to provide home support for the aged and disabled - \$93,000 in Community Development and \$50,000 in the CHSP.
 - Partnership and community grants of \$251,328 are budgeted (\$250,000 in 2015/16);
 - Publications and printing costs of \$106,800 are proposed, including \$55,000 for Talking Points (down \$8,200 or 11.2 per cent);
 - Advertising and publicity costs of \$94,000 are budgeted, including \$48,000 for the Messenger column (up \$4,400 or 9.2 per cent).

BUDGET 2016/17 BUSINESS & COMMUNITY SERVICES DIVISION OPERATIONAL EXPENDITURE & INCOME

2015/16 BUDGET		DESCRIPTION	2016/17	VARIATION TO	
ORIGINAL	REVISED		BUDGET	2015/16 ORIGINAL	
Income					
200	200	Statutory Charges	1,000	800	400.0%
346,500	344,489	User Charges	372,600	26,100	7.5%
884,700	903,696	Grants & Subsidies	904,970	20,270	2.3%
0	1,164	Reimbursements	0	0	N/A
8,800	45,912	Other Income	9,300	500	5.7%
1,240,200	1,295,461	Total Income	1,287,870	47,670	3.8%
Less					
Operational Expenditure					
4,838,920	4,960,206	Staff Costs	4,610,488	(228,431)	-4.7%
324,473	329,668	Staff Related Costs	301,686	(22,788)	-7.0%
162,170	165,630	Buildings Furniture & Fittings	165,710	3,540	2.2%
137,674	122,042	Plant & Equipment	146,830	9,156	6.7%
112,800	126,870	Computer Expenditure	104,590	(8,210)	-7.3%
317,742	317,742	Community Assets	318,000	258	0.1%
1,101,174	1,074,919	General	1,034,010	(67,164)	-6.1%
115,701	115,701	Bank & Finance	2,400	(113,301)	-97.9%
325,350	426,221	Council Expenditure	325,378	28	0.0%
176,000	183,000	Contract Expenditure	148,200	(27,800)	-15.8%
37,700	31,700	Materials	30,000	(7,700)	-20.4%
319,660	307,060	Occupancy & Property	309,583	(10,077)	-3.2%
7,969,364	8,160,759	Total Operational Costs	7,496,875	(472,489)	-5.9%
(6,729,164)	(6,865,298)	Operational Surplus/(Deficit)	(6,209,005)	520,159	-7.7%

Corporate and Regulatory Division



The Corporate and Regulatory Division is responsible for the provision of a range of support services across Council and the provision of operational support to the Chief Executive Officer.

The Corporate and Regulatory Division comprises the following:

- The Mendelson Foundation;
- Financial Services;
- Information Services;
- Regulatory Services;
- Waste;
- HR and Service Centre.

Corporate and Regulatory Division 2016/17 Business Plan and Budget Statement

Objective(s)

Support Council with the provision of corporate services, including financial, human resource management and information services, and deliver effective and efficient waste, environmental health, compliance, call centre services to the community.

Key Activities 2016/17

Key activities include the following:

- Finance;
- Human resource management;
- Counter and call centre services;
- Information technology (IT);
- Information management;
- Compliance and environmental health services;
- Waste management;
- Mendelson Foundation administration.

Performance Measures

Performance measures, both financial and non-financial, against which the Corporate and Regulatory Division will be assessed, are:

- The achievement of quality outcomes for the benefit of both Council and the West Torrens' community;
- City of West Torrens remains financially sustainable as an entity;
- The delivery of a high level of financial accountability;
- Compliance with all relevant legislation and regulations;
- High level support in human resource management is provided;
- Quality work health and safety outcomes are achieved;
- High standards of call centre service are maintained;
- A high level of IT network and application availability occurs;
- A policing presence is maintained within the community in parking administration, animal management and general compliance operations;
- Quality immunisation outcomes are achieved;
- Waste to landfill is reduced and recycling increased;
- Ongoing success is achieved with food waste recycling and illegal dumping programs;
- Prudent management of Mendelson Foundation investments occurs.

2016/17 Budget Highlights

1. Income

- Corporate and Regulatory income, which includes rates and rate equivalent payments, has increase by \$2,969,134 or 5.5 per cent, to \$57,115,116.

- Rates have been budgeted to increase by 2.6 per cent, based on the calculation that follows. This represents an increase in income from rates of \$1,892,089 over what was raised in 2015/16:

	\$
Rate Income 2015/16	45,757,911
Add Natural Growth at 1.5%	686,369
Sub Total	46,444,280
Add Rate Increase at 2.6%	1,205,720
Total	47,650,000

- Rate equivalent payments for Adelaide Airport have increased to \$5,020,000, based on growth of 2.0 per cent and a 2.6 per cent increase, as follows:

	\$
Net REP's in 2015/16	4,796,955
Add growth at 2.0%	95,939
Add increase at 2.6%	127,106
Total	5,020,000

- Income from investments has been increased to \$365,000, based on additional funds from the sale of St Martins aged care facility;
- An amount of \$1.2 million is budgeted for Council's financial assistance grant in 2016/17.
- Parking and related fees are being increased by \$370,000 or 54.8 per cent to \$1,045,000 over what was originally budgeted in 2015/16;
- Dog registration and related fees are unchanged at \$279,980, based on fees and charges adopted by Council;
- Environmental health subsidy income has increased by \$5,000 or 5.0 per cent to \$105,600, reflecting an increase in vaccinations and funding arrangements.

2. Operational Expenditure

- Operational costs for the Corporate and Regulatory Division have increased by \$611,824 or 4.5 per cent to \$14,214,284;
- Employment and related costs have increased by \$328,856 or 6.0 per cent, to \$5,785,442, an increase driven by two new positions in Compliance, both Council approved and both funded fully by additional parking income, and an increase in casual support being provided to the Service Centre;
- An amount of \$1,260,136 has been budgeted for the NRM levy, up \$34,747 or 2.8 per cent.
- The budget for rate rebates and remissions for 2016/17 totals \$720,000, a decrease of \$35,000 or 4.6 per cent compared to the 2015/16 original budget;
- Valuation charges of the Valuer-General have been budgeted to remain at \$200,000;
- Bank and finance charges have been budgeted to increase by \$17,242 or 12.8 per cent to \$151,500 over what was budgeted in 2015/16;
- An increase of \$150,000 or 4.8 per cent (from \$3,150,000 to \$3,300,000) has been budgeted for waste collection;
- The collection budget amount of \$3,300,000 includes an allowance of \$564,000 for the following items (\$401,000 in 2015/16):

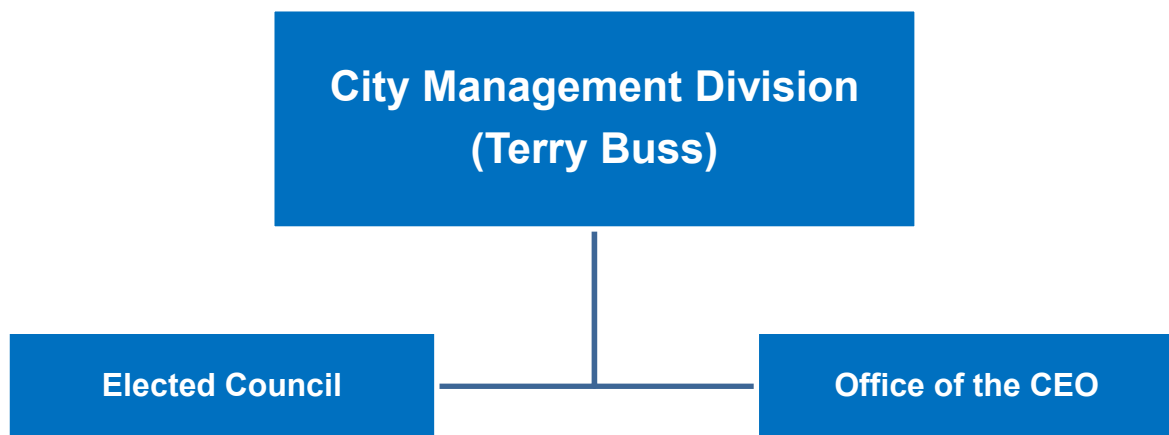
	\$
Hard waste	414,000
Hazardous waste collection	25,000
Mattresses	15,000
E-waste collection	10,000
Vouchers - 6 x 4 trailer	100,000
Total	564,000

- The hard waste collection budget is based on at-call occurring in the first three months of 2016/17 and a campaign collection being undertaken subsequently;
- The hard waste collection budget has been increased from \$300,000 in 2015/16 to \$414,000;
- Waste to landfill costs has been increased by \$75,000 or 6.4 per cent to \$1,250,000, largely because of an expected waste levy increase.
- An increase in the IT software budget from \$680,000 to \$800,000 is due to the replacement of the document management system with a new more functional system which has a lower ten year total cost of ownership. Annual maintenance for the new product is almost 50 per cent lower than the current annual maintenance cost;
- Computer hardware support costs have decreased by \$35,000 or 58.3 per cent to \$25,000 due to the financing of IT asset replacements via capital purchases rather than lease arrangements;
- The professional fees budget has been reduced by \$8,020 or 4.3 per cent to \$178,670 and includes:
 - \$60,000 in HR related support, including the provision of pre-employment medicals, security checks, counselling support, WHS and workers compensation assistance and other professional HR support;
 - \$65,000 in debtor management and debt recovery support (offset by income recoveries);
 - \$35,000 for corporate management, software assistance and audit support, including statutory auditing (\$33,000 in 2015/16).
- Contractor expenses have been decreased by \$26,600 or 19.9 per cent, to \$107,200, an amount that largely covers compliance support in animal management and parking, and immunisation administration support.
- Training and development costs have increased by \$12,600 or 12.3 per cent to \$115,000, an amount that includes corporate training and a planned focus in 2016/17 on building organisational capability through skill and knowledge development, performance management, customer service and information technology.

BUDGET 2016/17 CORPORATE & REGULATORY DIVISION OPERATIONAL EXPENDITURE & INCOME
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2015/16 BUDGET		DESCRIPTION	2016/17	VARIATION TO	
ORIGINAL	REVISED		BUDGET	2015/16 ORIGINAL	
Income					
50,939,989	51,146,444	Rates	53,325,136	2,385,147	4.7%
1,047,180	1,487,480	Statutory Charges	1,433,580	386,400	36.9%
125,875	129,875	User Charges	137,900	12,025	9.6%
1,217,638	1,202,638	Grants & Subsidies	1,200,000	(17,638)	-1.4%
117,300	198,719	Reimbursements	100,500	(16,800)	-14.3%
698,000	1,138,820	Other Income	918,000	220,000	31.5%
54,145,982	55,303,976	Total Income	57,115,116	2,969,134	5.5%
Less					
Operational Expenditure					
5,001,339	5,250,386	Staff Costs	5,298,951	297,612	6.0%
455,246	449,782	Staff Related Costs	486,491	31,245	6.9%
14,990	14,990	Buildings Furniture & Fittings	14,360	(630)	-4.2%
118,240	115,580	Plant & Equipment	116,300	(1,940)	-1.6%
1,061,070	1,182,280	Computer Expenditure	1,091,100	30,030	2.8%
771,355	887,328	General	764,315	(7,040)	-0.9%
134,258	1,165,258	Bank & Finance	151,500	17,242	12.8%
1,527,015	1,527,015	Council Expenditure	1,575,780	48,765	3.2%
4,458,800	4,508,685	Contract Expenditure	4,657,200	198,400	4.4%
60,146	53,446	Occupancy & Property	58,287	(1,859)	-3.1%
13,602,460	15,154,751	Total Operational Costs	14,214,284	611,824	4.5%
40,543,522	40,149,225	Operational Surplus/(Deficit)	42,900,832	2,357,310	5.8%

City Management Division



The City Management Division is responsible for the provision of a range of services to elected representatives, the community and the Council.

The City Management Division comprises the following:

- Elected Council;
- Office of the Mayor and Chief Executive.

City Management Division 2016/17 Business Plan and Budget Statement

Objective(s)

The objectives of the City Management Division are to:

- Make responsible and informed decisions in the interests of the community;
- Manage Council operations and the provision of public services and facilities;
- Exercise, perform and discharge the powers, functions and duties of local government under the Local Government Act and other related legislation;
- Represent the interests of the West Torrens' community;
- Encourage and develop community initiatives in order to improve the quality of life for residents;
- Drive innovation and efficiency across the organisation through the lean thinking program;
- Promote and support the development and growth of local business and jobs within the city;
- Maximise external funding opportunities by developing and submitting high quality grant applications;
- Identify, coordinate and submit high quality applications for industry and sector related awards.

Key Activities 2016/17

Key activities include the following:

- Office of the CEO;
- Business of the Elected Council;
- Delivery of lean thinking and economic development initiatives.

Performance Measures

Performance measures, both financial and non-financial, against which the Office of the CEO and Council will be assessed, are:

- Compliance with legislative requirements;
- Observance of Council policy;
- Evidence of the Council working within a strategic planning framework;
- Proper discharge of powers, functions and duties under the Local Government Act and other related legislation;
- Evidence of timely and responsible decision making;
- Evidence that Council decisions are implemented without undue delay;
- Evidence of open, responsible and accountable government;
- Evidence that the assets and resources of the Council are properly managed and maintained;
- Evidence that an appropriate organisational structure for the Council is established and maintained;
- Attendance at Council meetings, workshops and community forums;
- Active representation of community interests;
- Positive feedback from the community;
- Positive media;
- Responsible management of Council services to the community;

- Unqualified audit report;
- Evidence of steps being taken in relation to sustainable development and the protection of the environment;
- Lean thinking program delivers meaningful and sustainable continuous improvement;
- Improved external funding opportunities are realised

2016/17 Budget Highlights

1. Income

- Income of \$4,000 is budgeted in 2016/17 (\$4,750 in 2015/16).

2. Operational Expenditure

- Operational expenditure has increased by \$452,813 or 29.3 per cent to \$1,995,773;
- Staffing cost increases reflect structural changes that have seen the Office of the CEO take on direct responsibility for continuous improvement, economic development, agenda and minute preparation, and the provision of support to the Mayor and Elected Members;
- Allowances for Elected Members of \$396,500 have been budgeted, based on allowances adopted by Council and increases anticipated in November 2016 (\$392,417 in 2015/16);
- Annual subscription payments including subscriptions to the LGA, AMAC and the Murray Darling Association, total \$101,300, an increase of \$6,800 or 7.2 per cent;
- The budget for 2016/17 includes a contribution of \$20,000 towards Mendelson Foundation scholarships (\$15,000 in 2015/16);
- All legal costs are substantially budgeted in this business unit, and an amount of \$225,000 has been budgeted. This is the same as the amount budgeted in 2015/16;
- Professional fees otherwise have been increased by \$17,000, to \$57,000, with provision made for the support of continuous improvement programs and advice on the sale of riverfront land at the Brickworks' site.

BUDGET 2016/17 CITY MANAGEMENT DIVISION OPERATIONAL EXPENDITURE & INCOME

2015/16 BUDGET ORIGINAL	2015/16 BUDGET REVISED	DESCRIPTION	2016/17 BUDGET	VARIATION TO 2015/16 ORIGINAL	
		Income			
4,750	4,750	Reimbursements	4,000	(750)	-15.8%
4,750	4,750	Total Income	4,000	(750)	-15.8%
		<i>Less</i>			
		Operational Expenditure			
429,068	677,068	Staff Costs	816,956	387,888	90.4%
64,568	75,047	Staff Related Costs	96,134	31,566	48.9%
9,040	8,480	Buildings Furniture & Fittings	6,770	(2,270)	-25.1%
18,270	18,270	Plant & Equipment	18,100	(170)	-0.9%
1,020	2,940	Computer Expenditure	1,930	910	89.2%
604,138	684,658	General	631,185	27,047	4.5%
412,417	412,969	Council Expenditure	421,500	9,083	2.2%
4,439	2,639	Occupancy & Property	3,198	(1,241)	-28.0%
1,542,960	1,882,071	Total Operational Costs	1,995,773	452,813	29.3%
(1,538,210)	(1,877,321)	Operational Surplus/(Deficit)	(1,991,773)	(453,563)	29.5%

Rating

Introduction

The City of West Torrens uses capital values as the basis for valuing land within its Council area, with valuations purchased from the Valuer-General on an annual basis and adopted by Council for its use. Council currently adopts a rate in the dollar to apply against each separate valuation to arrive at a property levy (rate).

This simple formula is adjusted by the application of a minimum rate set by Council each year to ensure that all property owners contribute to the cost of services and the maintenance of infrastructure that supports each property. It should be noted that a council cannot apply the minimum rate to more than 35 per cent of properties within its area.

Rate in the Dollar

To determine the amount of rates paid, and in order to share the costs, Council uses a formula that is based on property values as required under the Local Government Act. This formula divides the total amount the Council needs to raise from rates by the total value of all properties in the Council area:

$$\frac{\text{Total rate revenue required}}{\text{Total value of rateable properties}} = \text{rate in the dollar}$$

The determination of a rate in the dollar provides a mechanism to avoid a windfall gain from changes in property values.

The Amount of Rates Levied

Council uses the following formula to determine the amount of rates levied on each property.

Capital value of property multiplied by the rate in \$ = rate levied (subject to minimum rate).

Example 1 - Residential (based on previous year data)

Capital Value = \$400,000
 Rate in the Dollar = 0.00265000
 Minimum Rate = \$848.00
 Rates = Capital Value * Rate in the Dollar

Rates = \$400,000 * 0.00265000
 = \$1,060.00

As this amount is greater than the minimum rate, the rate applied by Council remains at \$1,060.00.

Example 2 - Residential with an Adjustment for the Minimum Rate

Capital Value = \$250,000
 Rate in the Dollar = 0.00265000
 Minimum Rate = \$848.00
 Rates = Capital Value * Rate in the Dollar

Rates = \$250,000 * 0.00265000 = \$662.50

This is below the minimum rate (of \$848.00) and must therefore be adjusted:

$$\begin{aligned}\text{Rates} &= \$662.50 + \text{Adjustment} \\ &= \$662.50 + \$185.50 \\ &= \$848.00\end{aligned}$$

The rates are adjusted up by \$185.50 and set by Council at the minimum rate of \$848.00.

Council set the minimum rate on 28 per cent of all residential properties in 2015/16 and all were valued at less than \$320,000.

Rating Principles

There are five principles that apply to the imposition of taxes on communities. These principles are:

- Equity - taxpayers with the same income should pay the same tax (*horizontal equity*), while wealthier taxpayers pay more (*vertical equity*);
- Benefit - taxpayers should receive some benefits from paying tax, but not necessarily to the extent of the tax paid;
- Ability-to-pay - in levying taxes, the ability of the taxpayer to pay the tax must be taken into account;
- Efficiency - if a tax is designed to change consumers' behaviour and that behaviour changes, then the tax is efficient (eg: tobacco taxes). If the tax is designed to be neutral in its effect on taxpayers, but it changes that behaviour, then the tax is inefficient; and
- Simplicity - the tax must be understandable, hard to avoid and easy to collect.

To some extent these principles are in conflict with each other. Governments must therefore strike a balance between the:

- Application of the principles;
- Policy objectives of taxation;
- Need to raise revenue; and
- Effects of the tax on the community.

Council has considered each principle when reviewing the various rating options available.

Alternative Options

There are a number of alternative rating options available under the Local Government Act 1999, including:

- Capital versus site valuation;
- Differential rating;
- Rating without a minimum rate;
- Application and impact of the minimum rate;
- Impact of reducing the minimum rate;
- Fixed charges;
- Service rate or charge; and
- Rate capping.

Capital Versus Site Valuation

Local government may adopt one of three valuation methodologies to value the properties in its area. They are:

- *Capital Value (CV)* – the value of the land and all the improvements on the land;
- *Site Value (SV)* – the value of the land and any improvements which permanently affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements;
- *Annual Value (AAV)* – a valuation of the rental potential of the property.

Capital values have been adopted by Council as its valuation method for rating purposes because this is considered the fairest approach, based on the *ability-to-pay* principle, with the owners of higher value properties paying higher rates and the owners of lower value properties paying lower rates.

How might this work in practice?

Consider two adjoining properties in a particular council area. Property A is a quarter acre block with a four bedroom house, in ground pool and well developed garden. Property B is a quarter acre block with a three bedroom house and average garden. The following valuations might apply to the two properties:

	Property A	Property B
Capital Value	\$600,000	\$400,000
Site Value	\$200,000	\$200,000
Annual Value	\$36,000	\$30,000

What rates would be paid by the two property owners under the different valuations? Excluding minimum rates or a fixed charge, the tax burden would fall as follows:

- Under *Capital Value*, the owner of Property A would pay 50 per cent more than the owner of Property B;
- Under *Site Value*, the two property owners would pay the same; and
- Under *Annual Value*, the owner of Property A would pay 20 per cent more than the owner of Property B.

Which is the fairer valuation system?

In the local government rating context, the high level assumption is that people with more expensive homes are better off than people with less expensive homes and that they have the capacity to shoulder more of the rate burden. However, rebate and remission provisions and the ability of councils to tailor payments and make other administrative arrangements, recognises that some ratepayers need special consideration.

Council is also mindful of the impact and implications of changing to an alternative valuation method.

Differential Rating

The Local Government Act allows councils to differentiate rates based on the use of the land, the locality of the land, or the use and locality of the land. Definitions of the use of the land are prescribed by regulation and the current definitions are:

- Residential
- Commercial – Shops
- Commercial – Office
- Commercial – Other
- Industrial – Light
- Industrial – Other
- Primary Production
- Vacant Land
- Other

A significant majority of South Australian councils use differential rates.

West Torrens Council uses two different rates with expected income compared to last year being as follows:

Land Use	Budgeted Income 2015/16 \$m	Budgeted Income 2016/17 \$m
Residential	29.79	31.09
Non-residential	15.87	16.56

In 2015/16 West Torrens Council had the third highest differential between residential and commercial / industrial properties in the metropolitan area, as follows:

Council	Commercial	Industrial
Playford	6.1	6.1
Charles Sturt	3.1	4.0
West Torrens	2.3	2.3
Pt Adelaide Enfield	2.2	2.2
Prospect	2.1	2.1
Mitcham	2.0	2.0
Unley	1.8	1.6
Marion	1.8	1.6
Tea Tree Gully	1.5	1.5
Holdfast Bay	1.5	1.5
Salisbury	1.5	1.5
Onkaparinga	1.3	1.3
Norwood, Payneham	1.2	1.2
Adelaide Hills	1.1	1.1
Burnside	1.0	1.0
Campbelltown	1.0	1.0
Average	1.8	1.8

Source: LGA Survey

Charging a differential rate can be justified on the grounds that commercial and industrial users consume a greater proportion of council resources than residential properties, particularly in regard to the use of roads, traffic, parking, stormwater, etc.

The maintenance of city roads, bridges and kerbing infrastructure requires significant planning time and funding from Council. Heavy vehicle movements e.g. semi-trailers, trucks, vans and light commercial vehicles impact on the life of road infrastructure placing an increased burden on the community (ratepayers). Footpaths and walkways are another area, which require ongoing improvement and maintenance by Council, concentrating on high pedestrian traffic areas such as retail and commercial zones. In addition many of the studies and installations required for effective traffic management and control, result from heavy traffic load generated by commercial and industrial zones.

Commercial and industrial properties, because of large buildings and covered ground for car parking, generate a high percentage of the stormwater volume carried by the West Torrens drainage system. Businesses, and in particular industries, are also responsible for many of the gross pollutants that contaminate stormwater and degrade our environment. Council both maintains the stormwater drainage network and works with businesses to lessen the negative environmental effects of their activities.

A differential rating system provides Council with more tools to moderate large movements in valuations that occur periodically in the market.

Without a Minimum Rate

This system is based on the premise of a single rate in the dollar, with all properties paying a rate based directly on the capital value of the property.

The City of West Torrens has one of the lowest minimum rates in metropolitan Adelaide and it would be difficult to justify its removal. 93 per cent of minimum rated properties are flats or units, and a majority, possibly up to 80 per cent, are not owner-occupied.

Application and Impact of the Minimum Rate

The Local Government Act allows councils to impose a minimum rate, which must not apply to more than 35 per cent of rateable properties. Only one minimum rate can be imposed on two or more adjoining properties with the same owner. A minimum rate cannot be used in conjunction with a fixed charge.

The argument in favour of the minimum rate is that in terms of the benefits received by all ratepayers it is appropriate that every ratepayer make a minimum contribution to the cost of the services provided.

Fixed Charge

Under this system a fixed amount is first applied evenly against all ratepayers and the minimum rate is abolished. The only restriction under new Local Government Act provisions is that the rates generated by a fixed charge cannot exceed 50 per cent of all rates revenue raised.

The fixed charge may be set at a level designed to ensure everyone pays a fair share of services, with the remaining amount of rate revenue based on the valuation of the property.

The introduction of a fixed charge is not favoured as it benefits owners of higher valued property, arguably the more fortunate within our community, and its adverse impacts on large numbers of owners of lower valued property.

Service Rate or Charge

Council could apply a service rate, say \$150.00 for waste management, in addition to raising general rates. Unlike fixed charge arrangements, the minimum rate is not abolished and the rate can only be based on the nature of the service, the level of usage of the service or a combination of the two.

The introduction of a service rate or charge is not favoured because of its adverse impact on the owners of low valued property and the less fortunate within our community.

Rate Capping

Rate capping can be used by Council to limit the magnitude of any rate increase affecting any one ratepayer to a certain percentage in any one year.

Capping has its limitations, but can be used to moderate irregular rate increases brought about by irregular valuation movements. Initial valuations provided for 2016 by the Valuer-General indicate residential property value movements within the West Torrens Council area are as follows:

Suburb	No. of Assessments	Average CV	Increase / (Decrease) \$	Increase / (Decrease) %
Torrensville	1,737	457,769	17,645	4.0%
Glenelg North	416	503,036	19,258	4.0%
Fulham	1,138	507,812	19,020	3.9%
North Plympton	1,304	409,005	15,136	3.8%
Netley	747	409,195	14,056	3.6%
Thebarton	653	401,867	12,386	3.2%
Glandore	514	485,418	14,254	3.0%
Richmond	1,448	406,430	11,326	2.9%
Hilton	370	407,784	10,204	2.6%
West Beach	744	541,929	12,721	2.4%
Plympton	2,200	381,078	8,365	2.2%
Lockleys	2,268	548,424	11,683	2.2%
Cowandilla	546	403,053	8,333	2.1%
Mile End South	12	362,083	7,083	2.0%
Novar Gardens	876	530,017	10,281	2.0%
West Richmond	435	368,998	6,926	1.9%
Mile End	1,954	457,566	7,926	1.8%
Underdale	1,009	447,745	7,587	1.7%
Marleston	801	369,114	5,391	1.5%

Keswick	341	363,768	4,907	1.4%
Kurralta Park	1,289	362,389	3,771	1.1%
Camden Park	1,476	365,607	3,725	1.0%
Brooklyn Park	2,047	392,059	3,970	1.0%
Ashford	450	421,840	3,200	0.8%
Total	24,775	434,790	9,801	2.3%

Valuations increased by 2.3 per cent on average in 2016, ranging from an increase of 0.8 per cent in Ashford to an increase of 4.0 per cent in Torrensville. Movements in prior years ranged from:

- An increase of 0.4 per cent in Hilton to an increase of 6.3 per cent in Glenelg North (2015);
- A reduction of 0.2 per cent in Keswick to an increase of 3.5 per cent in Richmond (2014); and
- A reduction of 1.4 per cent in Mile End South to an increase of 4.2 per cent in Thebarton (2013).

Capping makes the tax system more complex and less understandable for ratepayers, and this has some effect on the *simplicity* principle. Rate capping has not enjoyed much favour in past years, probably because of the way it compromises the rating process and it is not proposed in 2016/17.

Postponement of Rates for Seniors

Rate postponement for seniors is now mandatory in certain circumstances following amendments to the Local Government Act 1999 and the Local Government (General) Regulations 1999. These changes mandate an entitlement to postponement where:

- The ratepayer holds a state seniors card or has an application pending where an entitlement exists;
- The property in question is the principal place of residence; and
- The property is owned by the principal ratepayer or the principal ratepayer and their spouse.

This legislation is available at www.legislation.sa.gov.au. Information can be obtained about Council's administration of these provisions by contacting Council's Service Centre on 8416 6333 or by emailing csu@wtcc.sa.gov.au.

Rate postponement has been available to senior West Torrens Council residents since July 2007, but only three applications have been received, despite publicity about its availability. Other councils that offer policy support for the postponement of rates have likewise experienced few applications for support.

Rate Rebates and Remissions

Chapter 10 of the Local Government Act 1999 (the Act) provides Council with authority to grant the following:

- Mandatory and discretionary rebates of rates to a person or body (Division 5, Sections 159 to 166 of the Act); and
- Rate remissions (Division 9, Section 182 of the Act).

Council policy [Rate Rebates and Remissions](#) clarifies requirements in the administration of these provisions. It is available on Council's web-site at www.westtorrens.sa.gov.au, or a copy can be obtained by contacting Council's Service Centre on 8416 6333 or by emailing csu@wtcc.sa.gov.au. It deals in detail with:

- Discretionary rebates, in particular what is taken into account in determining applications and rebate amounts;
- The approach taken in deciding vacant land rebates, including rebate amounts;
- Rate remissions available when Council is satisfied on the application of a ratepayer that payment would cause hardship;
- The approach taken in deciding mandatory rebates; and
- How to go about applying for a rebate or remission.

Proposed Rate Model

The proposed rate model for 2016/17 is shown on the page following.

Rate model yet to be prepared

Summary Financial Statements

City of West Torrens

STATEMENT OF FINANCIAL POSITION
as at 30 June 2017

	Original Budget 2015/16 \$'000	Original Budget 2016/17 \$'000
ASSETS		
Current Assets		
Cash and cash equivalents	1,528	7,701
Trade & other receivables	4,764	2,124
Other financial assets	1,125	1,185
Inventories	23	11
Total Current Assets	7,440	11,021
Non-current Assets		
Infrastructure, property, plant & equipment	603,054	570,323
Other non-current assets	7,870	4,238
Total Non-current Assets	610,924	574,561
Total Assets	618,364	585,582
LIABILITIES		
Current Liabilities		
Trade & other payables	8,552	6,419
Borrowings	2,066	-
Provisions	2,242	2,004
Other current liabilities	16,344	-
Total Current Liabilities	29,204	8,423
Non-current Liabilities		
Borrowings	13,857	2,692
Provisions	559	433
Total Non-current Liabilities	14,417	3,125
Total Liabilities	43,621	11,548
NET ASSETS	574,743	574,034
EQUITY		
Accumulated Surplus	58,822	58,613
Asset Revaluation Reserves	511,652	500,073
Other Reserves	4,269	15,348
TOTAL EQUITY	574,743	574,034

Please note that the comparatives figures include the St Martins aged care facility.

City of West Torrens

STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2017

	Original Budget 2015/16 \$'000	Original Budget 2016/17 \$'000
INCOME		
Rates	51,020	53,390
Statutory charges	1,752	2,200
User charges	9,262	1,285
Grants, subsidies and contributions	3,851	4,182
Investment income	504	444
Reimbursements	225	217
Other income	523	543
Total Income	67,137	62,261
EXPENSES		
Employee costs	27,071	21,624
Materials, contracts & other expenses	19,789	18,673
Depreciation, amortisation & impairment	11,251	10,941
Finance costs	846	153
Total Expenses	58,957	51,391
OPERATING SURPLUS / (DEFICIT)	8,180	10,870
NET SURPLUS / (DEFICIT)	8,180	10,870
transferred to Equity Statement		
Other Comprehensive Income	-	-
TOTAL COMPREHENSIVE INCOME	8,180	10,870

Please note that the comparatives figures include the St Martins aged care facility.

City of West Torrens

STATEMENT OF CASH FLOW
for the year ended 30 June 2017

	Original Budget 2015/16 \$'000	Original Budget 2016/17 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES		
<u>Receipts</u>		
Operating receipts	66,634	61,818
Investment receipts	504	444
<u>Payments</u>		
Operating payments to suppliers and employees	(46,803)	(40,237)
Finance payments	(846)	(154)
Net Cash provided by (or used in) Operating Activities	19,489	21,871
 CASH FLOWS FROM INVESTING ACTIVITIES		
<u>Receipts</u>		
Sale of replaced assets	616	609
Repayments of loans by community groups	7	-
<u>Payments</u>		
Expenditure on renewal/replacement of assets	(14,369)	(13,057)
Expenditure on new/upgraded assets	(14,502)	(11,699)
Net Cash provided by (or used in) Investing Activities	(28,248)	(24,147)
 CASH FLOWS FROM FINANCING ACTIVITIES		
<u>Receipts</u>		
Proceeds from borrowings	4,957	2,692
Proceeds from aged care facility deposits	2,000	-
<u>Payments</u>		
Repayments of borrowings	(2,038)	-
Repayment of aged care facility deposits	(3,000)	-
Net Cash provided by (or used in) Financing Activities	1,918	2,692
Net Increase (Decrease) in cash held	(6,841)	416
 Cash & cash equivalents at beginning of period	 8,369	 7,286
Cash & cash equivalents at end of period	1,528	7,701

Please note that the comparatives figures include the St Martins aged care facility.

City of West Torrens

STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2017

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
	\$'000	\$'000	\$'000	\$'000
Original Budget 2015/16				
Balance at end of previous reporting period	44,805	511,652	10,107	566,564
Net Surplus / (Deficit) for Year	8,179			8,179
Other Comprehensive Income				
Transfers between reserves	5,838	-	(5,838)	-
Balance at end of period	58,822	511,652	4,269	574,743
	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
	\$'000	\$'000	\$'000	\$'000
Next Year Budget 2016/17				
Balance at end of previous reporting period	58,822	511,652	4,269	574,743
Net Surplus / (Deficit) for Year	10,870			10,870
Other Comprehensive Income				
Gain on revaluation of infrastructure, property, plant & equipment	-	(11,579)	-	(11,579)
Transfers between reserves	(11,079)	-	11,079	-
Balance at end of period	58,613	500,073	15,348	574,034

Please note that the comparatives figures include the St Martins aged care facility.

City of West Torrens
FINANCIAL INDICATORS
for the year ended 30 June 2017

	Original Budget 2015/16	Original Budget 2016/17
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These Financial Indicators have been calculated in accordance with *Information Paper 9 - Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia. Detailed methods of calculation are set out in the SA Model Statements.

Operating Surplus Ratio

Operating Surplus	16%	21%
Rates - general & other less NRM levy		

This ratio expresses the operating surplus as a percentage of general and other rates, net of NRM levy.

Net Financial Liabilities Ratio

Net Financial Liabilities	55%	1%
Total Operating Revenue less NRM levy		

Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue (excluding NRM levy).

Asset Sustainability Ratio

Net Asset Renewals	104%	106%
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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.

Please note that the comparative figures include St Martins aged care facility

City of West Torrens

UNIFORM PRESENTATION OF FINANCES for the year ended 30 June 2017

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 2015/16 \$'000	Original Budget 2016/17 \$'000
Income	67,137	62,261
less Expenses	58,958	51,391
Operating Surplus / (Deficit)	8,179	10,870
less Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	14,369	13,057
Depreciation, Amortisation and Impairment	11,251	10,941
Proceeds from Sale of Replaced Assets	616	609
	2,503	1,507
less Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets <i>(including investment property & real estate developments)</i>	14,502	11,699
	14,502	11,699
Net Lending / (Borrowing) for Financial Year	(8,826)	(2,336)

Please note that the comparatives figures include the St Martins aged care facility.

Ten Year Financial Plan

City of West Torrens
KEY ASSUMPTIONS
Forward Estimates for 10 years to 2025/26

Income			Expenditure - Operational & Maintenance		
Rate Increase 2016/17	2.6%	+ growth	Wages Growth	3.8%	Based on expectation - 2016/17
REP Increase 2016/17	2.6%		Wages Growth	3.5%	Based on expectation - 2017/18 to 2018/19
Rate Growth - 2016/17	1.50%		Wages Growth	3.5%	Based on expectation - from 2019/20
REP Growth - 2016/17	2.00%		Waste Contract - Solo	2.0%	Fuel impact + extra services
Rate Increases 2017/18	2.6%	+ growth in all years	Waste Disposal 2017/18	6.8%	Includes allowance for solid waste levy
Rate Growth - All Other Years	1.2%		Waste Disposal Otherwise	3.0%	Allowance for modest levy increases
REP Increases 2017/18	2.6%	Same as rate increases	Contract Works	4.0%	
Rate Equivalent Growth	0.5%	Cumulative increase	Works Materials	2.0%	
Rate Increases from 2018/19	2.7%	+ growth in all years	Other Finance Charges	1.7%	Includes banking charges
Revenue Growth - Parking	2.0%		Depreciation - Buildings	3.0%	Allowance for new assets
Revenue Growth - Animals	2.0%		Depreciation - Infrastructure	2.5%	Allowance made for new assets
Revenue Growth - Dev Apps	2.0%		Depreciation Other	2.0%	
Revenue Growth - Waste	2.0%		Plant Costs	2.0%	
W/Comp Refund	1.5%		Computer Expenses	1.5%	
Revenue Growth - Other	2.0%	Other - cumulative increase	Computer Licensing	1.5%	
NRM Levy from 2017/18	5.0%		General Insurance Premium	1.5%	Competitive market
Roads to Recovery	-	Funding to continue until 2018/19	Professional Fees	1.5%	
			Street Lighting	2.5%	
			Property Costs	4.0%	Utility cost pressures
			Other Operating Costs	1.5%	
Capital Expenditure					
Plant, Furniture & Equip	2.0%	Cumulative increase			
Building Expenditure	-	Based on asset management plan			
Asset Sale Development	-	\$2.5 million in the 3 years from 2016/17.			
Building Escallation	1.5%	Cumulative increase thereafter			
Capital Works Expenditure			Sundry		
Brown Hill / Keswick Drnge	-	Based on 49% of 50% of the cost split over 13 years		\$m	
Brown Hill / Keswick Drnge	2.0%	Cumulative increase	Asset Sales	0	
Road Reseal / Maintenance	-	To match AM Plan over 10 years			
Footpath Constn / Recon	-	To match AM Plan over 10 years	Debenture Loan Interest Rates	4.70%	From 2016/17
Kerb & Gutter	-	To match AM Plan over 10 years		5.20%	From 2021/22
Grant Funded Works	-	Indexed to match grant income			
Roads to Recovery	-	Funding to conclude in 2018/19.			
Drainage Loan	-	\$4.5 million pa from 2017/18 indexed			
Local Drainage Works	2.0%	\$545,000 from 2016/17 indexed			

City of West Torrens
SUMMARY – ACTUAL & PROJECTED
Forward Estimates for 10 years to 2025/26

ACTIVITIES	NOTE	BUDGET 2015/16 ORIGINAL	BUDGET 2015/16 REVISED	BUDGET 2016/17 ORIGINAL	BUDGET 2016/17 REVISED	ESTIMATES 2017/18	ESTIMATES 2018/19	ESTIMATES 2019/20	ESTIMATES 2020/21	ESTIMATES 2021/22	ESTIMATES 2022/23	ESTIMATES 2023/24	ESTIMATES 2024/25	ESTIMATES 2025/26
OPERATING														
Receipts	1	67,137,052	60,208,543	62,261,741	62,261,741	63,426,334	65,722,495	67,677,327	70,150,925	72,726,887	75,391,914	78,166,862	81,038,428	84,029,866
Payments	2	47,198,757	41,379,773	40,016,037	40,016,037	41,413,737	42,873,575	44,368,892	45,900,585	47,469,573	49,099,979	50,769,290	52,478,400	54,228,212
Net Operating		19,938,295	18,828,771	22,245,704	22,245,704	22,012,597	22,848,920	23,308,435	24,250,340	25,257,315	26,291,936	27,397,572	28,560,028	29,801,654
FINANCING														
Principal Receipts - Loan		0	0	2,691,909	2,691,909	4,362,787	4,437,320	4,513,152	4,590,308	4,668,809	4,748,682	4,829,949	4,912,636	4,996,768
Principal Receipts - Overdraft		0	0	0	0	0	0	0	0	0	0	0	0	0
Principal Payments		2,038,482	12,148,482	0	0	127,065	339,042	564,618	804,499	1,059,430	1,321,850	1,601,463	1,899,226	2,216,145
Net Financing		-2,038,482	-12,148,482	2,691,909	2,691,909	4,235,722	4,098,277	3,948,534	3,785,808	3,609,380	3,426,832	3,228,486	3,013,411	2,780,623
OTHER														
Asset Sales		0	14,288,311	0	0	0	0	0	0	0	0	0	0	0
Receipts - Other Capital		2,007,455	0	0	0	0	0	0	0	0	0	0	0	0
Expenditure	3	28,255,411	36,730,640	24,147,016	24,147,016	25,650,862	26,305,906	24,101,874	24,873,518	25,746,890	26,722,218	27,372,609	28,141,958	29,525,387
Net Unspent Funds		0	8,500,000	0	0	0	0	0	0	0	0	0	0	0
Payments - Other		3,450,000	369,168	375,000	375,000	388,125	401,709	415,769	430,321	445,382	460,971	477,105	493,803	511,087
Net Other		-29,697,956	-14,311,497	-24,522,016	-24,522,016	-26,038,987	-26,707,615	-24,517,643	-25,303,839	-26,192,272	-27,183,189	-27,849,713	-28,635,761	-30,036,474
NET INCREASE/(DECREASE) IN CASH		-11,798,143	-7,631,209	415,596	415,596	209,332	239,582	2,739,326	2,732,309	2,674,422	2,535,579	2,776,344	2,937,677	2,545,804
<i>Add</i>														
OPENING CASH		16,909,803	17,680,547	10,049,338	10,049,339	10,464,935	10,674,267	10,913,849	13,653,175	16,385,483	19,059,906	21,595,485	24,371,829	27,309,507
CLOSING CASH		5,111,660	10,049,338	10,464,935	10,464,935	10,674,267	10,913,849	13,653,175	16,385,483	19,059,906	21,595,485	24,371,829	27,309,507	29,855,310
CASH RESERVES:														
Committed		40,332,679	31,398,739	31,827,300	31,827,300	31,984,375	32,142,842	34,869,952	37,598,735	40,337,628	43,078,503	45,830,014	48,583,840	51,348,863
Less Used		35,282,247	21,389,532	21,389,532	21,389,532	21,389,533	21,389,533	21,389,533	21,389,533	21,389,533	21,389,533	21,389,533	21,389,533	21,389,533
Net Cash Reserves		5,050,431	10,009,207	10,437,768	10,437,768	10,594,842	10,753,309	13,480,418	16,209,202	18,948,095	21,688,969	24,440,481	27,194,307	29,959,330
SURPLUS/(DEFICIT)		61,230	40,131	27,168	27,168	79,425	160,540	172,756	176,281	111,811	-93,485	-68,651	115,200	-104,020

NOTE 1
City of West Torrens
REVENUE PROJECTIONS

Forward Estimates for 10 years to 2025/26

DESCRIPTION	BUDGET 2015/16 ORIGINAL REVISED		BUDGET 2016/17 ORIGINAL REVISED		ESTIMATES 2017/18	ESTIMATES 2018/19	ESTIMATES 2019/20	ESTIMATES 2020/21	ESTIMATES 2021/22	ESTIMATES 2022/23	ESTIMATES 2023/24	ESTIMATES 2024/25	ESTIMATES 2025/26
Rates													
Rate Revenue	46,319,989	46,436,989	48,370,136	48,370,136	50,236,831	52,225,803	54,292,938	56,442,844	58,677,277	61,001,173	63,416,479	65,928,484	68,539,342
Rate Equivalent Payments	4,700,000	4,796,955	5,020,000	5,020,000	5,176,273	5,342,612	5,514,297	5,691,499	5,874,395	6,063,169	6,258,009	6,459,110	6,666,673
Statutory Charges													
Development Act Fees	600,000	626,700	650,000	650,000	663,000	676,260	689,785	703,581	717,653	732,006	746,646	761,579	776,810
Parking Fines	700,200	975,200	1,076,000	1,076,000	1,097,520	1,119,470	1,141,860	1,164,697	1,187,991	1,211,751	1,235,986	1,260,705	1,285,920
Dog Fees & Fines	289,980	289,980	289,980	289,980	295,780	301,695	307,729	313,884	320,161	326,565	333,096	339,758	346,553
Other	162,200	173,700	183,600	183,600	187,272	191,017	194,838	198,735	202,709	206,763	210,899	215,117	219,419
User Charges													
St Martins - ACFI	5,357,230	0	0	0	0	0	0	0	0	0	0	0	0
St Martins - Other	2,641,020	0	0	0	0	0	0	0	0	0	0	0	0
Waste Income	210,000	170,000	177,757	177,757	181,312	184,938	188,637	192,410	196,258	200,183	204,187	208,271	212,436
Other	1,053,633	1,062,210	1,107,600	1,107,600	1,129,752	1,152,347	1,175,394	1,198,902	1,222,880	1,247,337	1,272,284	1,297,730	1,323,685
Grants & Subsidies													
FA Grant	1,217,638	1,202,638	1,200,000	1,200,000	1,224,000	1,248,480	1,273,450	1,298,919	1,324,897	1,351,395	1,378,423	1,405,991	1,434,111
UL Road Grants	616,000	592,960	599,500	599,500	611,490	623,720	636,194	648,918	661,896	675,134	688,637	702,410	716,458
Special Road Funding	223,333	398,333	0	0	0	0	0	0	0	0	0	0	0
Roads to Recovery	873,376	1,298,046	1,442,053	1,442,053	436,688	436,688	0	0	0	0	0	0	0
Drainage	0	0	0	0	0	0	0	0	0	0	0	0	0
Home Assist	453,700	472,347	468,700	468,700	478,074	487,635	497,388	507,336	517,483	527,832	538,389	549,157	560,140
Library	412,500	412,500	416,500	416,500	424,830	433,327	441,993	450,833	459,850	469,047	478,428	487,996	497,756
Other	54,000	63,300	55,270	55,270	56,375	57,503	58,653	59,826	61,023	62,243	63,488	64,758	66,053
Other Income													
Investment Income	503,820	266,000	444,000	444,000	452,880	452,880	461,938	461,938	471,176	471,176	480,600	480,600	490,212
Reimbursements	260,243	262,521	247,345	247,345	252,292	257,338	262,484	267,734	273,089	278,551	284,122	289,804	295,600
Insurance Premium Refund	295,000	394,000	320,000	320,000	324,800	329,672	334,617	339,636	344,731	349,902	355,150	360,478	367,687
Profit/(Loss) on Sale	0	0	0	0	0	0	0	0	0	0	0	0	0
Sundry	193,190	256,219	193,300	193,300	197,166	201,109	205,132	209,234	213,419	217,687	222,041	226,482	231,011
Sub Total	67,137,052	60,150,598	62,261,741	62,261,741	63,426,334	65,722,495	67,677,327	70,150,925	72,726,887	75,391,914	78,166,862	81,038,428	84,029,866
Less Profit/(Loss) on Sale	0	0	0	0	0	0	0	0	0	0	0	0	0
Add Capital Income	0	57,945	0	0	0	0	0	0	0	0	0	0	0
TOTAL	67,137,052	60,208,543	62,261,741	62,261,741	63,426,334	65,722,495	67,677,327	70,150,925	72,726,887	75,391,914	78,166,862	81,038,428	84,029,866

NOTE 2
City of West Torrens
OPERATIONAL & MAINTENANCE EXPENDITURE PROJECTIONS
Forward Estimates for 10 years to 2025/26

DESCRIPTION	BUDGET 2015/16 ORIGINAL	BUDGET 2015/16 REVISED	BUDGET 2016/17 ORIGINAL	BUDGET 2016/17 REVISED	ESTIMATES 2017/18	ESTIMATES 2018/19	ESTIMATES 2019/20	ESTIMATES 2020/21	ESTIMATES 2021/22	ESTIMATES 2022/23	ESTIMATES 2023/24	ESTIMATES 2024/25	ESTIMATES 2025/26
Employee Costs													
St Martins Aged Care Facility	6,245,910	0	0	0	0	0	0	0	0	0	0	0	0
Other Employee Costs	20,825,231	21,530,624	21,624,251	21,624,251	22,381,100	23,164,438	23,975,194	24,814,325	25,682,827	26,581,726	27,512,086	28,475,009	29,471,635
Contractual Services													
Waste Management - Solo	3,150,000	3,150,000	3,300,000	3,300,000	3,366,000	3,433,320	3,501,986	3,572,026	3,643,467	3,716,336	3,790,663	3,866,476	3,943,805
Waste Management - Disposal	1,295,000	1,295,000	1,358,000	1,358,000	1,450,344	1,493,854	1,538,670	1,584,830	1,632,375	1,681,346	1,731,787	1,783,740	1,837,252
Other Contract	2,490,330	2,473,685	2,350,400	2,350,400	2,444,416	2,542,193	2,643,880	2,749,636	2,859,621	2,974,006	3,092,966	3,216,685	3,345,352
Materials													
Materials	926,300	927,200	945,000	945,000	963,900	983,178	1,002,842	1,022,898	1,043,356	1,064,223	1,085,508	1,107,218	1,129,362
Finance Charges													
Interest	719,797	598,669	0	0	125,044	321,661	511,660	694,456	869,428	1,059,107	1,239,327	1,409,267	1,568,058
Other Finance Charges	127,180	141,800	153,900	153,900	156,516	159,177	161,883	164,635	167,434	170,280	173,175	176,119	179,113
Depreciation													
Buildings	1,972,300	1,764,750	1,682,190	1,682,190	1,732,656	1,784,635	1,838,174	1,893,320	1,950,119	2,008,623	2,068,882	2,130,948	2,194,876
Plant, Furniture & Equipment	1,393,820	1,267,695	1,241,300	1,241,300	1,266,126	1,291,449	1,317,277	1,343,623	1,370,496	1,397,905	1,425,864	1,454,381	1,483,468
Library Resources	317,742	317,742	318,000	318,000	324,360	330,847	337,464	344,213	351,098	358,120	365,282	372,588	380,039
Infrastructure	7,567,000	7,567,000	7,700,000	7,700,000	7,941,095	8,189,738	8,446,167	8,710,625	8,983,364	9,264,642	9,554,727	9,853,895	10,162,430
Other Expenses													
Plant Related	722,880	717,085	730,770	730,770	745,385	760,293	775,499	791,009	806,829	822,966	839,425	856,214	873,338
Computer Maint & Support	856,140	978,100	901,400	901,400	914,921	928,645	942,574	956,713	971,064	985,630	1,000,414	1,015,420	1,030,652
General Insurance Premium	833,618	833,142	833,577	833,577	846,081	858,772	871,653	884,728	897,999	911,469	925,141	939,018	953,104
Professional Fees	1,514,390	1,841,405	1,305,670	1,305,670	1,325,255	1,345,134	1,365,311	1,385,791	1,406,577	1,427,676	1,449,091	1,470,828	1,492,890
Street Lighting	942,000	942,000	942,000	942,000	965,550	989,689	1,014,431	1,039,792	1,065,787	1,092,431	1,119,742	1,147,736	1,176,429
Rates, Power & Property	1,759,989	1,600,540	1,566,639	1,566,639	1,629,305	1,694,477	1,762,256	1,832,746	1,906,056	1,982,298	2,061,590	2,144,054	2,229,816
NRM Levy	1,225,389	1,225,389	1,260,136	1,260,136	1,323,143	1,389,300	1,458,765	1,531,703	1,608,288	1,688,703	1,773,138	1,861,795	1,954,885
General Operating Costs	4,072,993	3,542,203	3,178,339	3,178,339	3,226,014	3,274,404	3,323,520	3,373,373	3,423,974	3,475,333	3,527,463	3,580,375	3,634,081
Sub Total	58,958,009	52,714,029	51,391,572	51,391,572	53,127,210	54,935,204	56,789,209	58,690,443	60,640,158	62,662,820	64,736,270	66,861,765	69,040,585
Less Depreciation	11,250,862	10,917,187	10,941,490	10,941,490	11,264,236	11,596,669	11,939,083	12,291,781	12,655,076	13,029,290	13,414,754	13,811,811	14,220,814
Leave Provisions	508,390	417,070	434,045	434,045	449,236	464,960	481,233	498,076	515,509	533,552	552,226	571,554	591,559
TOTAL	47,198,757	41,379,773	40,016,037	40,016,037	41,413,737	42,873,575	44,368,892	45,900,585	47,469,573	49,099,979	50,769,290	52,478,400	54,228,212

NOTE 3
City of West Torrens
CAPITAL EXPENDITURE PROJECTIONS
Forward Estimates for 10 years to 2025/26

ACTIVITIES	BUDGET 2015/16		BUDGET 2016/17		ESTIMATES	ESTIMATES	ESTIMATES	ESTIMATES	ESTIMATES	ESTIMATES	ESTIMATES	ESTIMATES	ESTIMATES
	ORIGINAL	REVISED	ORIGINAL	REVISED	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Road Program													
Reseal / Maintenance	3,238,025	3,238,025	1,809,877	1,809,877	2,022,247	2,259,536	2,524,669	2,820,913	3,151,917	3,521,762	3,935,003	4,396,735	4,912,645
Reconstruction - Renewal	2,006,444	2,822,737	2,693,249	2,693,249	2,675,626	2,658,118	2,640,725	2,623,445	2,606,279	2,589,225	2,572,283	2,555,451	2,538,729
Reconstruction - Upgrade	1,909,424	3,180,040	1,753,750	1,753,750	1,762,510	1,771,518	1,780,780	1,790,301	1,800,085	1,810,137	1,820,463	1,831,068	1,841,958
Roads to Recovery	873,376	1,298,046	1,442,053	1,442,053	436,688	436,688	0	0	0	0	0	0	0
Kerb & Gutter	2,103,231	2,103,231	3,654,539	3,654,539	3,490,869	3,334,528	3,185,189	3,042,539	2,906,277	2,776,118	2,651,788	2,533,026	2,419,584
ULRG included Above	-616,000	-592,960	-599,500	-599,500	-611,490	-623,720	-636,194	-648,918	-661,896	-675,134	-688,637	-702,410	-716,458
Footpath / Bikeway Program													
Reconstruction	311,490	357,219	239,508	239,508	268,056	300,007	335,767	375,788	420,580	470,711	526,818	589,612	659,891
Construction	280,363	280,363	237,851	237,851	297,861	373,011	467,121	584,975	732,564	917,389	1,148,846	1,438,699	1,801,682
Drainage Program													
Local Drainage Works	2,892,250	4,822,148	2,867,000	2,867,000	2,555,900	2,607,018	2,659,158	2,712,342	2,766,588	2,821,920	2,878,359	2,435,926	2,484,644
Brown Hill / Keswick Drainage	3,100,000	70,344	581,000	581,000	2,544,605	2,582,774	2,621,516	2,660,838	2,700,751	2,741,262	2,782,381	2,824,117	2,866,479
Other Capital Works													
Other Works	4,277,333	6,811,510	5,340,000	5,340,000	5,526,900	5,770,342	5,972,303	6,181,334	6,397,681	6,621,600	6,353,356	6,575,723	6,805,873
Building Program													
Land & Buildings	1,722,500	3,557,795	1,330,000	1,330,000	1,750,000	1,910,967	2,086,740	2,278,681	2,488,277	2,717,151	2,967,078	3,239,993	3,538,011
Asset Sale Developments	6,000,000	8,599,005	2,500,000	2,500,000	2,500,000	2,500,000	0	0	0	0	0	0	0
Other Capital Expenditure													
Plant, Furn & Equipment	1,414,615	2,080,723	1,765,500	1,765,500	1,800,810	1,836,826	1,873,563	1,911,034	1,949,255	1,988,240	2,028,005	2,068,565	2,109,936
Library Resources	312,900	312,900	299,310	299,310	305,296	305,296	311,402	311,402	317,630	317,630	323,983	323,983	330,462
Total Capital Expenditure	29,825,951	38,941,126	25,914,137	25,914,137	27,325,877	28,022,910	25,822,739	26,644,674	27,575,988	28,618,011	29,299,725	30,110,488	31,593,437
Less Overheads	1,570,540	2,210,486	1,767,121	1,767,121	1,675,015	1,717,004	1,720,865	1,771,156	1,829,098	1,895,793	1,927,116	1,968,530	2,068,050
TOTAL EXPENDITURE	28,255,411	36,730,640	24,147,016	24,147,016	25,650,862	26,305,906	24,101,874	24,873,518	25,746,890	26,722,218	27,372,609	28,141,958	29,525,387

City of West Torrens - Long Term Financial Planning Model

Forecast Statement of Comprehensive Income

	Year Ended	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
		\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
Operating Revenue											
Rates - General		53,390	55,413	57,569	59,807	62,135	64,551	67,064	69,674	72,388	75,205
Rates Equivalent - AAL											
Statutory Charges		2,200	2,244	2,289	2,335	2,382	2,429	2,477	2,527	2,578	2,629
User Charges		1,285	1,311	1,337	1,364	1,391	1,419	1,447	1,476	1,506	1,536
Operating Grants & Subsidies		4,182	3,232	3,288	2,907	2,966	3,025	3,084	3,146	3,211	3,275
Investment Income		444	453	453	462	462	471	471	481	481	490
Reimbursements		217	221	225	230	236	241	246	251	256	261
Other Income		543	552	561	570	579	589	600	610	620	634
Total Operating Revenue		62,261	63,426	65,722	67,675	70,151	72,725	75,389	78,165	81,040	84,030
Operating Expenses											
Employee costs		21,624	22,381	23,164	23,975	24,814	25,683	26,582	27,512	28,475	29,472
Materials, contracts & other expenses		18,673	19,199	19,692	20,201	20,726	21,266	21,822	22,396	22,990	23,602
Depreciation, Amortisation & Impairment		10,941	11,264	11,597	11,938	12,292	12,654	13,030	13,415	13,812	14,221
Finance Costs		153	282	481	674	859	1,036	1,229	1,412	1,585	1,747
Total Operating Expenses		51,391	53,126	54,934	56,788	58,691	60,639	62,663	64,735	66,862	69,042
Operating Surplus/(Deficit) before Capital Revenues		10,870	10,300	10,788	10,887	11,460	12,086	12,726	13,430	14,178	14,988
Capital Revenue											
Net Gain (loss) on Disposal or Revaluation of Assets		0	0	0	0	0	0	0	0	0	0
Amounts Specifically for New/Upgraded Assets		0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment Received FOC		0	0	0	0	0	0	0	0	0	0
Total Capital Revenue		0	0	0	0	0	0	0	0	0	0
Operating Surplus/(Deficit) after Capital Revenues		10,870	10,300	10,788	10,887	11,460	12,086	12,726	13,430	14,178	14,988

City of West Torrens - Long Term Financial Planning Model

Forecast Statement of Financial Position

	Year Ended	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
		\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
Current Assets											
Cash & Cash Equivalents		7,701	7,848	8,048	10,722	13,465	16,108	18,628	21,383	24,303	26,823
Trade and Other Receivables		2,124	2,130	2,136	2,142	2,148	2,154	2,160	2,166	2,172	2,178
Financial Assets		1,185	1,191	1,197	1,204	1,211	1,218	1,226	1,234	1,242	1,251
Inventory		11	11	11	11	11	11	11	11	11	11
Total Current Assets		11,021	11,180	11,392	14,079	16,835	19,491	22,025	24,794	27,728	30,263
Non-Current Assets											
Financial assets		0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment		570,323	584,710	599,419	611,583	624,163	637,257	650,949	664,906	679,235	694,540
Other non-current assets		4,238	4,238	4,238	4,238	4,238	4,238	4,238	4,238	4,238	4,238
Total Non-Current Assets		574,561	588,948	603,657	615,821	628,401	641,495	655,187	669,144	683,473	698,778
Total Assets		585,582	600,128	615,049	629,900	645,236	660,986	677,212	693,938	711,201	729,041
Current Liabilities											
Trade and other Payables		6,419	6,271	6,433	6,433	6,515	6,557	6,620	6,674	6,733	6,791
Borrowings		0	466	565	804	1,059	1,322	1,601	1,899	2,216	0
Short-term Provisions		2,004	2,010	2,016	2,023	2,030	2,037	2,045	2,053	2,061	2,070
Total Current Liabilities		8,423	8,747	9,014	9,260	9,604	9,916	10,266	10,626	11,010	8,861
Non-Current Liabilities											
Long-Term Borrowings		2,692	6,589	10,461	14,170	17,701	21,048	24,195	27,126	29,823	34,820
Long-Term Provisions		433	458	452	461	462	467	470	475	479	483
Total Non-Current Liabilities		3,125	7,047	10,913	14,631	18,163	21,515	24,665	27,601	30,302	35,303
Total Liabilities		11,548	15,794	19,927	23,891	27,767	31,431	34,931	38,227	41,312	44,164
Net Assets		574,034	584,334	595,122	606,009	617,469	629,555	642,281	655,711	669,889	684,877
Equity											
Accumulated Surplus		58,613	68,913	79,701	90,588	102,048	114,134	126,860	140,290	154,468	169,456
Reserves		500,073	500,073	500,073	500,073	500,073	500,073	500,073	500,073	500,073	500,073
Other Reserves		15,348	15,348	15,348	15,348	15,348	15,348	15,348	15,348	15,348	15,348
Total Equity		574,034	584,334	595,122	606,009	617,469	629,555	642,281	655,711	669,889	684,877

City of West Torrens - Long Term Financial Planning Model**Forecast Financial Indicators**

Year Ended	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
Operating Surplus Ratio	20.9%	19.0%	19.2%	18.7%	18.9%	19.2%	19.5%	19.8%	20.1%	20.5%
<i>This ratio expresses the operating surplus as a percentage of general and other rates, net of the NRM levy.</i>										
Net Financial Liabilities Ratio	0.9%	7.4%	13.3%	14.8%	15.9%	16.8%	17.5%	17.6%	17.2%	17.0%
<i>This ratio expresses net financial liabilities as a percentage of total operating revenue.</i>										
Asset Sustainability Ratio	106.4%	104.2%	102.8%	100.7%	101.1%	102.8%	104.2%	105.5%	104.3%	107.2%
<i>This ratio expresses net asset renewal expenditure as a percentage of depreciation expense.</i>										

City of West Torrens - Long Term Financial Planning Model**Forecast Uniform Presentation of Finances**

	Year Ended	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
		\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
Operating Revenue		62,261	63,426	65,722	67,675	70,151	72,725	75,389	78,165	81,040	84,030
<u>Less</u>											
Operating Expenses		51,391	53,126	54,934	56,788	58,691	60,639	62,663	64,735	66,862	69,042
Operating Surplus / (Deficit) Before Capital Amounts		10,870	10,300	10,788	10,887	11,460	12,086	12,726	13,430	14,178	14,988
<u>Less Net Outlays on Existing Assets</u>											
Capital Expenditure on the Renewal and Replacement of Existing Assets		13,057	11,674	12,022	11,980	12,434	12,954	13,544	14,138	14,388	15,221
Less Depreciation, Amortisation and Impairment		10,941	11,264	11,597	11,938	12,292	12,654	13,030	13,415	13,812	14,221
Less Proceeds from the Sale of Replaced Assets		609	0	0	0	0	0	0	0	0	0
		1,507	410	425	42	142	300	514	723	576	1,000
<u>Less Net Outlays on New & Upgraded Assets</u>											
Capital Expenditure on New and Upgraded Assets		11,699	13,977	14,284	12,122	12,438	12,794	13,178	13,234	13,753	14,305
Less Grants and Contributions Specifically for New and Upgraded Assets		0	0	0	0	0	0	0	0	0	0
Less Proceeds from the Sale of Surplus Assets		0	0	0	0	0	0	0	0	0	0
		11,699	13,977	14,284	12,122	12,438	12,794	13,178	13,234	13,753	14,305
		(2,336)	(4,087)	(3,921)	(1,277)	(1,120)	(1,008)	(966)	(527)	(151)	(317)

Glossary of Terms

Glossary of Terms

Amortisation refers to the systematic allocation of the depreciable amount of an asset over its useful life.

Annual business plan refers to a document Council must adopt each year as part of or in conjunction with its budget, pursuant to the requirements of Section 123 of the Local Government Act 1999.

Asset refers to a resource controlled by the City of West Torrens from which future economic benefits, including service potential, are expected to flow.

Asset impairment refers to the situation that occurs when the carrying amount of an asset exceeds its recoverable amount.

Asset management refers to a systematic, structured approach to the maintenance, upgrade and operation of assets, on a whole of life basis, combining engineering principles with sound business practice and economic rationale, and providing the tools to facilitate a more organised and flexible approach to making decisions necessary to meet community expectations.

Asset renewal expenditure refers to expenditure that restores or improves the condition of existing Council assets.

Asset revaluation reserve is the reserve created when Council revalues its assets.

Asset sustainability ratio measures capital expenditure on the renewal and replacement of assets relative to the level of expenditure proposed in Council's infrastructure and asset management plans.

Audit Committee refers to a committee of Council established under Section 126 of the Local Government Act 1999.

Budget refers to a financial document prepared by Council under Section 123 of the Local Government Act 1999.

Capital expenditure refers to expenditure recognised as an asset in the accounts of the Council, rather than being treated as an operating expense, and includes:

- Office furniture and equipment in excess of \$2,000 in value;
- Other plant and equipment in excess of \$2,000;
- Buildings - new construction / extensions - in excess of \$10,000; and
- Infrastructure assets in excess of \$10,000.

Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Cash flow statement refers to a financial statement that shows inflows and outflows of cash and cash equivalents in terms of operating, investing and financing activities.

Comprehensive income statement sometimes referred to as a profit and loss statement, is a financial statement that shows the income and expenditure of the Council, and in turn the operating result, being the difference between the two.

Depreciable amount refers to the cost of an asset, or other amount substituted for cost, less its residual value.

Depreciation refers to the systematic allocation of the depreciable amount of an asset over its useful life.

Differential rating refers to the power of Council under Section 156 of the Local Government Act 1999 to declare different rates according to use and / or locality of land.

Employee costs refers to staff and related costs, including salaries and wages, superannuation, leave provisioning, fringe benefits tax, training and WHS expenses.

Equity refers to the residual interest in the assets of the Council after the deduction of its liabilities. Often referred to as net assets, it is the difference between total assets and total liabilities.

Expenses refers to a decrease in future economic benefits, effectively meaning the costs incurred by Council in the normal course of its business operations. They include employee costs, material and contractor expenses, finance costs and depreciation.

Finance costs refers to expenses associated with Council's financing activities, including interest on loans and revenue collection charges.

Financial statements comprise a statement of comprehensive income, a statement of financial position, a statement of changes in equity and a statement of cash flows.

Financing activities are activities that result in changes in the size and composition of the contributed equity and borrowings of the entity.

Grants, subsidies and contributions refers to assistance from state and commonwealth governments and other institutions where resources are transferred to Council generally in return for past or future compliance with certain conditions.

Income refers to the gross inflow of economic benefits arising from the ordinary activities of Council when those inflows result in increases in equity. It includes rates, statutory charges, grants, user charges, investment income and reimbursements.

Income statement, sometimes referred to as a profit and loss statement, is a financial statement that shows the income and expenditure of the Council, and in turn the operating result, being the difference between the two.

Infrastructure and Asset Management Plan (IAMP) refers to a plan for the management and development of infrastructure and major assets of the Council that must be developed and adopted for a period of at least 10 years.

Infrastructure asset refers to roads, kerbing, drains, footpaths, cycle paths, land improvements and related assets.

Investing activities are the acquisition and disposal of long-term assets and other investments not included in operating activities.

Investment income refers to income generated by Council from investment activities.

Liability is an obligation of the Council arising from past events, the settlement of which is expected to result in an outflow of resources embodying economic benefits. Liabilities include provisions and trade and other payables.

Liquidity is a measure of the ability of the Council to pay its debts as and when they fall due.

Loan repayments refers to interest and principal payments made to service Council loans.

Long term financial plan refers to a plan that must be developed and adopted by Council for a period of at least 10 years under Section 122(1a) of the Local Government Act 1999.

Minimum rate refers to the minimum amount payable by a ratepayer which is determined by the Council pursuant to Section 158 of the Local Government Act 1999.

Natural resources management levy (NRM levy) is a separate rate imposed on ratepayers by the state government under Section 95 of the Natural Resources Management Act 2004 and Section 154 of the Local Government Act 1999.

Operating activities are the principal expenditure and revenue-producing activities of the Council and other activities that are not investing or financing activities.

Operating surplus refers to the amount by which operating income exceeds operating expenses, before capital items, the net gain or loss on the disposal or revaluation of assets, and physical resources received free of charge.

Postponement of rates refers to the availability to seniors of an option to delay the payment of rates in certain circumstances under Section 182A of the Local Government Act 1999.

Rate rebates refers to mandatory and discretionary rebates on rates that are available to ratepayers under Sections 159 to 166 of the Local Government Act 1999.

Rate remissions are discretionary concessions available to ratepayers where payment of rates causes hardship.

Rates are a charge against the land levied on ratepayers under provisions of the Local Government Act 1999.

Reserves are a credit balance account forming part of Council equity.

Residual value refers to the value of an asset at the end of its useful life.

Revenue refers to the gross inflow of economic benefits arising from the ordinary activities of Council when those inflows result in increases in equity. It includes rates, statutory charges, grants, user charges, investment income and reimbursements.

Separate rates refer to a rate that may be declared by Council for specific purposes under Section 154 of the Local Government Act 1999.

Service rates or charges may be applied to services such as the collection and disposal of waste under Section 155 of the Local Government Act 1999.

Statement of financial position, sometimes referred to as the balance sheet, is a summary of Council's assets, liabilities and equity at a particular point in time, and provides a snapshot of Council's financial position.

Statutory charges refers substantially to fees set by the state government on regulatory services provided by local government, such as dog registration fees, building and planning fees, and parking fines.

Stormwater flood mitigation refers to measures aimed at minimising the impact of floods in the West Torrens community, including mitigation works associated with Brown Hill and Keswick Creeks.

Sustainability refers to Council's ability to manage its finances so it can meet spending commitments, both now and in the future, and ensure future generations of taxpayers do not face an unmanageable bill for services provided to the current generation.

User charges refers to fees set by Council for certain goods and services provided, such as library charges, hall hire, tennis court hire and community centre fees.