



COUNCIL AGENDA

Council Meeting

Notice is hereby given pursuant to the provisions of the Local Government Act, 1999, that the next Meeting of Unley City Council will be held in the Council Chambers, 181 Unley Road Unley on

***Monday 28 August 2017 –
7.00pm***

for the purpose of considering the items included on the Agenda.

Peter Tsokas
Chief Executive Officer

OUR VISION 2033

Our City is recognised for its vibrant community spirit, quality lifestyle choices, diversity, business strength and innovative leadership.

COUNCIL IS COMMITTED TO

- Ethical, open honest behaviours
- Efficient and effective practices
- Building partnerships
- Fostering an empowered, productive culture – “A Culture of Delivery”
- Encouraging innovation – “A Willingness to Experiment and Learn”

ACKNOWLEDGEMENT

We would like to acknowledge this land that we meet on today is the traditional lands for the Kaurna people and that we respect their spiritual relationship with their country.

We also acknowledge the Kaurna people as the custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kaurna people today.

PRAYER AND SERVICE ACKNOWLEDGEMENT

Almighty God, we humbly beseech Thee to bestow Thy blessing upon this Council. Direct and prosper our deliberations for the advancement of Thy Kingdom and true welfare of the people of this city.

Members will stand in silence in memory of those who have made the Supreme Sacrifice in the service of their country, at sea, on land and in the air.

Lest We Forget.

WELCOME

ORDER OF BUSINESS

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PAGE NO

APOLOGIES

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Minutes of the Council meeting held on

Monday 14 August 2017

Minutes issued separately

DEFERRED / ADJOURNED ITEMS

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DEPUTATIONS

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PRESENTATION**REPORTS OF COMMITTEES**

To receive and adopt or otherwise the reports and recommendations of the undermentioned Committees

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- Unley CEO letter to Ms A Wharton

MAYOR'S REPORT

No report this month due to Mayor being on leave

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- Councillor Bob Schnell
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Parking Permits Policy – Business and Residential	Subject to Council workshops.
Street Cleansing Review progress report	
Leicester Street Playground	
Forestville LATM	As per the Council direction following endorsement of part time turn restrictions in Forestville/Everard Park areas, the report is to present information on traffic data collected and effectiveness of the restrictions.
Use of vacant land – 41 Oxford Terrace	
Environmental Health Food Safety Audits	Update on the progress of the Food Safety Audits and continuance of regulatory food safety audits of high risk businesses
Property Management – Acquisition and Divestment policy	
Joint Use Agreements with the Minister for Education for Parkside, Highgate and Black Forest Primary Schools	Renewal of existing Joint Use Agreements with the Minister for Education, for the community use of these three schools in the City of Unley.
Parking Permits Policy – Business and Residential	Subject to Council workshops.

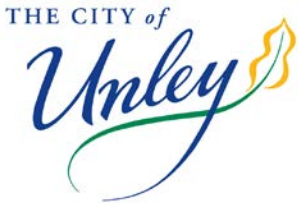
NEXT MEETING

Monday 25 September 2017 – 7.00pm

CONFLICT OF INTEREST

TITLE: CONFLICT OF INTEREST
ITEM NUMBER: 940
DATE OF MEETING: 28 AUGUST 2017
ATTACHMENT: 1. CONFLICT OF INTEREST DISCLOSURE
FORM

Members to advise if they have any material, actual or perceived conflict of interest in any Items in this Agenda.



CONFLICT OF INTEREST DISCLOSURE FORM

I, _____ have received a
[insert name]

copy of the agenda for the (Ordinary / Special) **Council / Committee / Board**
[delete that which is not applicable]

meeting to be held on _____
[insert date]

I consider that I have a ***material** conflict of interest pursuant to section 73 / ***actual** or ***perceived** conflict of interest pursuant to section 74 *[*delete that which is not applicable]* of the *Local Government Act 1999* ("the LG Act") in relation to the following agenda item:

[insert details]

which is to be discussed by the ***Council / *Committee / *Board** at that meeting.
[delete that which is not applicable]

The nature of my **material** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why you (or a person prescribed in section 73(1) of the LG Act) stands to obtain a benefit or suffer a loss depending on the outcome of the consideration of the matter at the meeting of the Council in relation to the agenda item described above].*

OR

The nature of my **actual** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why the conflict between your interests and the public interest might lead to a decision that is contrary to the public interest in relation to the agenda item described above].*

I intend to deal with my **actual** conflict of interest in the follow transparent and accountable way *[ensure sufficient detail is recorded as to the manner in which you intend to deal with the actual conflict of interest in a transparent and accountable way]*

OR

The nature of my **perceived** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why you consider that an impartial fair-minded person could reasonably consider that you have a perceived conflict of interest in the matter]*

I intend to deal with the **perceived** conflict of interest in the following transparent and accountable way *[ensure sufficient detail is recorded as to the manner in which you intend to deal with the perceived conflict of interest in a transparent and accountable way]*

Signature

Date

CONFIRMATION OF MINUTES

TITLE: CONFIRMATION OF MINUTES FOR COUNCIL
MEETING HELD ON 14 AUGUST 2017

ITEM NUMBER: 941

DATE OF MEETING: 28 AUGUST 2017

ATTACHMENTS: NIL

RECOMMENDATION

MOVED:
SECONDED:

That:

1. The minutes of the Council Meeting held on Monday 14 August 2017, as printed and circulated, be taken as read and signed as a correct record.
-

RECEIPT OF PETITION

TITLE: PETITION RE SMALL/MEDIUM SIZED DOGS TO BE OFF LEASH IN LEICESTER STREET PARK

ITEM NUMBER: 942

DATE OF MEETING: 28 AUGUST 2017

ATTACHMENTS: 1. PETITION

RECOMMENDATION

MOVED:
SECONDED:

That:

1. The petition be received.
 2. The principal petitioner be notified of Council's proposed actions.
-

BACKGROUND

Mr Andrew Davidson made a deputation to the Council in July 2017, regarding the logistics in fencing off a small area for dogs off lead.

Mr Davidson followed up with a letter to all Elected Members on 1 August 2017, inviting Members to contact him and meet him at the park to show the benefits of his idea.

OFFICER'S COMMENTS

The following background is relevant to this matter:

- On 19 April 2017, Council received a letter from Mr Andrew Davidson proposing that dogs be permitted to be off leash after 5pm to 10am in Leicester Street Park.
- On 9 May Council Administration responded to Mr Davidson, in writing, advising that the current dog controls at Leicester Street playground are appropriate for the following reasons:
 - The park is a local park, with an unfenced playground and there are no plans to change this fencing arrangement.
 - The park is approximately 2900 m², and is a small but pleasant space for ball games and families to relax. Whilst it is appropriate that dogs can access the park, they should remain on leash at all times to ensure all users are safe and have equitable use of the space.

- There are alternative locations for dogs to be exercised off leash that are available in close proximity, including Unley Oval (off leash at all times 250m away) and McLeay Park (off leash between 5.00pm-10.00am, 500m away).
- On 26 June, a petition regarding Leicester Street Park and dogs off leash was placed on the agenda and noted by Council.
- On 24 July Council heard a deputation from Mr Andrew Davidson on the matter of enabling small dogs off lead at Leicester Street playground.

The Administration has resolved to prepare a report for the September Council meeting to consider the issues raised by Mr Davidson regarding small dogs off leash at Leicester Street playground.

Continued

PETITION

Should your petition be continued over additional sheets, identify the circumstances of the case (Repeat Part 4 from page one) on each page.

RESOLVE TO PERMIT SMALL/MEDIUM SIZED DOGS TO BE OFF LEASH AFTER ~~6pm~~ (6pm DST) IN THE PARK

Name (print)	Address	Signature
MURRAY CORNWRIGHT	Nº 30 GEORGE ST PARKSIDE 5063	[Signature]
Leanne Hodder	62 Maud St Unley	[Signature]
Julian Burt	30 Sum St Parkside	[Signature]
ANDREW WILKINSON	61 HANCOCK ST UNLEY	[Signature]
HENRY CHURCH	61 PARKER ST UNLEY	[Signature]
DEBRA BEEBY	2/136 Leicester St., Parkside	[Signature]
Alana Christensen	77 Porter St. Parkside SA	[Signature]
Amelia Davidson	2/139 Leicester St Parkside	[Signature]
Annae Bennett	2A Dover St Malvern.	[Signature]
Andy Bennett	2A Dover St Malvern.	[Signature]
Ben Riley	107 Leicester St Parkside	[Signature]
Kylie Matthews	61 Porter Street, Parkside	[Signature]
Virginia Cartwright	30 George St, Parkside	[Signature]
SOPHIE MORRELL	74 MAUD ST UNLEY SA 5061	[Signature]
Heron Supreme	64 Maud St Unley 5061	[Signature]
DAVID WILSON	11 TRAFALGAR ST PT. NEARLUND	[Signature]
MELANIE HISSOP	88. PORTER ST, PARKSIDE	[Signature]
SAH WILKS	2/130 LEICESTER ST	[Signature]
BOB SMITH	83 PORTER ST PARKSIDE	[Signature]
Harry Bennett	2a Dover St, Malvern	[Signature]
Abby Taylor	36 Dunks St, Parkside	[Signature]
Brenda Coles	36 Dunks St, Parkside	[Signature]
CARMEN CRAFF	2 HARRIS ST., Exeter	[Signature]
Mano Werner	12 Harris St, Exeter	[Signature]

Attach additional sheets if necessary and use the same format as this page

PETITION

Part 5

The petitioners therefore request that the Council (outline the action that the petitioners are requesting Council should or should not take)

RESOLVE TO PERMIT SMALL/MEDIUM
SIZED DOGS TO BE OFF LEASH
AFTER 5pm (6pm DST) IN THE PARK


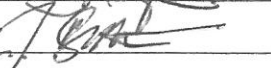




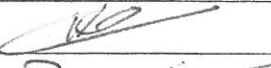

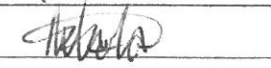
Name (print)	Address	Signature
GRANT ALGIE	88 Porter St, Parkside	<i>[Signature]</i>
JACQUELINE JERON	43 HILL ST PARKSIDE	<i>[Signature]</i>
JOHN SIMPSON	43 HILL ST PARKSIDE	<i>[Signature]</i>
DIANA BOGGA	5/105 DUTY & MALVERN	<i>[Signature]</i>
Isabella Labliza	67 porter st parkside	I.L
Elaine Gray	79 Porter St. Parkside	E Gray
Rachel Davidson	2/139 Leicester St, Parkside	<i>[Signature]</i>
Gail Davidson	3/139 Leicester St, Parkside	<i>[Signature]</i>
Mardi Choors	9a Wilkinson Rd, Parkside	<i>[Signature]</i>
Joe Last	16 REGENT ST. PARKSIDE	<i>[Signature]</i>
Libby Robertson	127 Leicester St Parkside	<i>[Signature]</i>
Wayne Hoopw	127 Leicester St Parkside	<i>[Signature]</i>
Colin Cowar	544 Mand St., Unley	<i>[Signature]</i>
Claire Fitzgerald	7 Clyde St, Parkside	<i>[Signature]</i>
MICHAEL SEVERN	4 SCOTT ST PARKSIDE	<i>[Signature]</i>
SUZY LUCIA	4 SCOTT ST PARKSIDE	<i>[Signature]</i>
Sian Williams	184 Young St Parkside	<i>[Signature]</i>
JO HOSKINS	16B WINDSOR ST MALVERN	<i>[Signature]</i>
P. CONOR	544 MAUD ST UNLEY	<i>[Signature]</i>
CHRISTINE SMITH	60 MAUD ST UNLEY	<i>[Signature]</i>
Tessa Bennett	2A DOVER ST Malvern	<i>[Signature]</i>
Graeme Wheaton	62 MAUD ST, UNLEY	<i>[Signature]</i>
KENN LANGE	17 MAUD ST UNLEY	<i>[Signature]</i>

PETITION

Part 5

The petitioners therefore request that the Council (*outline the action that the petitioners are requesting Council should or should not take*)

.....

Name (print)	Address	Signature
Debbie Melville	Grey Ave, Hyde Park	
Jacobhar SNAPI	Grey Ave, Hyde Park	
Emily vanDeur	Roxant St, Parkside	
Joel Kass	Roxant St Parkside	Jkass
Mika Hiron	Roxant St Parkside	
Lachy Giles	40b Leicester St. Parkside	
Zara Lynch	65 Salisbury St, Unley	
Rakha Sharma	37 Maud St unley	
Simon Bouche	37 Maud St unley	
Celina Rehela	126 Leicester St Parkside	

Attach additional sheets if necessary and use the same format as this page



DEPUTATION

TITLE: DEPUTATION FROM MR KEITH A PLUMMER
AM

ITEM NUMBER: 943

DATE OF MEETING: 28 AUGUST 2017

ATTACHMENTS: NIL

Mr Keith Plummer AM of Goodwood,
re On Street Parking Goodwood/Wayville

REPORT OF COMMITTEE

TITLE:	MINUTES OF AUDIT AND GOVERNANCE COMMITTEE – 9 AUGUST 2017
ITEM NUMBER:	944
DATE OF MEETING:	9 AUGUST 2017
ATTACHMENTS:	1. MINUTES

EXECUTIVE SUMMARY

Strategic Asset Management Program - Presentation *Presentation – Mr John Devine*

The Committee was presented with an overview of the progress to date on the development of the Strategic Asset Management Program and forward plan to create better synergy with the financial planning process

Operational Risk Profile

The Operational Risk Profile was presented to the Committee with an outcome that a report be presented to the next Committee Meeting outlining the treatment plan for identified high risks.

Risk and Internal Audit Program 2017/18

The Risk and Internal Audit Program for 2017/18 was presented to update the Committee on the program which has been developed considering all the operational risks included within the four Business Units' Operational Risk Registers and Profiles.

RECOMMENDATION

MOVED:
SECONDED:

That:

1. The minutes of the Audit and Governance Committee meeting held on Wednesday 9 August 2017, be received.
2. The recommendations listed under:

Item 59
Confirmation of Minutes

Item 60
Strategic Asset Management Improvement Program

Item 61
Operational Risk Profile

Item 62
Risk and Internal Audit Program 2017/18

Item 63
Correspondence

inclusive, be adopted.

MINUTES

Minutes of the Audit & Governance Committee
Held Wednesday 9 August 2017 – 6.30pm
Council Chambers
181 Unley Road Unley

MEMBERS PRESENT

Mr Ed Parker
Mr Sean Tu
Councillor Michael Rabbitt
Councillor Rob Sangster

OFFICERS PRESENT

Chief Executive Officer, Peter Tsokas
General Manager Business Support & Improvement, Ms N Tinning
General Manager City Development, Mr J Devine
Acting Group Manager Governance & Risk, Ms J Lister
Executive Assistant to CEO & Mayor, Ms C Gowland
Executive Assistant to Business Support & Improvement,
Mrs L Blyth
Manager Property Assets, Alan Johns
Manager Strategic Assets, Brenton Curtis

OBSERVERS

Nil

WELCOME

The General Manager Business, Support and Improvement advised that as the Presiding Member is an apology the Committee will need to elect an Acting Presiding Member for the August Meeting of the Audit and Governance Committee.

ELECTION OF ACTING PRESIDING MEMBER

Councillor Rabbitt was elected as Acting Presiding Member for the 9 August Audit and Governance Committee Meeting.

APOLOGIES

Mr J Rawson, Presiding Member

ITEM 58 **CONFLICT OF INTEREST**

Nil

ITEM 59 **CONFIRMATION OF MINUTES**

MOVED Councillor Sangster
SECONDED Mr Sean Tu

That:

1. The minutes of the Audit and Governance Committee Meeting held on Wednesday 10 May 2017, as printed and circulated, be taken as read and signed as a correct record.

CARRIED

PRESENTATION

Mr John Devine, General Manager City Development, gave a presentation to the Committee on the Strategic Asset Management Improvement Program, prior to discussion on the Item. A copy of the presentation is shown in Attachment 1.

ITEM 60 **STRATEGIC ASSET MANAGEMENT IMPROVEMENT PROGRAM**

MOVED Mr Sean Tu
SECONDED Councillor Sangster

That it be recommended to Council, that:

1. The report be received.

2. The Asset Management Annual Planning Cycle be endorsed.
3. The review of the business principles contained in this report be endorsed.

CARRIED UNANIMOUSLY

ITEM 61**

OPERATIONAL RISK PROFILE

MOVED Mr Ed Parker
SECONDED Mr Sean Tu

That it be recommended to Council, that:

1. The report and attachments be received.
2. The Operational Risk Profiles (Attachment to Item 61/17) be adopted.
3. A report be presented to the next Audit and Governance Committee outlining the treatment plan for identified high risks.

CARRIED UNANIMOUSLY

ITEM 62

RISK AND INTERNAL AUDIT PROGRAM 2017/18

MOVED Mr Sean Tu
SECONDED Councillor Sangster

That it be recommended to Council, that:

1. The report and attachments be received.
2. The Risk and Internal Audit Program 2017/18 be adopted

CARRIED UNANIMOUSLY

ITEM 63
CORRESPONDENCE

MOVED Mr Sean Tu
SECONDED Mr Ed Parker

That the:

1. Correspondence from BDO – Auditors

be noted.

CARRIED UNANIMOUSLY

NEXT MEETING

Wednesday 18 October 2017 – 6.30pm.

CLOSURE

The Acting Presiding Member closed the meeting at 7.57pm.

.....
ACTING PRESIDING MEMBER

.....

DECISION REPORT

REPORT TITLE: 2017/18 COMMUNITY EVENT SPONSORSHIP FUNDING

ITEM NUMBER: 945

DATE OF MEETING: 28 AUGUST 2017

AUTHOR: MARCIA MUDGE

JOB TITLE: EVENTS COORDINATOR

1. EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement of the recommendations for funding through Council's Community Event Sponsorship Program for 2017/18.

Applications for funding were sought between 1 May – 30 June 2017. A record number of applications were received, resulting in a very competitive round.

The budget allocated to sponsor community events in 2017/18 is \$73,850. However \$41,047 has already been committed via the existing multi-year agreements. This results in \$32,803 funding being available for allocation in this round.

Twenty-three applications were received, requesting a total of \$93,835 (cash and in-kind). Following an assessment of the applications, it is recommended that 12 of the applications be either fully or partially funded.

It is anticipated that these 12 events, together with those events Council is sponsoring through existing agreements, will in 2017/18 attract approximately 39,975 participants to Unley and will activate many of our public spaces and community facilities.

2. RECOMMENDATION

MOVED:

SECONDED:

That:

1. The report be received.
 2. Community Event Sponsorship funding as detailed in Attachment 3 to Item 945/17 be endorsed and applicants notified of the outcome of their application.
-

1. **RELEVANT CORE STRATEGIES/POLICIES**

- 1.1 Community Plan 2033 – “Living: Our Path to a Thriving City”
- 1.2 4 Year Plan 2013 – 2016

2. **BACKGROUND**

Attraction and facilitation of community events are strategic objectives for the City of Unley with activated places and cultural and artistic diversity included within Council’s Community Plan 2033 and 4 Year Plan. Events create opportunity for community interaction, celebration and gathering and also ensure that our public spaces and main streets are alive and economically prosperous.

The Community Event Sponsorship Program endorsed by Council in June 2015 (Item 159/2015) aims to assist individuals, community groups, organisations and not-for-profit groups to coordinate events that directly benefit the City of Unley community.

The inaugural round of the Community Event Sponsorship Program was endorsed by Council in September 2015 and saw 11 community-run events staged within our City throughout the 2015/16 events season. These events attracted in excess of 30,000 people and activated seven of our public spaces and community facilities.

In 2016/17, the Program supported 17 community-run events that attracted in excess of 44,550 people and activated 15 of Council’s public spaces and community facilities.

The Community Event Sponsorship Program looks to support events that best align with the criteria and provide a return on investment by enhancing our annual events calendar, offering free or discounted, quality activities to the community and displaying a high level of excellence in administration and delivery.

Applicants are also able to specify their preference for the length of the agreement (up to three years), however Council reserves the right to offer a shorter term agreement than has been requested.

All applicants must propose an activity or initiative that will take place within the City of Unley local government area.

Applicants may request funding comprised of cash contributions and ‘in-kind support’ as part of their sponsorship package. This in-kind support is the provision of Council services such as waste management, traffic services, road closures, waiving of facility hire fees, power access, bollards, bunting and line marking. These are costs incurred by various departments of Council as part of supporting the delivery of events and funded through the Community Event Sponsorship budget allocation.

The three categories of sponsorship available are as follows:

LARGE-SCALE EVENT SPONSORSHIP

- For events that attract more than 1000 people
- Sponsorship packages of up to \$6,000 (including in-kind support) with a maximum cash component of \$5,000
- These packages may be offered as a 1, 2 or 3 year agreement at the discretion of Council.

MEDIUM-SCALE EVENT SPONSORSHIP

- For events that attract between 200-1000 people
- Sponsorship packages of up to \$4,000 (including in-kind support) with a maximum cash component of \$3,000
- These packages may be offered as a 1, 2 or 3 year agreement at the discretion of Council.

SMALL-SCALE EVENT SPONSORSHIP

- For events that attract between 50-200 people
- Sponsorship packages of up to \$2,000 (including in-kind support) with a maximum cash component of \$1,000
- These packages may be offered as a 1, 2 or 3 year agreement at the discretion of Council.

In addition to the annual, formal round, the second opportunity for event funding is a small 'Community Chest' which can be used to support events of any size.

The Community Chest is comprised of remaining funds (if any) at the conclusion of the formal round of Community Events Sponsorship. Successful applicants must meet all of the same criteria and will be approved at the discretion of the General Manager City Services. These funds are to be used to support opportunities and new events that arise on an 'ad-hoc' basis throughout the year. Please note the in-kind support component is accounted for in Council's events budget and in-kind costs are attributed to this as needed.

In 2016/17, due to one event not proceeding (St Spyridons Greek Festival) and Community Event Sponsorship funds unallocated, \$15,000 was available in the Community Chest. This funding was used to support the delivery of three community events: Adelaide Showground Farmers Market 10th Anniversary Celebrations, Sturt Football Club Village Fox Markets, and two performances as part of the Adelaide Guitar Festival held at local aged care facilities.

Also, it is worth noting that events run by Trader Associations such as An Evening Under the Stars and The Mercedes-Benz Unley Long Lunch (formerly known as Variety on King William) have been funded separately in addition to their annual separate rate levy and do not form part of the Community Events Program.

3. **DISCUSSION**

There are nine pre-existing three-year agreements in place that were granted in 2015/16 or 2016/17, which commit \$41,047 (cash and in-kind) of this year's available funding as detailed in Attachment 2 to Item 945/17.

Attachment 2

These applicants will receive their funding from the Community Event Sponsorship Program funding pool as per their existing agreements and were not required to submit an application this year.

These existing multi-year agreements for nine events commit \$41,047 of the total available funding of \$73,850. This results in \$32,803 funding being available for allocation in this round.

Applications for 2017/18 funding round were sought between 1 May – 30 June 2017, and a record number of applications were received, resulting in a very competitive round. The record number of applications can be attributed to a new marketing campaign and social media tool being used to generate interest and broaden reach.

Twenty-three new applications were received in this round, 6 of which classed their event as large-scale, 15 medium-scale and 2 small-scale.

The total new funding requests for Community Event Sponsorship (both cash and in-kind) was \$93,835. All applications were assessed and ranked using the criteria outlined in the Guidelines (Attachment 1 to Item 945/17). A scoring system, consistent with the weighting of the criteria, produced a ranking for all projects and the ranking is then used to determine the levels of funding recommended, i.e. full funding or partial funding.

Attachment 1

An administrative working group comprising Council's Team Leader, Community and Cultural Development, Cultural Development Coordinator and Event Management Coordinator met on 24 July 2017 to assess the applications and to propose funding of events as outlined in Attachment 3 to Item 945/17.

Attachment 3

It is recommended that 12 of the 23 applications are either fully or partially funded which totals \$27,570 in cash and in-kind support. It is anticipated that these events, together with those covered by existing agreements, will attract approximately 39,975 participants and will activate many of our public spaces this events season.

Due to the high number of applications, the working group gave precedence to events held in Council's public places that offer free, accessible activities to the community.

There are eight applications which have not been recommended to receive funding in this round. Based on the assessment process, and with a very competitive round, these applications scored lower than those recommended for funding. The

applications received lower scores due to missing information, lack of supporting documentation or poor quality responses to questions.

In previous funding rounds, Council has had sufficient funds and lower numbers of applications to enable at least partial funding for all applicants. While this is the first occasion of non-funding for Community Event Sponsorship, precedence has been set with Community Grants, which has had similar circumstance in past rounds.

The Administration aimed to recommend funding to as many eligible projects as possible using the evaluation matrix. Applications that did not meet these requirements were deemed ineligible and excluded from further assessment. A scoring system, consistent with the weighting of the criteria, produces a ranking for all projects.

Three applications received do not form part of the recommended funding. The application received from the Adelaide Showground Farmers Market was withdrawn from the process at the request of the applicant. The application received from the International Youth Silent Film Festival is ineligible according to the program guidelines as the event has received funding via Council's Community Development - Youth Budget. The application received for LinkedIn Training for Small Business is ineligible because the scheduled date occurs prior to endorsement by Council.

The administrative working group considered the length of the agreements requested and recommends offering multiple-year agreements only to events that have a proven track record and have previously demonstrated significant benefits to the community and a high level of excellence in administration in delivery.

Council endorsement of the recommended funding allocations in this report will result in \$5,233 being immediately available for a Community Chest. However, as planning commences with these events some additional funding may become available from within the existing budget due to the amount and type of in-kind support that is requested versus what is required by the approved applicants.

A copy of the Community Event Sponsorship Program applications, together with a summary of the Administration's recommendations for funding, has been available for viewing prior to this meeting in the Members' Room.

4. **ANALYSIS OF OPTIONS**

Option 1 – Community Event Sponsorship funding as detailed in Attachment 3 to Item 945/17 is endorsed and applicants are notified of the outcome of their application.

This option will provide valuable support to Unley residents by providing a broad range of events that make a positive impact in the community and encourage increased interaction, celebration and gathering.

Option 2 – Council amends the funding allocations with recommendations.

Council may wish to change the sponsorship allocations to reflect alternate funding priorities. However, in making any changes, Council should consider the budget, the guidelines, existing policies and probity of decision making.

5. **RECOMMENDED OPTION**

Option 1 is the recommended option.

6. **POLICY IMPLICATIONS**

6.1 Financial/budget

- The total amount of funding (both cash and in kind) available for this program in the 2017/18 financial year is \$73,850.
- The recommended schedule of funding for the 2017/18 Community Event Sponsorship Program as per Attachment 3 to this report expends \$68,617 of this available funding.

6.2 Environmental/Social/Economic

- The proposed community event program offers a diverse range of free or discounted accessible events to the local City of Unley community.
- Community events activate main streets and public spaces boosting our local economy and providing opportunities for small business.
- As per Council's Event Toolkit, all Council sponsored events must implement a three bin recycling system which separates general waste, co-mingled recycling and organic/compostable waste.

7. **STAKEHOLDER ENGAGEMENT**

The Community Event Sponsorship Program was promoted on the Council's website. Information was also directly emailed to previous Community Grant Festivals & Events recipients, past and current event organisers, community organisations and community groups.

The large number of applications received can most likely be attributed to a new marketing strategy.

A targeted social media campaign including promotional video was implemented via Council's Facebook page including an exciting promotional video to encourage applications. The campaign reached more than 48,000 people with the video being viewed over 19,000 times and 850 people clicking through to the City of Unley website event sponsorship landing page.

Informal assistance was offered to prospective applicants to assist with the preparation of submissions.

8. REPORT CONSULTATION

- Leta Northcott, Manager Finance
- Rebecca Cox, Team Leader Community and Cultural Development

9. ATTACHMENTS

- 1 – Community Event Sponsorship Program Guidelines.
- 2 – Existing Community Event Sponsorship Agreements.
- 3 – 2017/18 Community Event Sponsorship Recommended Funding Allocations.

10. REPORT AUTHORISERS

<u>Name</u>	<u>Title</u>
Mandy Smith	Manager Community Development
Megan Berghuis	General Manager City Services



OVERVIEW

The Community Event Sponsorship Program aims to assist individuals, community groups, organisations and not-for-profit groups to coordinate events that directly benefit the City of Unley community.

The City of Unley is committed to ensuring that we are known for our vibrant community spirit, quality lifestyle choices, diversity, business strength and innovative leadership. Attraction and facilitation of community events are strategic objectives for the City of Unley with activated places and cultural and artistic diversity included within our Community Plan 2033 and our Four Year Plan. Council recognises that events create opportunity for community interaction, celebration and ensure our public spaces and main streets are alive and economically prosperous.

Applications for sponsorship will be considered for eligible festivals and events that can deliver against the program's assessment criteria. The City of Unley looks to support events that best align with the criteria and provide a return on investment by enhancing our annual events calendar, offer free or discounted, quality activities to the community and display a high level of excellence in administration and delivery.

Event organisers must apply under a three-tier structure for sponsorship, which allows for an equitable and balanced approach in considering applications against the assessment criteria. The tiers categorise events according to their size and scope and take in to account the degree of community benefit and impact. Applications may be assigned a new category as part of the assessment process if the original category selected by the Applicant is not deemed the most appropriate. If Council endorses your application for funding, you are responsible for confirming all bookings and services required to hold your event.

SPONSORSHIP CATEGORIES

LARGE-SCALE EVENT SPONSORSHIP FOR EVENTS THAT ATTRACT MORE THAN 1000 PEOPLE

Sponsorship packages of up to \$6,000 (including in-kind support) with a maximum cash component of \$5,000. These packages may be offered as a 1, 2 or 3 year agreement at the discretion of Council.

MEDIUM-SCALE EVENT SPONSORSHIP FOR EVENTS THAT ATTRACT BETWEEN 200-1000 PEOPLE

Sponsorship packages of up to \$4,000 (including in-kind support) with a maximum cash component of \$3,000. These packages may be offered as a 1, 2 or 3 year agreement at the discretion of Council.

SMALL-SCALE EVENT SPONSORSHIP FOR EVENTS THAT ATTRACT BETWEEN 50-200 PEOPLE

Sponsorship packages of up to \$2,000 (including in-kind support) with a maximum cash component of \$1,000. These packages may be offered as a 1, 2 or 3 year agreement at the discretion of Council.

Applicants will need to specify their preference for the length of the agreement which will be considered as part of the assessment process. Please note that Council reserves the right to offer a shorter term agreement than has been requested.

IN-KIND SUPPORT

Applicants may request 'in-kind support' as part of their sponsorship package. This includes the provision of items such as waste management, traffic services, road closures, waiving of facility hire fees, power access, bollards, bunting and line marking.

All requests for in-kind sponsorship must be detailed in your Application Form and will be treated as equivalent to cash in order to determine the total funding request amount.

ELIGIBILITY CRITERIA

All events MUST:

- › Be free or discounted for City of Unley residents
- › Take place within the City of Unley's public spaces - including parks, reserves, main streets or on Council property
- › Demonstrate direct benefit to the City of Unley community which will be assessed using the specified assessment criteria and weighting
- › Be accessible for people with a disability
- › Demonstrate environmentally sustainable practices
- › Be planned and managed in accordance with the City of Unley Event Planning Toolkit and adhere to the Event Permit Terms & Conditions
- › Obtain Public Liability Insurance for a minimum of \$20 million as stipulated in the Event Permit Terms & Conditions
- › Be run by a legal entity or auspiced by a legal entity
- › Not have any outstanding debts due to Council and an acquittal report must have been provided for all previous grants or sponsorships

Council will not provide sponsorship as follows:

- › Individuals, City of Unley employees, Elected Members or non-legal entities
- › Exclusive or invitation only events
- › Events that denigrate, exclude or offend parts of the community
- › Applicants that have received any grant or other funding from the City of Unley for the same event that year
- › Applications from commercial organisations operating on an expected profit basis, unless it can be demonstrated that there is significant benefit to the City
- › Applications for reimbursement of funds already spent
- › An application that is considered to duplicate an existing event or program that operates in the City
- › Any individual, business or organisation which is in legal or financial conflict with Council

Ineligible applications will not advance to the assessment stage and applicants will be notified.

APPLICATION PROCESS

Applicants seeking Community Event Sponsorship must submit their application within the designated timeframe. Funding operates per financial year in line with the City of Unley's Annual Business Plan & Budget process. It is recommended that event organisers plan in advance to receive an outcome on their funding application well before the event date. Once submitted, applications will be assessed according to:

- › Eligibility criteria
- › Assessment criteria; and
- › Available funding

After the assessment process, funding recommendations will be referred to Council for endorsement. All applicants will be notified in writing of the outcome of their application.

In each round the program receives more applications than it can support. Outcomes are determined on the merit of the applications against the assessment criteria and in competition with other applications. Partial funding may be offered where the Applicant has indicated that the event is able to proceed without full funding. No commitments should be made on the expectation of receiving funding.

IMPORTANT DATES

1 May 2017	Sponsorship applications open
30 June 2017	Sponsorship applications close 5:00pm
July 2017	Applications assessed
28 August 2017	Funding recommendations presented to Council for endorsement
29 August 2017	Applicants notified of funding request outcome

COMMUNITY CHEST

In addition to the annual, formal round; the second opportunity for event funding is a small 'Community Chest' which can be used to support events of any size. Successful applicants will need to meet all of the same criteria and will be approved at the discretion of the General Manager City Services. These funds are to be used to support opportunities and new events that arise on an 'ad-hoc' basis throughout the year.

ASSESSMENT CRITERIA

Applications will be scored and assessed according to the following criteria.

Criteria		Weighting
Place Activation & Vibrancy	Does the event occur in one of Council's public spaces? Does the event create an opportunity for community celebration & vibrancy?	15%
Community Involvement	Does the event directly involve local community groups and organisations? Does the event involve volunteers?	15%
Economic Benefit	Will the event have a positive impact on the local economy?	10%
Accessibility	Is the event accessible to people with a disability?	10%
Innovation	Is the event concept new and innovative?	10%
Visitation	Will the event attract visitors to the City of Unley?	10%
Strategic Priorities	Does the event align with the City of Unley's Strategic Plan?	10%
City Profile & Promotional Opportunities	Will the event raise the profile of the City of Unley and provide promotional opportunities?	5%
Environmental Sustainability	Does the event use environmentally sustainable practices?	5%
Timing of the Event	Does the event activate a space and create vibrancy in the off-peak event season? (May-September)	5%
Financial Viability	Is the event solely reliant on City of Unley funding and are other partnerships and funding sources being explored? Could the event become financially sustainable over time?	5%

CONDITIONS

- › As part of the Sponsorship acceptance process, you may be requested to attend an evening function to celebrate all community sponsorship funding and to share your project/event with other recipients
- › Successful applicants must confirm their intention of accepting the sponsorship and conditions by completing a Sponsorship Agreement
- › Successful applicants must provide Council with a tax compliant invoice for the agreed amount of funding plus GST (10%) if registered for GST along with a signed copy of the Sponsorship Agreement
- › City of Unley funds must be spent within the agreed timeframe unless an extension is granted
- › Any changes to the original event plan must be submitted to Council in writing for approval
- › The City of Unley's decision is final with no appeals accepted
- › Applicants who meet eligibility and assessment criteria are not guaranteed funding, given the nature of the competitive grants process
- › Late applications for the formal round will not be accepted

CITY OF UNLEY ACKNOWLEDGEMENT

The City of Unley will have the option to have a presence at your event; whether it is as a stallholder, the opportunity to engage with the community or display a City of Unley sponsorship acknowledgement banner. The banner will need to be collected and returned to the Council office by the Applicant within two days of the event. The banner must be returned in the same condition it was taken or a replacement fee of \$250 will be charged.

The City of Unley is to be appropriately recognised and acknowledged with the use of the City of Unley logo on all printed and electronic promotional material. The [City of Unley's Style Guide and Branding Guidelines](#) must be adhered to and Council's Communications team will need to approve all material during production allowing a 3 day turnaround for approval.

PROMOTION OF YOUR EVENT

The City of Unley may be able to assist with promotion of your event to the local community through a variety of mediums including the City of Unley website, social media platforms and Unley Life magazine. It will be at the discretion of the City of Unley Communications team to determine how your event is promoted. All requests for promotional assistance and any promotional material or images should be emailed to communications@unley.sa.gov.au at least 30 days prior to your event.

REPORTING AND ACQUITTALS

Successful applicants will be required to provide to Council, within six weeks of the completion of the project or event, a detailed written report together with a brief financial statement detailing how the funds were expended.

Applicants who do not complete an acquittal report will be ineligible for any future funding.

TAXATION REQUIREMENTS

To comply with Australian Taxation legislation, when funding is paid to a group/organisation, individual or business and the applicant has not provided an Australian Business Number (ABN), the funding body is obliged to withhold 48.5% of the funding and forward this amount to the Australian Taxation Office.

Community groups/organisations applying for sponsorship who are unable to provide an ABN must complete the 'Declaration Where No Australian Business Number is Required' form.

HOW TO APPLY

Please forward your completed application to:

Community Event Sponsorship Program
Attention Event Management Specialist

Mail PO Box 1, Unley SA 5061

In person Civic Centre, 181 Unley Road Unley SA 5061

Email events@unley.sa.gov.au

For all enquiries, please phone Council's Event Management Specialist on 8372 5120.

Existing Community Event Sponsorship Agreements

Event	Description	Cash Granted	In-Kind Granted	Value of Total Package	Current Year of Agreement	Total Length of Agreement Granted (Years)	Outcomes
EXISTING AGREEMENTS							
<i>Unley Greek Festival</i>	A Greek cultural event including displays, children's activities and traditional music, food & dance.	\$5,000	\$1,000	\$6,000	3	3	<ul style="list-style-type: none"> • Three year agreement funded events in 2016, 2017 & 2018 • 2016 and 2017 events did not proceed and funding was returned to the Community Chest • Administration are liaising with the organiser to confirm the 2018 event plans
<i>St Thomas Gala</i>	A family-oriented community event with stalls, rides, amusements, art, music and live entertainment.	\$3,250	\$500	\$3,750	2	2	<ul style="list-style-type: none"> • 2 year agreement funded events in 2017 & 2018 • Acquittals received for 2017 event • 2,500 attendees in 2017 with community participation across the event
<i>Dogapalooza</i>	A Fringe charity music event to raise funds and awareness for local animal rescue organisations.	\$3,000	\$724	\$3,724	3	3	<ul style="list-style-type: none"> • 3 year agreement funded events in 2016, 2017 & 2018 • Acquittals received for 2016 & 2017 events • Well attended event, offered discounted entry for City of Unley residents
<i>Goodwood Community Greek Festival</i>	A Greek cultural event including music, food & dance.	\$1,950	\$423	\$2,373	3	3	<ul style="list-style-type: none"> • 3 year agreement funded events in 2016, 2017 & 2018 • Acquittals received for 2016 & 2017 events • 250 attendees in 2017 from diverse cultural backgrounds including many local residents

Event	Description	Cash Granted	In-Kind Granted	Value of Total Package	Current Year of Agreement	Total Length of Agreement Granted (Years)	Outcomes
<i>ETSY Made Local</i>	A giftware market celebrating SA handmade, locally designed products and vintage wares. Products include art, crafts, fashion, furniture, homewares, vintage items and clothes.	\$5,000	\$1,000	\$6,000	2	3	<ul style="list-style-type: none"> • 3 year agreement funded events in 2016, 2017 & 2018 • Acquittals received for 2016 event (2017 event to be held in November) • Held on same day as Bonjour Adelaide, estimated attendance across both events is a combined 20,000 in 2016
<i>Bonjour Adelaide</i>	A French Market event which showcases local french exhibitors selling traditional French wine, cheese, pastries, jewellery and handicrafts. The event also includes live music and children's activities.	\$5,000	\$1,000	\$6,000	2	3	<ul style="list-style-type: none"> • 3 year agreement funded events in 2016, 2017 & 2018 • Acquittals received for 2016 event (2017 event to be held in November) • Held on same day as ETSY Made Local, estimated attendance across both events is a combined 20,000 in 2016
<i>Carols at the Rotunda</i>	A long-standing community Christmas event which provides over 2 hours of entertainment with a focus on children including the Unley Concert Band, Australian Girls Choir, Salvation Army, Father Christmas and face painting.	\$2,700	\$1,000	\$2,800	2	3	<ul style="list-style-type: none"> • 3 year agreement funded events in 2016, 2017 & 2018 • Acquittals received for 2016 event (2017 event to be held in December) • Estimated 800 attendance in 2016
<i>Halloween on KWR</i>	A free Halloween-themed family event including entertainment, music, face painting and more. Families will be encouraged to trick or	\$5,000	\$1,000	\$6,000	2	3	<ul style="list-style-type: none"> • 3 year agreement funded events in 2016, 2017 & 2018 • Acquittals received for 2016 event (2017 event to be held in October) • Estimated attendance 1,000+ in

Event	Description	Cash Granted	In-Kind Granted	Value of Total Package	Current Year of Agreement	Total Length of Agreement Granted (Years)	Outcomes
	treat in participating stores along King William Road.						2016
<i>Lightsview Ride Like Crazy</i>	A charity bike ride which commences at Unley Shopping Centre and concludes at Unley Oval. Participants pay an entry fee and all proceeds go to Cancer Research. A free community event including jumping castle, sausage sizzle and activities is provided at Unley Oval.	\$2,500	\$1,000	\$3,500	2	3	<ul style="list-style-type: none"> • 3 year agreement funded events in 2017, 2018 & 2019 • Acquittals received for 2017 event (2018 event to be held in January) • 2,000 participants in 2017 with \$180,000 raised for cancer research
FUNDS ALREADY COMMITTED FOR 2017/18				\$41,047			

Coordinating Organisation Event Name	Description of Event	Proposed Date	Location	Expected Attendance	Cash Requested	In-Kind Requested	Cash Amount Entitled	In-Kind Entitled	TOTAL FUNDING RECOMMENDED BASED ON PERCENTAGE GRANTED	Length of Agreement Requested	Length of Agreement Recommended	Percentage Granted	Comments
Existing Agreements													
St Spyridon Greek Orthodox Community Inc <i>Unley Greek Festival</i>	A Greek cultural event including displays, children's activities and traditional music, food & dance.	TBC Feb 2018 (did not occur in 2016 and 2017)	Oxford Terrace, Unley	Large Scale / 5,000 attendance	n/a	n/a	\$5,000	\$1,000	\$6,000	n/a	3 of 3	1.00	Year 3 of 3 Agreement
St Thomas School & Pre-School <i>St Thomas Gala</i>	A family-oriented community event with stalls, rides, amusements, art, music and live entertainment.	April 2018	St Thomas School	Large Scale / 1,000 attendance	n/a	n/a	\$3,250	\$500	\$3,750	n/a	2 of 2	1.00	Year 2 of 2 Agreement
<i>Oscar's Law Dogapalooza</i>	A Fringe charity music event to raise funds and awareness for local animal rescue organisations.	March 2018	Orphanage Park	Medium Scale / 750 attendance	n/a	n/a	\$3,000	\$724	\$3,724	n/a	3 of 3	1.00	Year 3 of 3 Agreement
Greek Orthodox Community of SA Inc <i>Goodwood Community Greek Festival</i>	A Greek cultural event including music, food & dance.	May 2018	Goodwood Community Centre Grounds	Medium Scale / 500 attendance	n/a	n/a	\$1,950	\$423	\$2,373	n/a	3 of 3	1.00	Year 3 of 3 Agreement
ETSY Adelaide <i>ETSY Made Local</i>	A giftware market celebrating SA handmade, locally designed products and vintage wares. Products include art, crafts, fashion, furniture, homewares, vintage items and clothes.	November 2017	Oxford Terrace, Unley	Large Scale / 10,000 attendance	n/a	n/a	\$5,000	\$1,000	\$6,000	n/a	2 of 3	1.00	Year 2 of 3 Agreement
Alliance Francaise d'Adelaide <i>Bonjour Adelaide</i>	A French Market event which showcases local french exhibitors selling traditional French wine, cheese, pastries, jewellery and handicrafts. The event also includes live music and children's activities.	November 2017	Soldiers Memorial Gardens	Large Scale / 10,000 attendance	n/a	n/a	\$5,000	\$1,000	\$6,000	n/a	2 of 3	1.00	Year 2 of 3 Agreement
Rotary Club of Unley <i>Carols at the Rotunda</i>	A long-standing community Christmas event which provides over 2 hours of entertainment with a focus on children including the Unley Concert Band, Australian Girls Choir, Salvation Army, Father Christmas and face painting.	December 2017	Soldiers Memorial Gardens	Medium Scale / 750 attendance	n/a	n/a	\$2,700	\$1,000	\$3,700	n/a	2 of 3	1.00	Year 2 of 3 Agreement
Keito Events <i>Halloween on KWR</i>	A free Halloween-themed family event including entertainment, music, face painting and more. Families will be encouraged to trick or treat in participating stores along King William Road.	October 2017	Bloomsbury Street, Hyde Park	Large Scale / 1,000 attendance	n/a	n/a	\$5,000	\$1,000	\$6,000	n/a	2 of 3	1.00	Year 2 of 3 Agreement
SAPOL <i>Ride Like Crazy</i>	A charity bike ride which commences at Unley Shopping Centre and concludes at Unley Oval. Participants pay an entry fee and all proceeds go to Cancer Research. A free community event including jumping castle, sausage sizzle and activities is provided at Unley Oval.	January 2018	Unley Oval	Large Scale / 4,000 attendance	n/a	n/a	\$2,500	\$1,000	\$3,500	n/a	2 of 3	1.00	Year 2 of 3 Agreement
									\$41,047				

Coordinating Organisation Event Name	Description of Event	Proposed Date	Location	Expected Attendance	Cash Requested	In-Kind Requested	Cash Amount Entitled	In-Kind Entitled	TOTAL FUNDING RECOMMENDED BASED ON PERCENTAGE GRANTED	Length of Agreement Requested	Length of Agreement Recommended	Percentage Granted	Comments
New Large-Scale Event Applications													
Fork on the Road <i>Fork on the Road</i>	A food, wine and beer event bringing together food trucks, entertainment, musicians and vendors.	September 2017	Orphanage Park	Large Scale/3,000 attendance	\$5,000	\$750	\$5,000	\$1,000	\$6,000	1	1	1.00	Application showed great intention to involve local community and traders, well written and innovative for Goodwood. Increased in-kind provision based on Council estimates of what will be required.
Sturt Football Club <i>Unley Oval Markets</i>	Artisan market with up to 40 stalls held to coincide with an SANFL football match which will be televised on Channel 7.	April/May 2018	Unley Oval	Large Scale/3,000 attendance	\$4,775	\$257	\$5,000	\$257	\$3,774	1	1	0.75	Good quality supporting documentation provided, which showed that the event was popular and well organised. Great to see that the event capitalised on a key football event and adds another element for the community to a sporting event.
New Medium-Scale Event Applications													
Two Sisters Food & Wine <i>Celebrate Summer Street Party</i>	A street party to connect the community with live music, childrens activities, food and wine in a family friendly atmosphere	December 2017	Goodwood Road	Medium Scale/600 attendance	\$2,675	\$1,325	\$2,675	\$1,325	4,000	1	1	1.00	Strong application with demonstrated success of similar events over the past year. Independently organised and true local focus. Good utilisation of new streetscape. Additional local partners i.e. GRTA would add value.
Australia Sri Lanka Association <i>ASLA Food and Cultural Festival</i>	A festival showcasing Sri Lankan cuisine and culture	March 2018	Fullarton Park Community Centre	Medium Scale/700 attendance	\$800	\$850	\$800	\$850	\$1,238	2	2	0.75	Has proven track record, requested small amount, well attended in past and great feedback including EM's.
Zaida ya Dreams <i>"Ninja" World Record Attempt</i>	A participation event for young people to attempt to break a world record	May 2018	Soldiers Memorial Gardens	Medium Scale/700 attendance	\$2,000	\$568	\$2,000	\$568	\$1,926	1	1	0.75	Unique concept targeting youth demographic, query re budget and actual costs. Will need confirmation of their public liability insurance prior to event proceeding.
Unley Park Baptist Church Inc <i>Christmas Street Party and Carols Night</i>	Community street party celebrating Christmas including entertainment, carol singing and family friendly activities.	December 2017	Unley Park	Medium Scale/400 attendance	\$1,000	\$605.50 plus road closure	\$1,000	\$2,000	\$1,800	1	1	0.60	Long standing event involving local community, partial cash funding recommended. Road closures costs estimated at \$1,400 therefore in-kind was increased accordingly. Partial funding recommended, will need to liaise with organiser to negotiate split between cash and in-kind.

Coordinating Organisation Event Name	Description of Event	Proposed Date	Location	Expected Attendance	Cash Requested	In-Kind Requested	Cash Amount Entitled	In-Kind Entitled	TOTAL FUNDING RECOMMENDED BASED ON PERCENTAGE GRANTED	Length of Agreement Requested	Length of Agreement Recommended	Percentage Granted	Comments	
Street Geek Inc <i>StreetGeek X 2018</i>	Event aimed at youth offering a weekend 'lock in' of gaming and social activities	September 2017	Goodwood Community Centre	Medium Scale/275 attendance	\$2,000	\$1,500	\$4,000	\$0	\$2,400	3	1	0.60	In-kind support not required, full funding to be offered as cash in lieu of GCC hire fees (pending Development Approval of overnight event). Recommend single year funding and suggest that this group need to reach out to other sponsors and start to survey their participants on their experience of the event asking what they want into the future, where they are from. Adding this information to future applications would strengthen the case for a multi-year deal. Group needs to develop a longer term sustainability plan.	
Splash Arts <i>Splash Arts Musical Matinees</i>	A series of three musical matinees throughout the year featuring professional performance groups, aimed at older members of the community.	May 2018 - October 2018	Goodwood Institute Theatre	Medium Scale/600 attendance	\$3,000	\$1,000	\$3,000	\$0	\$1,800	2	1	0.60	Continuation of program already trialled. Supporting documentation and stats from pilot program would have strengthened application. Requested in-kind marketing support however this is offered free of charge so in-kind not required.	
Goodwood Community Services Inc <i>A Goody Christmas</i>	Community Children's Christmas Party including food and entertainment	December 2017	Goodwood Community Centre		\$3,000	\$1,000	\$3,000	\$0	\$1,500	1	1	0.50	Caters for local community, good to note involvement of local traders. Requested in-kind marketing support however this is offered free of charge so in-kind not required.	
Unley Primary School <i>Unley Primary School Art Fair</i>	Art Fair with artworks provided by Unley Primary School, food and entertainment	September 2017	Unley Primary School	Medium Scale/1000 attendance	\$3,000	\$0	\$3,000	\$0	\$1,500	1	1	0.50	Whilst focused on school fundraising were able to demonstrate wider community benefits and involvement.	
Clarence Park Community Kindergarten <i>Verandah Vibes</i>	Music and entertainment event held at the Kindergarten for families and the community to attend	October 2017	Clarence Park Community Kindergarten	Medium Scale/250 attendance	\$2,000	\$265	\$2,000	\$265	\$1,133	1	1	0.50	Sound application. Partial funding recommended.	
New Small-Scale Event Applications														
Puddle Jumpers Inc <i>Puddle Jumpers Kids Disco</i>	Disco aimed at young children involving music and entertainment for the community	October 2017	Goodwood Community Centre	Small Scale/100 attendance	\$1,000	\$1,000	\$1,000	\$0	\$500	1	1	0.50	Query re entry fee and discount for residents. Small program with limited reach, partial cash funding recommended. Asked for in-kind however do not require any Council in-kind services, recommend partial cash only.	
									\$27,570					

Coordinating Organisation Event Name	Description of Event	Proposed Date	Location	Expected Attendance	Cash Requested	In-Kind Requested	Cash Amount Entitled	In-Kind Entitled	TOTAL FUNDING RECOMMENDED BASED ON PERCENTAGE GRANTED	Length of Agreement Requested	Length of Agreement Recommended	Percentage Granted	Comments
Proposed Unfunded Applications													
Vishva Hindu Parishad of Australia Inc <i>Celebrating Durga in Every Women</i>	Multicultural celebration promoting and demonstrating the importance of women.	March 2018	Goodwood Community Centre	Medium Scale/250 attendance	\$2,000	\$1,500	\$3,500	\$0	\$0			0.00	Event is targeted towards members of their community, encourage them to work with Council and GCS to develop event with multiple community partners. Sentiment of event is wonderful but would add value if more open-access.
The Arkaba Hotel <i>Arkaba Handmade Market</i>	Handmade market	Oct/Nov 2017	Arakaba Village	Medium Scale/400 attendance	\$3,000	\$1,000	\$3,000	\$0	\$0			0.00	Future applications need budget included as would like to see stallholders fees income. Competitive round with several market style event applications in public spaces.
Adelaide Festival Centre <i>Resonance</i>	Adelaide Guitar Festival performances at aged care facilities	August 2018	Unley aged care facilities	Medium Scale/150 attendance	\$5,000	\$0	\$5,000	\$0	\$0			0.00	Maximum eligibility is \$4000, exclusive to their residents only, query level of investment compared to wider community benefit.
Australian Irish Dancing Assoc <i>2017 Australian Irish Dancing Championships</i>	A festival of Irish dancing, music and culture	September/October 2017	Adelaide Showground	Large Scale/4,000 attendees	\$5,000	\$0	\$5,000	\$0	\$0			0.00	Well - written application however very limited benefit to local Unley community, limited exposure in busy showgrounds calendar
Splash Arts Inc <i>Splash Arts Holiday Performances</i>	School holiday performance programs	October 2018	Goodwood Institute Theatre	Medium Scale/600 attendance	\$3,000	\$1,000	\$3,000	\$0	\$0			0.00	Application lacked detail, no clear outline of program to be offered.
School Sport Australia <i>2017 Pacific School Games Opening Ceremony</i>	Participation sports event for school-aged children	December 2017	Adelaide Showground	Large Scale/15,000	\$6,000	\$0	\$5,000	\$0	\$0			0.00	Limited benefit to community, limited exposure in busy showgrounds calendar
Webbs Event Group <i>Adelaide Easter Show</i>	Easter themed event held at the Showgrounds	March/April 2018	Adelaide Showground	Large Scale/30,000 attendance	\$6,000	\$8,400	\$5,000	\$0	\$0			0.00	Application lacked detail, query commercial versus community.
Adelaide-Indonesian of SA Inc (Adelindo) <i>Colourful Indonesia</i>	Event celebrating traditional and contemporary Indonesian culture	May 2018	Goodwood Community Centre	Medium Scale/500 attendance	\$3,000	\$1,000	\$3,000	\$0	\$0			0.00	Application lacked detail with insufficient information to assess.

Coordinating Organisation Event Name	Description of Event	Proposed Date	Location	Expected Attendance	Cash Requested	In-Kind Requested	Cash Amount Entitled	In-Kind Entitled	TOTAL FUNDING RECOMMENDED BASED ON PERCENTAGE GRANTED	Length of Agreement Requested	Length of Agreement Recommended	Percentage Granted	Comments
Ineligible Applications													
Theatre Organ Society of SA <i>International Youth Silent Film Festival</i>	Competition for young people to create silent movies based around set themes	October 2017	Capri Theatre	Medium Scale/200+ attendees per night	\$3,000	\$0	\$0	\$0	\$0			0.00	Application ineligible as have received funding via Council's youth budget.
Narrative Marketing Pty Ltd <i>LinkedIn Training for Small Business</i>	Small business training session	August 2017	Clarence Park	Small Scale/20 attendance	\$1,000	\$170	\$0	\$0	\$0			0.00	Application ineligible, scheduled date occurs prior to endorsement by Council.
Withdrawn Applications													
Adelaide Showgrounds Farmers Markets Inc <i>Summer Sunset Farmers Market</i>	Adelaide Showgrounds Farmers Markets will hold a series of three twilight markets including cooking demonstrations and busking competitions.	December 2017	Adelaide Showground Surrounds	Large Scale/7,500 attendance	\$5,000	\$0	\$5,000	\$0	\$0			0.00	Withdrawn from the process on request of applicant

TOTALS

TOTAL FUNDS AVAILABLE	\$	73,850.00
TED FUNDS FROM EXISTING AGREEMENTS	\$	41,047.00
NEW FUNDING GRANTED	\$	27,570.00
REMAINING FUNDS AVAILABLE	\$	5,233.00

DECISION REPORT

REPORT TITLE: COUNCIL ASSESSMENT PANEL
ITEM NUMBER: 946
DATE OF MEETING: 28 AUGUST 2017
AUTHOR: PAUL WEYMOUTH
JOB TITLE: MANAGER DEVELOPMENT AND REGULATORY SERVICES

EXECUTIVE SUMMARY

The purpose of this report is to assist the Council in complying with its statutory duties to constitute a Council Assessment Panel (CAP) under Section 83 of the *Planning, Development and Infrastructure Act 2016* ("the PDI Act") as required by clause 12 of Schedule 8 of that Act.

This report also considers related matters including:

- The appointment of four Independent Members and one Elected Member to the CAP
- The term of the CAP
- New requirements for accredited professionals and appointment of the Council Assessment Manager
- New requirements for Code of Conduct
- Terms of Reference, and
- Meeting Procedures.

The implementation program for the new planning system identifies that the relevant sections of the PDI Act for the new CAP will commence operation on 1 August 2017 and designates 1 October 2017 as the date from which the new CAP must be constituted and operating.

RECOMMENDATION

That:

1. The report be received.
2. Council constitute a new Council Assessment Panel under Section 83 of the *Planning, Development and Infrastructure Act 2016* consisting of four Independent Members and one Elected Member of the Council, with the terms of the Panel members determined by the Council.

3. Council appoint Councillor _____ to be a member of the Council Assessment Panel and appoint Councillor _____ to be a Deputy Member of the Council Assessment Panel commencing on 1 October 2017 and expiring at the end of the current Council term.
 4. Council appoint the following four Independent Members to be members of the Council Assessment Panel commencing on 1 October 2017 and expiring on 28 February 2019.

Independent Member Mr Brenton Burman (Presiding Member)
Independent Member Mr Roger Freeman
Independent Member Ms Ann Nelson
Independent Member Ms Nicole Dent
 5. Council adopt the Terms of Reference as attached to this report.
 6. The sitting fees for the Independent Presiding Member of the Council Assessment Panel be set at \$520 per meeting. The sitting fees for the four Independent Members of the Council Assessment Panel be set at \$416 per meeting and the sitting fees for the Elected Member appointed to the Council Assessment Panel be set at \$400 per meeting. In addition Independent Members be paid \$150 for attendance at formal Council training and workshop sessions.
 7. The Council Assessment Panel is authorised to exercise all of the powers and functions delegated by the Council to its Development Assessment Panel under the *Development Act 1993* on 24 April 2017.
-

1. RELEVANT CORE STRATEGIES/POLICIES

- 1.1 Section 83 of the PDI Act – Designated authority to establish Assessment Panels of no more than five members (one Elected Member and four Independent Members).
- 1.2 The *Statutes Amendment (Planning, Development and Infrastructure) Act 2017* (now incorporated into Schedule 8 of the PDI Act) which enables the staged implementation process for the PDI Act.
- 1.3 *Planning, Development and Infrastructure (General) (Assessment Panels) Variation Regulations 2017* (“the PDI Regulations”) which includes requirements relating to meeting procedures and the code of conduct applicable to members of Assessment Panels.

2. DISCUSSION

Background

The implementation of the PDI Act and the associated repeal of the *Development Act 1993* (Development Act) is occurring in stages.

On 28 February 2017, the *Statutes Amendment (Planning, Development and Infrastructure) Act 2017* was assented to by Parliament. This Act caused a new Schedule 8 to be inserted into the PDI Act which governs its staged implementation.

On 1 April 2017, a number of clauses of Schedule 8 were proclaimed which resulted in the commencement of numerous sections of the PDI Act. This enabled the first stages of transition from the existing *Development Act 1993* to the PDI Act to begin. Most notably, these provisions allowed for the appointment of the new State Planning Commission.

Part 5 of Schedule 8 to the PDI Act makes specific provision for the transition to the new Council Assessment Panel (“CAP”) as one of the early governance arrangements to be implemented under the new system. Under Schedule 8, section 83 of the PDI Act, the Council is required to appoint a CAP. This CAP will replace the Council’s Development Assessment Panel in the assessment of development applications under the Development Act.

On 1 August 2017, relevant sections of the PDI Act and associated regulations were proclaimed with a commencement date of 1 October 2017. This date is the date by which the new CAP must be constituted and ready to operate.

Therefore, to make development assessment decisions from 1 October 2017, the new CAP will need to be formally appointed by Council in accordance with the new membership provisions set out in the PDI Act.

Membership

The membership of a CAP *cannot exceed* five members. Notwithstanding, to be constituted as a panel, the Department of Planning, Transport and Infrastructure (“DPTI”) advise that membership must comprise at least three members.

Administration has recommended that Council appoints five members to its CAP given that it may be difficult to achieve a quorum with only three members in the event there are apologies or conflicts of interest. A membership of five also enables Council to achieve a better balance of skills and experience relevant to development assessment in Unley across the CAP and provides for robust consideration of planning applications.

The PDI Act dictates that notwithstanding the total number of members, Council cannot have more than one Elected Member on its CAP. Council is also at liberty to have no Elected Members on the Panel if it so wishes. The PDI Act does enable the appointment of deputy members to the Panel. It is recommended that one Elected Member be appointed as Deputy Member. The Deputy Member could only attend CAP meetings in circumstances where the existing Elected Member was an apology. This approach will ensure that there is always Elected Member representation on the CAP.

Term

The current term of the existing seven member DAP expires on 17 March 2018 and this DAP has been in operation since March 2015. The PDI Act enables Council to determine the term of the appointment of members to the CAP. There is no limitation on the length of the term.

Initially it has been recommended that the existing Independent Members of the DAP be appointed to the new CAP for an appointment commencing on 1 October 2017 and ending on 28 February 2019. This term has been recommended as it enables Council to align the appointment process for the new CAP to the implementation of the accredited professional requirements which is anticipated to be in the latter half of 2018. The term also takes into account the Local Government Elections in November 2018 and enables the new Council to be involved in the next recruitment and appointment process for the Independent Members. Extending the four current assessment members will ensure continuity of the process with all performing their functions well.

It has been recommended that the term for Councillors appointed to be a Member and Deputy Member of the CAP commence on 1 October 2017 and expiring at the end of the current Council term. This term will conclude with the Local Government elections occurring on 9 November 2017. This may result in the need to hold a CAP meeting in November 2018 without an Elected Member. Alternatively this could be overcome by timing the date of the CAP meeting to late November 2018 to enable time for the new Council to appoint Elected Members to the role.

It has been recommended that Independent Member Mr Brenton Burman continue in the position of Presiding Member of the new CAP. The rationale for this continuation is that:

- Mr Burman has performed well in his current role as Presiding Member over the last term.
- Mr Burman is a qualified and experienced planner with an excellent understanding of the planning system and likely to meet the State Government's accreditation requirements.
- Mr Burman's appointment will carry through over the Local Government election period and ensure that CAP has an experienced Presiding Member.

Accredited Professionals

All independent members of a CAP will, in future, need to be:

- "accredited professionals"; or
- a former elected member of the Council and a person who is considered by the Council to be appropriately qualified to act as a member of the assessment panel on account of that person's experience in local government.

However, a Council member on a CAP will not need to be an accredited professional if the Council is satisfied that the person is appropriately qualified to act as a member of the panel on account of the person's experience in local government.

For transitional purposes, the Act will allow panel members to not be accredited in the first instance. An accreditation scheme is currently being prepared by DPTI and is expected to be released either by the end of this year or early next year.

The implementation plan for the new planning system currently identifies 1 July 2018 as the anticipated date for commencement of this provision.

Assessment Manager

Under the PDI Act, a CAP must have an Assessment Manager who is appointed by the Chief Executive Officer. Assessment Managers will also need to be accredited professionals (or may be a person prescribed by regulation).

Under the transitional arrangements, the accreditation requirement for the Assessment Manager is suspended until a future date, likely to be the same date as Panel Members will be required to be accredited (currently 1 July 2018). It is recommended that the CEO appoint the Manager Development and Regulatory Services as the Assessment Manager.

Sitting Fees

Council determines the sitting fees of CAP members. Given the short term nature of the CAP appointments, the current DAP sitting fees have not been reviewed. There is an acknowledgement that there will be two less Members receiving a sitting fee, resulting in a slight operational saving. Administration recommends sitting fees remain as they currently are and be reviewed prior to the appointment of the next CAP commencing in March 2018.

Code of Conduct

Under Schedule 3 of the PDI Act the Minister may adopt a Code of Conduct to be observed by members of a CAP established under the PDI Act. This Code of Conduct will set out standards of conduct and professionalism that are to be observed by all members of assessment panels under the PDI Act. DPTI has recently released a draft Code of Conduct for assessment panel members and it is expected that this will be finalised prior to 1 October 2017. The Administration will arrange training for the new CAP during September on the new Code of Conduct and related matters such as Meeting Procedures.

Terms of Reference

The existing Terms of Reference (Attachment 1 to Item 946/17) are required to be updated to reflect the new PDI Act. The Terms of Reference have been reviewed by Council's Solicitors and updated where required to reflect the new legislative requirements. Matters that can be determined by Council within the Terms of Reference include:

- the membership of the CAP;
- the Presiding Member of the CAP;
- grounds for the removal of a member of the CAP; and
- the requirement of the CAP to report to the Council on an annual basis.

Attachment 1

The PDI Act does not currently specify any requirements in relation to the gender balance of the CAP, however, the updated Terms of Reference attached to this report require that at least one member shall be a male and at least one member shall be a female. This is entirely at Council's discretion.

Meeting Procedures

The Meeting Procedures are determined by the CAP, however, they must comply with any requirements prescribed by the PDI Regulations. DPTI has recently released draft PDI Regulations that prescribe meeting procedures. The Administration intend to hold a workshop with the new CAP during September 2017 to review existing meeting procedures and prescribed requirements with the intention that new meeting procedures be adopted at the first meeting of the new CAP in October 2017.

3. ANALYSIS OF OPTIONS

Option 1

1. Council constitute a new Council Assessment Panel under Section 83 of the *Planning, Development and Infrastructure Act 2016* consisting of four Independent Members and one Elected Member of the Council, with the terms of the Panel members determined by the Council.
2. Council appoint Councillor _____ to be a member of the Council Assessment Panel and appoint Councillor _____ to be a Deputy Member of the Council Assessment Panel commencing on 1 October 2017 and expiring at the end of the current Council term.
3. Council appoint the following four Independent Members to be members of the Council Assessment Panel commencing on 1 October 2017 and expiring on 28 February 2019.

Independent Member Mr Brenton Burman (Presiding Member)
Independent Member Mr Roger Freeman
Independent Member Ms Ann Nelson
Independent Member Ms Nicole Dent
4. Council adopt the Terms of Reference as attached to this report.
5. The sitting fees for the Independent Presiding Member of the Council Assessment Panel be set at \$520 per meeting. The sitting fees for the four Independent Members of the Council Assessment Panel be set at \$416 per meeting and the sitting fees for the Elected Member appointed to the Council Assessment Panel be set at \$400 per meeting. In addition Independent Members be paid \$150 for attendance at formal Council training and workshop sessions.
6. The Council Assessment Panel is authorised to exercise all of the powers and functions delegated by the Council to its Development Assessment Panel under the *Development Act 1993* on 24 April 2017.

There are some limited options available to Council however decisions can be made involving the membership, the term of the CAP and sitting fees.

The PDI Act requires that Council must have a CAP in place by 1 October 2017 and that it cannot be comprised of more than five members. While a Panel could technically operate with three members this has not been recommended as it limits the balance of skills and experience on the CAP and may be difficult to achieve a quorum from time to time with less than five members.

The PDI Act dictates that notwithstanding the total number of members, Council cannot have more than one Elected Member on its CAP. Councils are at liberty to

have no Elected Members on the CAP at all, however it is recommended that Council appoint one Elected Member who may have a greater appreciation of local community planning issues.

Council is also free to determine the term of the CAP. Given the existing DAP has been in operation since March 2015, it is recommended that the CAP be appointed for a short term through until 1 October 2018 to align with accredited professional requirements.

Given the short term nature of the CAP appointments, the current DAP sitting fees have not been reviewed. Administration recommends the sitting fees be reviewed prior to the appointment of the next CAP commencing in March 2019.

Option 2 – That Council constitute a new Council Assessment Panel with three members.

Council may appoint a CAP that comprises only three Members. This could include either three Independent Members or alternatively one Elected Member and two Independent Members.

The advantage of appointing three members is a slight reduction in sitting fees.

The disadvantages of appointing three members include:

- unable to achieve a quorum if two or more members are absent in the event there are apologies or conflicts of interest.
- It limits the balance of skills and experience relevant to development assessment in Unley.

Option 2 is not recommended.

4. RECOMMENDED OPTION

Option 1 is the recommended option.

5. POLICY IMPLICATIONS

5.1 Financial/budget

There will be two less Members receiving a sitting fee, resulting in a slight operational saving.

5.2 Legislative/Risk Management

The recommendations put forward within this report comply with the new legislative requirements under the PDI Act.

5.3 Staffing/Work Plans

The establishment of the CAP does not have any significant impact on staffing or work plans.

5.4 Environmental/Social/Economic

There are no significant policy implications at this stage, currently Council is able to determine through delegation which applications are considered by its DAP, however this is likely to change with the introduction of the Planning and Design Code, and the PDI Regulations that will support the PDI Act.

5.5 Stakeholder Engagement

There is no requirement for stakeholder engagement.

6. REPORT CONSULTATION

Acting Group Manager Governance and Risk.

7. REPORT AUTHORISERS

<u>Name</u>	<u>Title</u>
Megan Berghuis	General Manager City Services
Peter Tsokas	Chief Executive Officer



COUNCIL ASSESSMENT PANEL

TERMS OF REFERENCE

1. Establishment and Role of the Council Assessment Panel

1.1 Establishment

Pursuant to Section 83 of the *Planning, Development and Infrastructure Act 2016* (“the PDI Act”), the Council has established a Council Assessment Panel to be known as the City of Unley Council Assessment Panel (“the CAP”) for the purpose of performing the functions assigned to it under Part 4 of the *Development Act 1993* (“the Development Act”).

1.2 Role and functions

The functions of the CAP are:

- 1.2.1 to act as a delegate of the Council in accordance with the requirements of the PDI Act, the Development Act and any relevant instrument of delegation;
- 1.2.2 to provide advice and reports to the Council as it thinks fit on trends, issues and other matters relating to planning or development that have become apparent or arisen through its assessment of applications under the Development Act; and
- 1.2.3 to perform other functions (other than functions involving the formulation of policy) assigned to the DAP by the PDI Act or the *Planning, Development and Infrastructure (General) Regulations 2017* (“the PDI Regulations”) from time to time.

2. Membership

- 2.1 The CAP shall consist of five members appointed by the Council as follows:
 - 2.1.1 up to one person who is an elected Council member;
 - 2.1.2 the balance being independent persons – i.e. persons who are neither an elected member nor officer of the Council -

one of whom shall be appointed by the Council as the Presiding Member;

2.1.3 at least 1 member shall be a male and at least 1 member shall be female.

2.2 Members of the CAP shall hold their positions for a term determined by the Council.

2.3 At the expiration of a term of appointment, a member may be eligible for reappointment.

2.4 The Council shall appoint one person who is an elected Council member to act in the capacity of Deputy CAP member. The Deputy CAP member:

2.4.1 shall hold their position for a term determined by the Council; and

2.4.2 will only be entitled to sit as a member of the CAP when the member appointed under clause 2.1.1 of this Terms of Reference is not present at a meeting.

2.5 The CAP shall appoint an Acting Presiding Member pursuant to section 83(1)(b)(vi) whenever the Presiding Member is not present at a meeting.

3. Removal of a Member from the CAP

3.1 Subject to the procedural requirements under this Clause, the Council may resolve to remove a member from the CAP on the following grounds:

3.1.1 breach of, or failure to comply with, conditions of appointment; or

3.1.2 maladministration or misconduct; or

3.1.3 neglect of duty; or

3.1.4 incapacity to carry out satisfactorily the duties of his or her office; or

3.1.5 failure to carry out satisfactorily the duties of his or her office; or

3.1.6 failure to disclose his or her financial interests in accordance with Schedule 1 of the PDI Act (reproduced in full as an attachment to these Terms of Reference); or

3.1.7 upon receipt of a recommendation or direction from the State Planning Commission that the member be removed from office pursuant to regulation 11 of the PDI Regulations.

3.2 The Council must:

3.2.1 give written notice to a member of its intention to consider removing the member from office under this Clause, together with particulars at least one (1) calendar month before the meeting of the Council at which the matter will be determined;

3.2.2 give the member an opportunity to respond.

3.3 The member must provide any written representation in response at least fourteen (14) days before the meeting of the Council, at which the matter will be determined, which response must be taken into account in any determination by the Council.

3.4 The determination of the Council shall be communicated to the CAP member, and in the event of an adverse determination the member shall cease to be a member immediately after the Council has communicated its determination to him/her.

4. Vacancy of Office

4.1 The office of a member of the CAP will become vacant if the member:

4.1.1 dies;

4.1.2 completes a term of office and is not reappointed;

4.1.3 resigns by written notice to the Council;

4.1.4 becomes bankrupt or applies to take the benefit of a law for the relief of insolvent debtors; or

4.1.5 is convicted of an indictable offence punishable by imprisonment;

4.1.6 is removed from office under Clause 3 of these Terms of Reference.

5. Standards of conduct

5.1 The CAP shall act at all times in strict accordance with relevant legislation (being the PDI Act, the PDI Regulations, the Development Act and the *Development Regulations 2008* ("the Development Regulations")) including any relevant code of

conduct under Schedule 3 of the PDI Act which is relevant to the CAP in the performance of its functions.

- 5.2 The CAP is separate from and operates wholly independently of the elected body of the Council.

6. Assessment Manager

- 6.1 The CAP shall also have an Assessment Manager appointed by the Chief Executive Officer of the Council.
- 6.2 The functions of the Assessment Manager include those functions determined by Section 87 of the PDI Act.

7. Reports to Council

- 7.1 The CAP shall report to the Council in August of each year in respect of the following matters:
- 7.1.1 the use of the provisions of Regulation 13(2) of the PDI Regulations;
 - 7.1.2 disclosure by CAP Members of interests pursuant to clause 7 of the Minister's Code of Conduct issued under Schedule 3 of the PDI Act;
 - 7.1.3 resignation of a CAP Member;
 - 7.1.4 the incidence of items deferred by the CAP;
 - 7.1.5 the adjournment of consideration of development applications;
 - 7.1.6 any matter that would improve the effectiveness of, or expedite the decisions of the CAP; and
 - 7.1.7 any other matters upon which the CAP is required to report to the Council or thinks fit to report.

SCHEDULE 1

DISCLOSURE OF FINANCIAL INTERESTS

1. Interpretation

1) In this Schedule

designated entity means-

- (a) the Commission; or
- (b) a joint planning board; or
- (c) an assessment panel;

family, in relation to a prescribed member, means-

- (a) a spouse or domestic partner of the member; or
- (b) a child of the member who is under the age of 18 years and normally resides with the member;

family company of a prescribed member means a proprietary company-

- (a) in which the member or a member of the member's family is a shareholder; and
- (b) in respect of which the member or a member of the member's family, or any such persons together, are in a position to cast, or control the casting of, more than one-half of the maximum number of votes that might be cast at a general meeting of the company;

family trust of a prescribed member means a trust (other than a testamentary trust)-

- (a) of which the member or a member of the member's family is a beneficiary; and
- (b) which is established or administered wholly or substantially in the interests of the member or a member of the member's family, or any such persons together;

person related to a prescribed member means-

- (a) a member of the prescribed member's family; or
- (b) a family company of the prescribed member; or
- (c) a trustee of a family trust of the prescribed member;

prescribed member means a member of a designated entity who is required to disclose his or her financial interests under the Act;

relevant official means-

- (a) in relation to a member of the Commission, a joint planning board or a regional assessment panel – the Minister;
- (b) in relation to a member of an assessment panel – a person prescribed by the regulations.

- (2) For the purposes of this Schedule, a person who is the object of a discretionary trust is to be taken to be a beneficiary of that trust.

2. Disclosure of interests

- (1) A prescribed member of a designated entity must-
 - (a) on appointment, submit to the relevant official a return in the prescribed form relating to his or her pecuniary interests in accordance with the regulations; and
 - (b) on an annual basis in accordance with the requirements of the regulations, submit to the relevant official an annual return in the prescribed form relating to his or her pecuniary interests in accordance with the regulations.
- (2) Without limiting the effect of subclause (1), a prescribed member of a designated entity will be taken to have a pecuniary interest for the purposes of this clause if a person related to the member has that interest.
- (3) A prescribed member who has submitted a return under this Schedule may at any time notify the relevant official of a change or variation in the information appearing on the register in respect of the member.

3. Register

- (1) A relevant official must maintain a register of interests and cause to be entered in the register all information furnished under the Schedule.
- (2) .
- (3) A person is entitled to inspect (without charge) the register at the place where it is kept during ordinary office hours.
- (4) A person is entitled, on payment of a fee (specified by the relevant official as a standard fee to cover the relevant official's administrative and copying costs), to a copy of the register.

4. Compliance with Schedule

- (1) A prescribed member of a designated entity who fails to comply with a requirement under this Schedule is guilty of an offence

Maximum penalty: \$10 000.

- (2) A prescribed member of a designated entity who submits a return under this Schedule that is to the knowledge of the member false or misleading in a material particular (whether by reason of information included in or omitted from the return) is guilty of an offence.

Maximum penalty: \$10 000.

5. Restrictions on publication

- (1) A person must not –
 - a. Publish information derived from a register under this Schedule unless the information constitutes a fair and accurate summary of the information contained in the register and is published in the public interest; or
 - b. Comment on the facts set forth in a register under this Schedule unless the comment is fair and published in the public interest and without malice.
- (2) If information or comment is published by a person in contravention of subclause (1), the person, and any person who authorised the publication of the information or comment, is guilty of an offence.

Maximum penalty: \$10 000.

DECISION REPORT

REPORT TITLE: GREENING VERGES
ITEM NUMBER: 947
DATE OF MEETING: 28 AUGUST 2017
AUTHOR: KAT RYAN
JOB TITLE: COORDINATOR ENVIRONMENTAL
PROJECTS AND STRATEGY

EXECUTIVE SUMMARY

The Greening Verges Incentive launched in July 2017 has been very popular with a total of 60 applications received over the 3 week application period. This report provides an update on the Greening Verges project and seeks additional funds for 2017/18 expenditure to enable the community demand to be met. City Wide Greening / Verges Implementation is a New Operating Project endorsed by Council in the Annual Business Plan for 2017/18. The project aims to improve the greening of the streetscape, for both amenity and environmental benefits, by the conversion of verges from dolomite to loam to be planted and maintained by residents.

Eligible applications have been allocated on a 'first qualified in, first served' basis against the available budget. This will create an increase of 30 greened verges and a green cover area increase of 747m². Popularity of the project has resulted in 32 eligible applications (total area of 589m²) missing out due to budget limitation.

The distribution of applications received has been excellent with at least one application from every suburb represented except for Highgate and Everard Park.

To ensure plantings occur at the optimal time, the additional funds of \$25,000 should be endorsed now.

Reallocation of funding should occur during the next budget review process.

RECOMMENDATION

MOVED:

SECONDED:

That:

1. The report be received.
 2. To ensure plantings occur at the optimal time, the additional funds of \$25,000 should be endorsed now and reallocation of funding should occur during the next budget review process.
 3. All eligible applicants showing an interest in converting dolomite verges to planted, be notified that their application has been successful.
-

1. RELEVANT CORE STRATEGIES/POLICIES

1.1 Strategy

Community Plan 2033 - Functional open green space throughout the City of Unley

Environmental Sustainability Strategy - Convert 400 verges from dolomite to planted by 2020.

Tree Strategy - Research and consider contemporary trials to determine the value and impact of growth fertilisers, water retention initiatives and other environmental sustainable treatments.

Open Space Strategy, The Living City - Increase biodiversity corridors and habitat creation across the City, making greater use of the Living Streets Network, as well as respecting and celebrating the heritage of local suburbs.

1.2 Policy

Verges are owned by council and provide and maintain a street tree where practicable. Currently any understory plantings are the responsibility of the adjacent property owner as per the Vegetation and Nature Strips policies.

2. DISCUSSION

Council's draft 4 Year Plan includes an aim to convert a minimum of 400 property verges from dolomite to loam and planted. Council reduced the 2017/18 budget for this initiative from an initial request for \$50,000 to \$30,000. A Greening Verges Incentive was launched under this project in July 2017.

Applications were sought from residents for Council to remove existing dolomite and to replace it with 100mm depth of soil at no cost to the resident, leaving the verges ready for planting. Dolomite removal is often a limiting factor for residents greening their verge due to equipment, labour and care required to work near underground assets and street tree roots.

All applicants agreed to terms and conditions which included understanding that submitting the application would not guarantee selection, and sourcing and costs associated with plants, planting and ongoing maintenance were the resident's responsibility.

A total of 60 applications were received, including 16 by hard copy, with a combined verge area of 1336m². A range of locations was submitted, with at least one application across Forestville, Blackforest, Clarence Park, Kings Park, Millswood, Goodwood, Wayville, Unley, Hyde Park, Malvern, Unley Park, Parkside, Fullarton and Myrtle Bank suburbs.

Eligible applications have been allocated on a 'first qualified in, first served' basis against the available budget. Qualification criteria included a minimum verge width of 400mm, acceptance of the terms and conditions, site inspection and location checked against any other known scheduled works in the area which may overlap (streetscape upgrades, tree planting etc).

Of the 60 applications assessed:

- Twenty (20) have been approved and scheduled for September/October 2017 with a total verge area of 747m².
- One (1) was removed as a duplicate application.
- Five (5) were deemed ineligible.
- Two (2) will be accommodated as part of the Council's footpath replacement program already scheduled with a total verge area of 72m².
- Thirty two (32) have been assessed as eligible with a total potential area of 589m², but cannot be undertaken within the available budget.

As a result of the application assessment, the \$30,000 allocated to the 2017/18 City Wide Greening / Verges Implementation has been allocated and will result in an increase of 30 greened verges (10 sites are corners) and a green cover area increase of 747m². An additional 72m² will be converted as part of Council's footpath replacement program.

A new Verges Planting Guide which outlines planning tips, design ideas and plant suggestions has been provided to successful applicants to assist in greening their new verge (Attachment 1 to Item 947/17).

Attachment 1

The popularity of the project has resulted in 32 eligible applications (total area of 589m²) being rejected or deferred until next year (assuming a budget is allocated). These additional applications represent approximately \$25,000 of expenditure. It is recommended that Council endorse additional funds to allow these verges to also be greened within the 2017/18 financial year. The funds required for this work will be identified during the current financial year and future budget reviews.

3. ANALYSIS OF OPTIONS

Option 1 - That the additional \$25 000, to enable all valid requests for verge greening, be found within the existing budget and required adjustments made during budget review 1.

All 55 eligible applicants showing interest in converting their dolomite verges to planted be notified that their application has been successful.

This option will allow applications received and assessed in 2017/18 to have confirmation that they will be approved for work to be undertaken in the spring of 2017.

Option 2 - Council does not allocate any additional funds to the Greening Verges Incentive for 2017/18

This option will cause significant and possibly indefinite delay for eligible applicants on the waiting list as it is not yet known if the project will continue in 2018/19.

4. RECOMMENDED OPTION

Option 1 is the recommended option.

5. POLICY IMPLICATIONS

5.1 Financial/budget

The additional funding will be found from savings during 2017/18.

5.3 Staffing/Work Plans

If the additional funding is endorsed, no additional staffing will be required as the work will be scheduled as an autumn addition to the original project.

5.4 Environmental/Social/Economic

In addition to beautification of streetscapes and individual property kerb appeal, green verges have multiple benefits including:

- providing a healthier environment for street trees
- softening the effect of hard surfaces such as roads and footpaths
- improving air quality
- working at natural air conditioners through moisture in leaves
- reducing stormwater run-off, and
- providing habitat for small creatures like bees and butterflies
- encouraging people to walk more for short trips

5.5 Stakeholder Engagement

Significant input was provided by the Infrastructure and Sustainability Committee during the development of the Greening Verges Incentive.

The Greening Verges Incentive applications process was open to residents and organisations through 10- 31 July 2016 via online or hard copy formats and advertised as follows:

- A notice in the *Eastern Courier Messenger*.
- On the environmental and home pages of the City of Unley website.
- Promoted on the City of Unley Facebook page.
- Radio Interview on 5AA by Mayor Lachlan Clyne on Sunday 16 July 2017.
- Hard copies and feedback forms placed at the Civic Centre and libraries.
- Email notification to list of residents that expressed interest in greening verges over the last year.
- Email notification to Elected Members and Council staff.

6. REPORT CONSULTATION

The Greening Verges Incentive is being delivered in collaboration with Strategic Assets, Operational Services, Sustainable Landscapes and Communications teams.

7. ATTACHMENTS

1. Unley Verge Planting Guide

8. REPORT AUTHORISERS

Name	Title
John Devine	General Manager City Development



Unley Verges Planting Guide

Garden design ideas,
planning tips & plant suggestions
for greening your nature strip



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Verge Landscaping 5

Design Tips 6

Garden Designs 8

Disclaimer: The information provided in this booklet is to be used as a guide. All information given is believed to be correct and provided through our experience and local knowledge in the City of Unley conditions, given in good faith without prejudice. We accept no responsibility for any loss, cost or damage resulting from following information provided in this guide.



About this Guide

This guide provides suggestions and ideas for residents to green their verges within the City of Unley.

Plants can transform a verge into an attractive feature, setting off an individual property and contributing to the overall appeal of the neighbourhood.

Verges filled with dolomite are not water permeable. If these are replaced with loam and low plantings or lawn maintained by residents, it will help improve soil moisture, reflected heat and add to the cool, green feel of the City. Plants can also benefit the health of the street trees and support local wildlife like birds and butterflies.

Verges are typically narrow spaces of land that are within the streetscape that need to be safe for pedestrians, road users and allow space for residential bin collection. This can make them challenging to select appropriate plants.

To assist residents the City of Unley has developed six verge design examples. You can visit these display verges on Edmund Avenue, Unley starting at the corner with Rugby Terrace.

Thank you for helping to
make the City of Unley
beautiful and green.

Introduction

What is a verge?

A verge (or nature strip) is the area of land situated at the front of your property between the footpath and the roadside kerb.

Verges allow room for important public services such as water and gas, and provide a place for street trees to be planted. Depending on the street the size of verges can vary from none to very wide.

Why landscape it?

The City of Unley encourages residents to green their verge to enhance the aesthetic value of the streetscape as a whole and individual properties. The green nature of our suburbs is a key reason many people enjoy living and working in the area.

Landscaping a verge contributes in many positive ways to your street including, providing a healthier environment for street trees, absorbing rainwater, and providing much needed habitat for small creatures like bees and butterflies. Plants also work as natural air conditioners when air moves through the moisture in the leaves. Collectively the more plants in an area; the cooler it can be which is particularly useful in summer.

Studies by the Heart Foundation have found neighbourhoods with more plants encourage more people to walk for short trips.

Whose responsibility is the verge?

Verges are classified as part of public road under the *Local Government Act 1999* and as such are owned by Council.

- Council is responsible for the planting and maintenance of street trees and for ensuring that verges pose no threat to public safety.
- Householders are encouraged to beautify and plant out their verge, and will be responsible for ongoing maintenance.

Prior to starting any works you need to complete an Application to Alter Public Road form and tick the create nature strip box which is available online or at the Council office.

Guidelines for Verge Landscaping

If you are planning on greening your verge, there are a few simple rules to make sure your project will not inadvertently harm street trees or other users of the area.

Pre-planning

Let Council know you wish to garden the verge by completing an Application to Alter a Public Road form available from the Council's website unley.sa.gov.au and tick create nature strip. If you are planning on installing irrigation to the verge, the pipework will need to go under the footpath so be sure to add this information to your application.

Plant selection

Plantings are to be kept lower than 600mm in height to ensure adequate vision for vehicles entering and leaving driveways. Read plant labels for an indicative full grown height, or ensure plants are regularly clipped low. Avoid plants that are sharp, thorny or poisonous.

Installation

If you are doing the work yourself and have an approved application, be sure to contact Dial Before You Dig on 1100 before undertaking any type of digging in the ground.

During landscaping works special consideration should be given to preserving the vital root system of any trees within the verge.

Keep tools and other items off the road and footpath to prevent passers-by from tripping on them. The area must be kept safe at all times.

To prevent stormwater pollution, materials such as soil or mulch must be swept up from hard surfaces such as the footpath and gutter.

Maintenance

After planting it will be the residents responsibility to care for a new verge garden. Keep them watered, free from weeds and pruned if they start getting too high or spreading over the footpath.

Design Tips

Design

Before you start, take time to plan out what you want your verge to look like. Think about the things you can't change such as the amount of sun the verge receives at different times of the day. Take a walk around the neighbourhood to see what others are doing and what is working well.

Consider what style and colours will compliment your existing property and front garden.

A well maintained front verge garden can increase kerb appeal.

Gardens can look great when there are different colours, leaf textures and heights. Consider grouping small numbers of the same species together to add impact.

The general rules are to avoid plants that are spikey, poisonous, block vision or create trip hazards.

Try sketching up a design on paper first. If you can draw your verge to scale this will help in calculating the number of plants you are going to need for the design.

Choosing your plants

Some plants need more care and maintenance than others so consider the amount of time and effort you can dedicate to caring for your verge.

A good tip is to choose hardy waterwise plants. Natives are a great option as they require minimal water, limited fertilising and they can provide valuable habitat for small native creatures. Natives typically need watering in for the first year and once established will only need a top up drink in extreme weather. There are a range of non-native Mediterranean climate plants that are also water wise and low maintenance.

Select plants that won't grow any taller than 600mm to ensure that lines of sight along your street are retained for safety reasons. The occasional flower stalk above this height is fine.

This guide includes some plant suggestions, but you can also get ideas from seeing what plants are growing well around your neighbourhood or visiting your local nursery. Alternatively websites like Plant Selector Plus by the Adelaide Botanic Gardens is a free database that allows you to search by postcode and plant attributes like height and flower colour.

The plant species should be available from any good garden centre, although some plants may be unavailable at certain times of the year.

Within the City of Unley are two garden centres:

- Mitre 10 Barrow and Bench
321 Unley Road, Malvern SA 5061
- The Conservatory
80 Unley Road, Unley SA 5061

Paths & bins

If you have regular visitors come by car, you may want to include some lawn or an unplanted area on the verge to enable passengers to get out of the vehicle without stepping on plants. Don't forget to leave space for your kerbside bins.

Ideas for suitable path and bin pad treatments are included in the designs in this booklet. Any pavers or other hard surface needs to avoid creating trip hazards for road and footpath users.

Artificial turf is not a good choice as it provides no cooling benefit for your street, is typically glued down and surprisingly still needs weeding.

Water retention

Verge gardens are a great way to get more moisture into the soil and reduce stormwater runoff. It is a good idea to swale the verge garden slightly (shape the soil to have a small depression in middle of verge). This should be easier to maintain, reduce mulch dispersing and collect water when it rains.

Mulch can retain moisture and reduce weeds. There are a range of different organic mulches (leaf litter, bark chip, straw) and inorganic (pebbles, screenings, gravel). Aim for 50-100mm depth of mulch, but be careful not to mound up around the base of your street tree.

Irrigation is permitted, however the pipework will need to go under the footpath. This will be at residents expense, and approved via an Application to Alter a Public Road form.

Service access

Verges typically have underground cables and pipes. While infrequent, they do need to be accessed occasionally. Much of this work can be completed with minimal impact by special sensing equipment and/or underground boring. If you have a service box on your verge you cannot change this or block access.

Verges are also part of the streetscape and sometimes are adjusted as part of road upgrades. Street trees need occasional maintenance and in rare cases replacement. This is one of the reasons why it is important to complete an Application to Alter Public Road form so that Council can check if any works are scheduled in the foreseeable future.

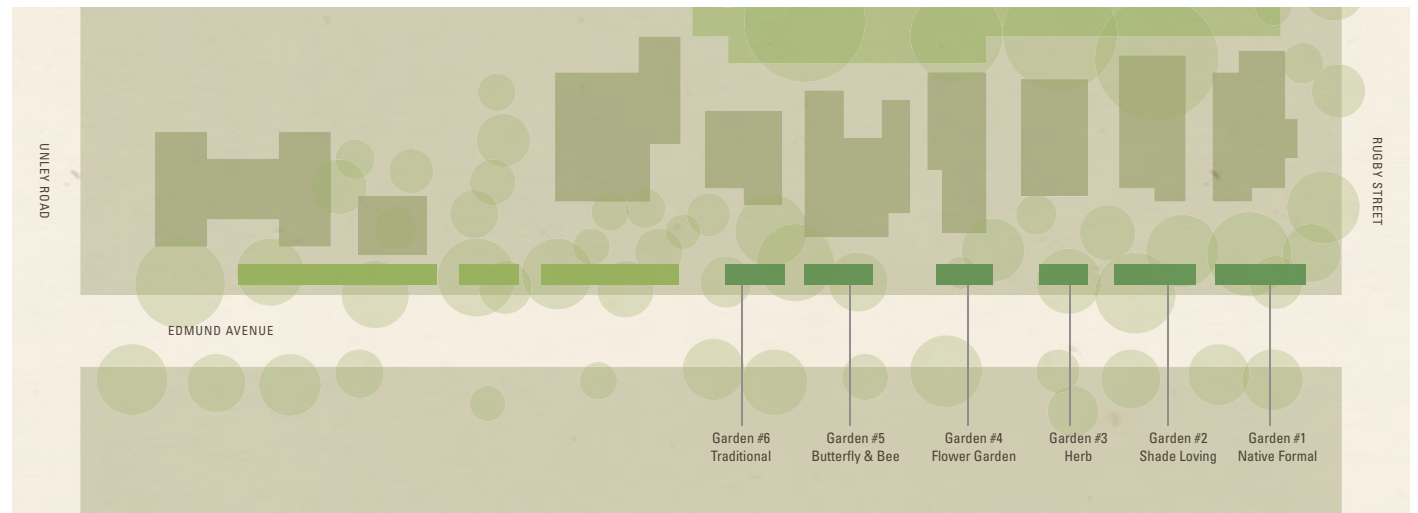
Garden Designs

The following six design ideas are examples that meet the guidelines which you can copy, adapt or use as inspiration for your own design. Species have been selected for their height, colour, form and hardiness although some will need to be clipped to ensure they are maintained below the 600mm height. A few have loose flower spikes which rise above the 600mm seasonally, but these shouldn't obstruct the view of road users.

Many of the ideas for path and bin pad treatments could be interchanged between designs.

If you decide to use one of these designs, be sure to check the length and width of your verge and adjust the number of plants accordingly.

As with anything natural there may be slight differences between the garden design plans in the booklet and the actual display street garden.



You can visit these garden designs on a verge display street at Edmund Avenue between Unley Road and Rugby Terrace.

1. Native Formal

LIGHT: DAPPLED ☀️

MAINTENANCE: ✂️ ✂️ ✂️
(IF CLIPPED TO HEDGE STYLE)

WATERING: 💧

Formal gardens are typically symmetrical with repeated patterns and often include hedges. You can achieve this look with native species. Some like Westringia and Lilly Pilly can be clipped and shaped. Native plants also have the added benefits of supporting local wildlife and generally being drought tolerant.

NOTE: No path has been included in this garden, since cars cannot park adjacent this verge. Telstra connection box must be left.

PLANTS:



 Lilly Pilly,
Syzygium smithii



 Native Rosemary,
Westringia fruticosa

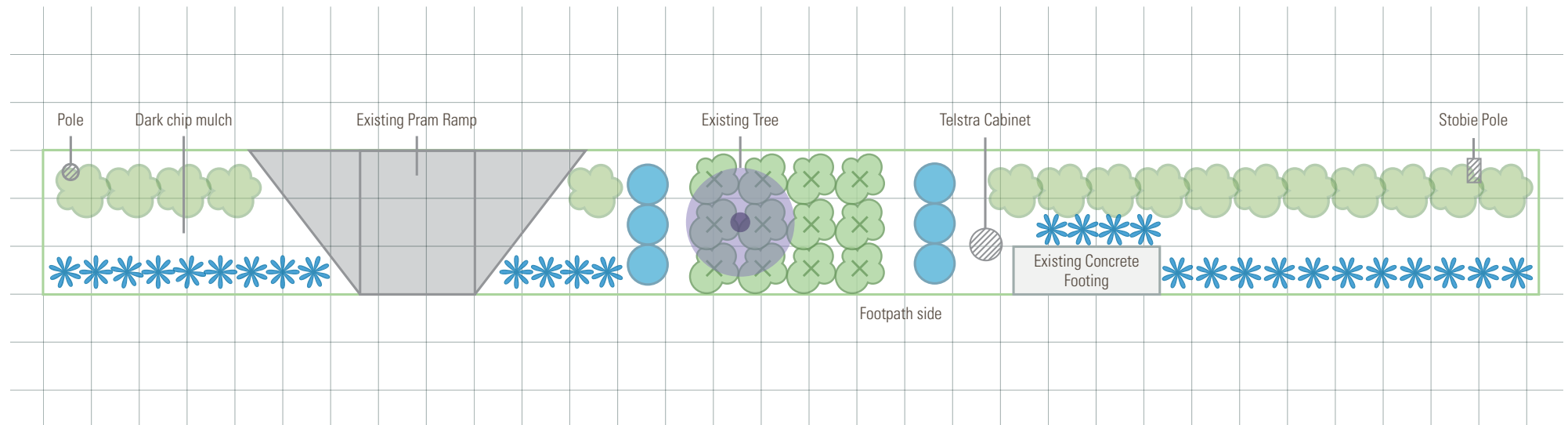


 Wattle Matt-rush,
Lomandra filiformis



 Flax Lilly,
Dianella tasmanica

One square = 50cm



2. Shade Loving

LIGHT: DAPPLED ☀️

MAINTENANCE: 🧰

WATERING: 💧

These plants are suited to a shady verge and use a modern contemporary planting layout with interesting form and colour. Due to the length it has two paths for car access along with a bin pad.

The paths are compacted quarry sand and its light colour helps make the garden feel larger and create contrast to the plants. Plant species are hardy and slow growing to reduce maintenance requirements.

The bin pad accommodates two residential bins but still has a mondo grass between. This may make manoeuvring the bins a little tricky, so consider if this will suit your own situation.

PLANTS:



✕ Rock Lily, *Arthropodium cirratum*



✕ Indian Hawthorn, *Raphiolepis indica*



✳️ Orange Clivia, *Clivia miniata*



✳️ Dwarf Mondo Grass, *Ophiopogon japonicus*



● Dwarf Abelia, *Abelia x Grandiflora*

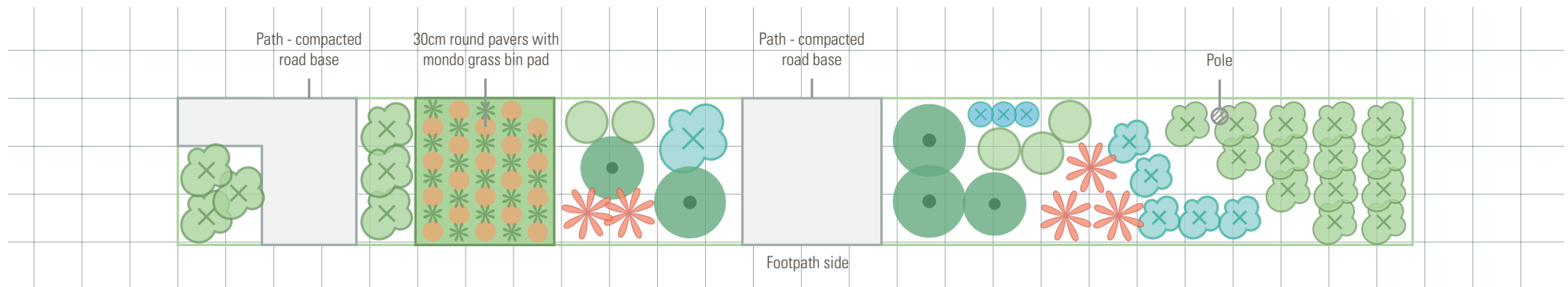


● Dwarf Nandina, *Nandina domestica*



✕ Purple Bugle, *Ajuga reptans*

One square = 50cm



3. Herb

LIGHT: DAPPLED/PART SUN ☀️ MAINTENANCE: 🧰 WATERING: 💧

Plant selection has focused on hardy, evergreen herbs which can grow in dappled light/part sun conditions. Residents with a full sun verge could select from a larger plant base.

The planting plan and plant palette compliments the style of the building and is simple and under-stated. It also reflects much of the style to be found in Unley gardens.

The bin pad accommodates 2 bins. The creeping Thyme between pavers will offer a level of scent and is able to withstand some foot traffic.

NOTE: This garden maximises access from parked vehicles with a path along the kerbside.

PLANTS:



* Creeping Thyme, *Thymus serpyllum*



✕ Rosemary, *Rosmarinus officinalis*

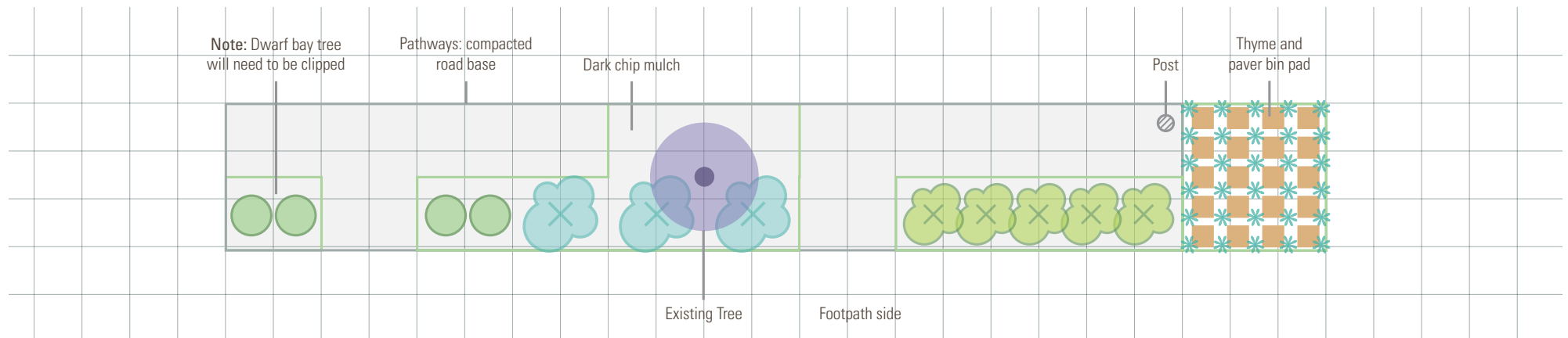


✕ Wormwood, *Artemisia arborescens*



● Dwarf Bay Tree, *Laurus nobilis*

One square = 50cm



4. Flower Garden

LIGHT: SUNNY ☀

MAINTENANCE: 🧰🧱🧽

WATERING: 💧💧💧

This cottage style garden suits a sunny verge. The plant selection is hardy, with many species flowering over many months. This garden will require a little more maintenance – spent flowers should be removed to encourage repeat flowering and will need cutting back in late Autumn.

You could also under plant with seasonal bulbs for added winter colour.

NOTE: The stepping stone paths are recycled from old slate kerbing that used to be throughout Unley.

PLANTS:



Blue Salvia, *Salvia farinacea*



Geranium, *Pelargonium x hortorum*



Redhot Poker, *Kniphofia uvaria*



Society Garlic, *Tulbaghia violacea*



African Daisy, *Arctotis* hybrid 'Hannah'



Lambs Ears, *Stachys byzantina*

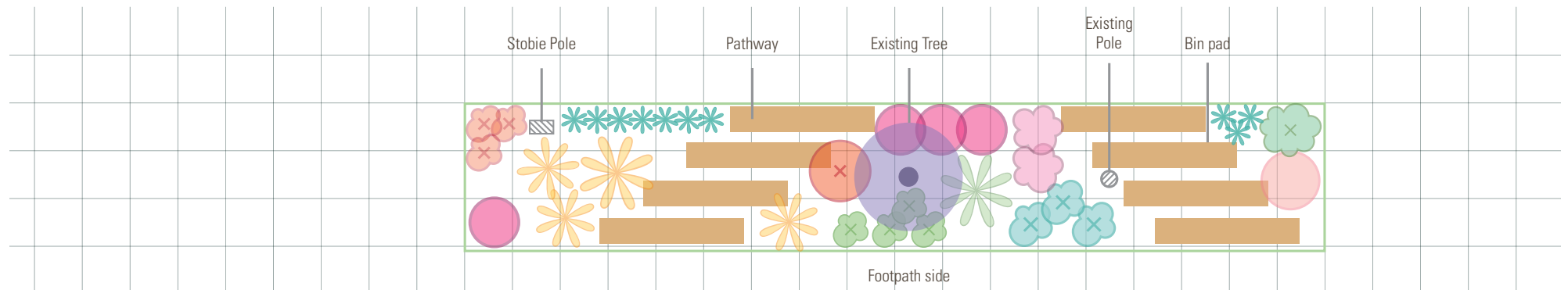


Silver Pigs Ear, *Cotyledon orbiculata*



Sedum, *Sedum spectabile*

One square = 50cm





✘ Daisybush, *Osteospermum*
cultivar 'Elite Orange'



✱ Australia Foxtail Grass,
Pennisetum alopecuroides



● Dill Daisy,
Argyranthemum cultivar
'Elite Raspberry'



5. Butterfly & Bee

LIGHT: PART SUN ☀

MAINTENANCE: ✂

WATERING: 💧

The existing front garden has a native garden so the verge garden matches this simple, natural planting layout.

Butterflies need food plants and shelter for their caterpillar stage, and food plants for the butterflies. Most of the suggested plants are native, but others like Sedum and Silver Carpet are not. Don't be afraid to mix and match local and introduced species in urban areas if they suit your gardening aims and personal taste.

If you are passionate about local provenance plants, there are many native species available through State Flora or Trees for Life.

PLANTS:



Creeping Boobialla, *Myoporum parvifolium*



Leatherleaf Sedge, *Carex buchananii*



Pink Rice Flower, *Pimelea ferruginea*



Native Lilac, *Hardenbergia violacea*



Mat Rush, *Lomandra longifolia*



Sedum, *Sedum spectabile*

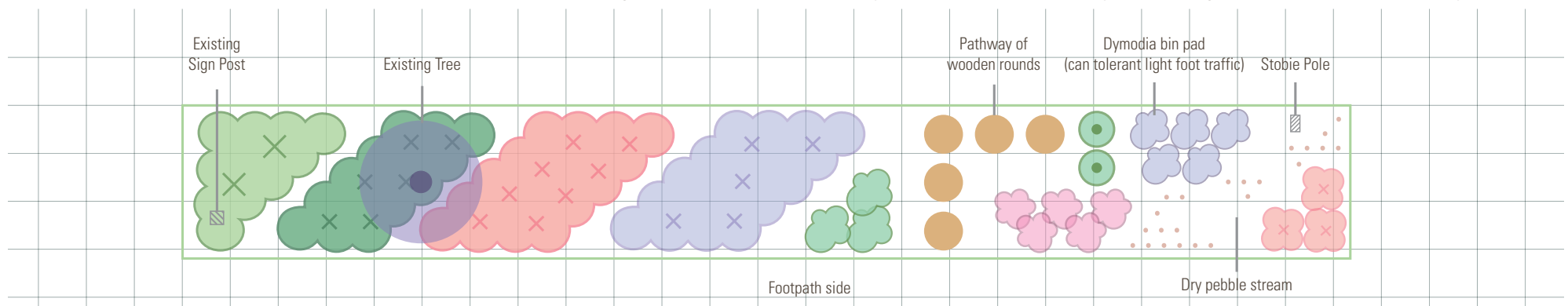


Silver Carpet, *Dymondia margaretae*



Running Postman, *Kennedia prostrata*

One square = 50cm





6. Traditional

LIGHT: DAPPLED ☀️

MAINTENANCE: 🧰

WATERING: 💧

This design would suit a very small verge garden with reasonable shade. For simplicity it has been mass-planted with white Agapanthus.

Agapanthus are a common plant used by residents in Unley. They flower late spring and summer and look good in mass plantings. Please note that they are a problem weed in bush and farmland. Native alternatives include Dianella and Lomandra (see Garden 1: Native Formal).

The Agapanthus could also be substituted with Arthropodium, which flower in a part sun aspect. Or for a more contemporary look, Aeonium (succulent) does not flower but has an excellent leaf texture.

PLANTS:

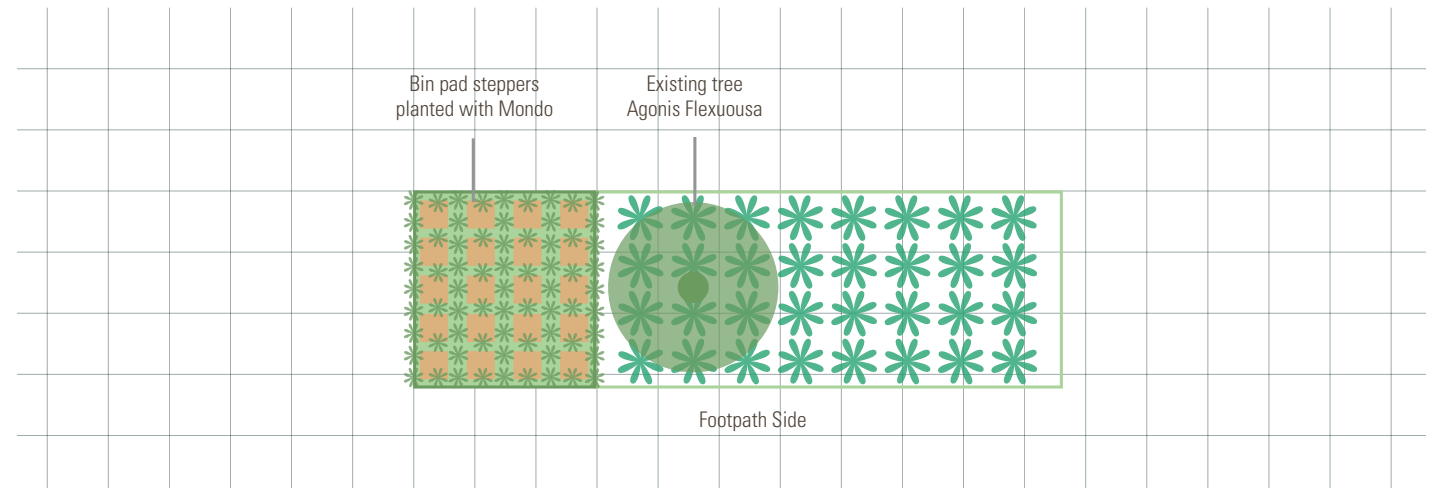


* Dwarf White Agapanthus, *Agapanthus hybrid* Snowball



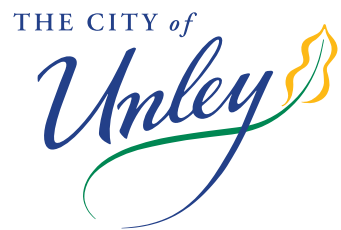
* Dwarf Mondo Grass, *Ophiopogon japonicus*

One square = 50cm





We hope you
found this planting
guide helpful.



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unley.sa.gov.au

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DECISION REPORT

REPORT TITLE: PROPOSED UNLEY INTEGRATED
TRANSPORT STRATEGY

ITEM NUMBER: 948

DATE OF MEETING: 28 AUGUST 2017

AUTHOR: SATYEN GANDHI

JOB TITLE: TRANSPORT AND TRAFFIC LEAD

EXECUTIVE SUMMARY

The current Unley Integrated Transport Strategy (UITS) was adopted in 2002 and is a key strategy underpinning the Council's Community Plan. This strategy now needs to be reviewed to better represent the Community's current expectations; and to reflect Council's updated Community Plan and, State Government Policy changes. The plan also needs to take into account technological innovations in transport as well as other environmental changes.

The review of the UITS began in August 2016, and since then Council has undertaken traffic and crash data analysis, expert reviews, on-site assessments and traffic surveys of the transport network in the City, and community/stakeholder engagement.

The initial community engagement undertaken between October 2016 and January 2017, sought community feedback on their experiences and views about transport in the City. The community engagement included (but was not limited to) facilitated workshops with key stakeholders (e.g Department Planning, Transport and Infrastructure, Bicycle Institute of SA, Heart Foundation, RAA and similar groups), and from community groups such as FOCUS, UBUG and Councils Active Ageing Alliance. Online community engagement via the Your Say Unley website was undertaken and 203 responses were received.

Elected Member workshops were also conducted in May - June 2017 to obtain Elected Member input into the development of a draft UITS.

The draft UITS is comprised of four key areas; Active Transport, Parking, Public Transport and Shared Transport, and Traffic Management and Safety. The detailed information on the initiatives within these focus areas, is provided in Attachment 1 to Item 948/17.

Attachment 1

In summary, the strategy has been drafted following significant input from the stakeholders, a detailed technical analysis, and keeping the future opportunities/challenges at the heart of the strategy.

RECOMMENDATION

That:

1. The report be received.
 2. The proposed Unley Integrated Transport Strategy (UITs) as provided in Attachment 1 to Item 948/17, be endorsed.
-

1. RELEVANT CORE STRATEGIES/POLICIES

1.1 Community Plan 2033 - Moving theme

- Equitable parking throughout the City
- An integrated, accessible and pedestrian-friendly
- Alternative travel options

1.2 Active Ageing Strategy

2. DISCUSSION

Every member of our community uses a form of transport (be that walking, cycling, public transport or driving) almost every day. The efficiency, safety and accessibility of these transport modes define our community's day to day experiences. Council plays a key role in providing for, and facilitating the movement of people and vehicles in our City.

The current Unley Integrated Transport Strategy (UITs) was adopted in 2002. The strategy has been a key instrument in undertaking an integrated approach to transport planning in our community. The strategy is now 15 years old and needs to be updated to better represent our community's current requirements, Council's amended Community Plan, State Government policies relevant to transport, demographic trends, technological innovations in transport, and opportunities to make transport and traffic function better for our future community.

The review of the UITs began in August 2016 and has included an analysis of traffic and crash databases, on-site reviews, traffic surveys, community engagement, Elected Member workshops and engagement with key community groups (e.g. Bicycle Institute SA, Friends of City of Unley Society, Unley Bicycle User Group, Active Ageing Alliance) and State Government departments (e.g. Department of Planning Transport and Infrastructure). The information, derived from these engagements, has informed the draft UITs.

Based on the information from the initial community and stakeholder engagements, future opportunities/trends analysis, and review of the existing traffic/ transport network, the draft UITs incorporates the following four key areas:

- **Active Transport** – This involves pursuing, facilitating and encouraging the use of walking and cycling as preferred modes of transport; particularly for short trips, and trips to and from work. The actions, within this focus area, aim to reduce the existing traffic congestion across our City and improve the health and environmental outcomes for our community.
- **Parking** – Both residential and commercial land users rely on parking for their daily activities. This focus area is aimed at the optimal and efficient use of both on-street and off-street parking and is to be achieved through policy measures, incentives, advocacy and use of smart technology.
- **Public Transport and Shared Transport** – The focus area targets/encourages all transport trips that will reduce dependency on the single person occupied vehicles. Unley is well served by all forms of

public transport such as trams, trains and buses and community transport. With future trends suggesting that ride sharing and shared cars are becoming more common, this focus area aims at facilitating and encouraging both public transport and shared transport. The State Government's planned UnleyLINK tram network will be a key infrastructure investment to increase the public transport patronage of Unley community.

- **Traffic Management and Safety** – Unley has been a leader in traffic management and road safety outcomes (e.g. 40km/hr citywide speed limits) for its community. This focus area aims to continue and capitalise on the positive achievements of the current policy. This includes providing a safe, accessible and efficient traffic network for all road users. The improvement in east-west connectivity of the traffic network will be a key consideration for this focus area.

The UITs has been developed to build on the positives of the current strategy while aspiring to achieve future opportunities. It is important that all focus areas and associated actions are executed as an integrated plan as the focus areas are interdependent. The integrated approach is imperative to realise the full potential of the strategy.

3. ANALYSIS OF OPTIONS

Option 1 – The proposed Unley Integrated Transport Strategy (UITs) as provided in Attachment 1 to Item 948/17, be endorsed.

The endorsement of the UITs will enable the strategic priorities identified to be progressed and implemented. This strategy is one of the fundamental strategies of Council and is directly aligned with council's Community Plan goals. The strategy will guide Council's LATM program initiatives and parking management initiatives; the parking management and LATM initiatives are noted to be a significant part of community feedback received.

Option 2 – Provide an alternative option.

The Council may provide an alternative option on the way forward.

4. RECOMMENDED OPTION

Option 1 is the recommended option.

5. POLICY IMPLICATIONS

5.1 Financial/budget

- Quantifiable outcomes for each focus area are to be better designed, and balanced with sustainable funding. This is expected to occur before next year's business planning cycle.
- Budgets to implement each of the focus areas in line with the above definition of outcomes will be discussed with Council as part of next year's budget cycle to ensure that expectations from the Strategy are matched with required funding.

5.2 Legislative/Risk Management

- There are no foreseeable adverse legislative implications associated with the proposed recommendations.

5.3 Staffing/Work Plans

- The project works associated with finalising the UITs can be accommodated within the existing work plans.

5.4 Environmental/Social/Economic

- There are no adverse impacts with the proposed recommendations.

5.5 Stakeholder Engagement

Early community engagement at the beginning of the project was aimed at understanding the experiences and views of our local community and key stakeholders (e.g. Bicycle Institute SA, Friends of City of Unley Society, Unley Bicycle User Group, Active Ageing Alliance, Department of Planning Transport and Infrastructure, RAA and other similar groups). In addition to facilitated workshops and 'drop in' sessions at the Unley Shopping Centre, a total of 203 responses were received via our online Your Say Unley website.

Following Council endorsement, the Strategy will be published on Council's website and promoted via Unley Life column.

6. REPORT CONSULTATION

Nil

7. ATTACHMENTS

1. Proposed Unley Integrated Transport Strategy

8. REPORT AUTHORISERS

<u>Name</u>	<u>Title</u>
Peter Tsokas	Chief Executive Officer
John Devine	General Manager City Development

Unley Integrated Transport Strategy

Pursuing safe, accessible, sustainable and effective transport movements for the City of Unley



Vision

Unley's transport system and people movement will be safe, accessible, sustainable and effective.

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Focus Areas



04 Active Transport



05 Parking



06 Public Transport and Shared Transport



07 Traffic Management and Road Safety



Introduction

The purpose of the Unley Integrated Transport Strategy is to develop a consolidated and integrated approach towards the management of transport and its impact on the local community and business environment.

Unley's existing transport strategy was prepared in 2002. With consideration to the new planning directions coming from the State Government with the 30-Year Plan for Greater Adelaide (updated in 2016) and the Integrated Transport and Land Use Plan (2015), as well as a desire to align with our latest City of Unley Community Plan, a review of the Unley Integrated Transport Strategy (UITS) was undertaken.

The comprehensive and holistic review included:

- > Traffic surveys;
- > On-site observations;
- > Traffic and crash database analysis;
- > Expert review of the existing issues and future opportunities;
- > Community engagement via Your Say Unley;
- > Workshops with key stakeholders (e.g. Department of Planning, Transport and Infrastructure, Bicycle Institute of SA, Heart Foundation, RAA); and
- > Drop-in sessions at the Unley Shopping Centre.

The key challenges for the City of Unley in regards to delivering an integrated transport network that is robust to adapt into the future were identified as:

- > Population growth and demographic changes;
- > Social inclusion, health and wellbeing;
- > Car dependency;
- > Economic development;
- > Congestion and road safety;
- > Parking;
- > Technology changes;
- > Governance; and
- > Funding.

The Strategy aims to find a balance between competing regional transport demands and the protection and enhancement of local amenity and accessibility. It does this through the development of key four focus areas. They are:

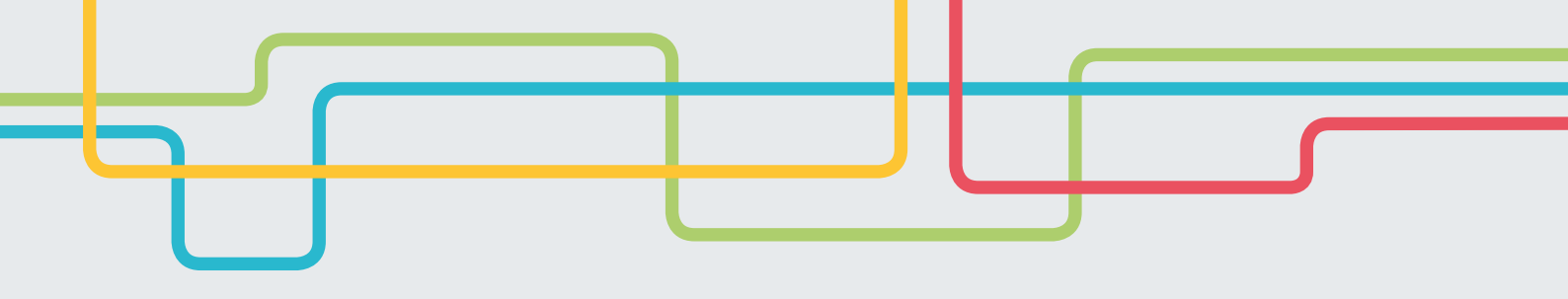
Active Transport

Parking

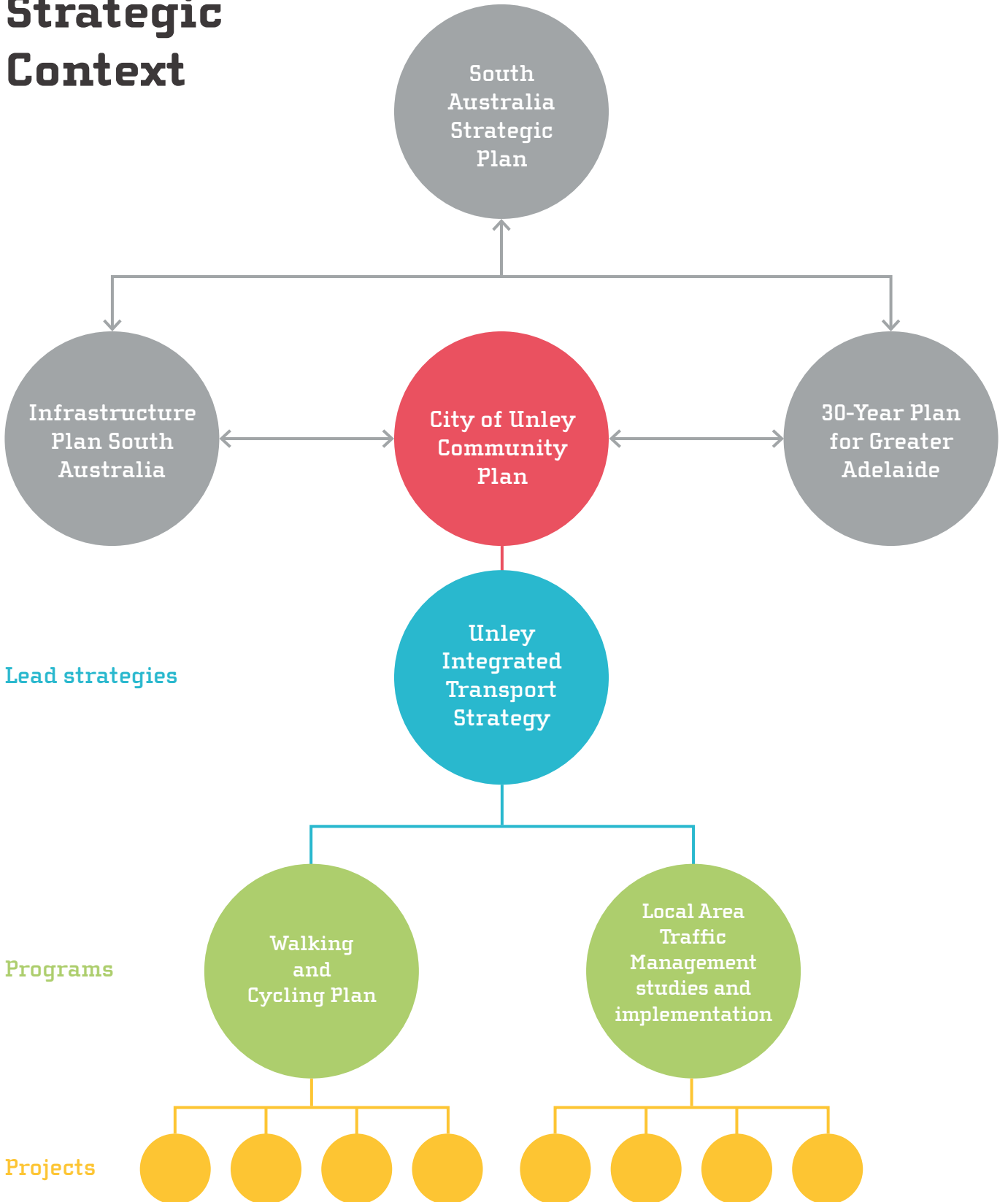
Public Transport and Shared Transport

Traffic Management and Road Safety

The Strategy outlines the key objectives, targets, actions and desired outcomes for each of the four focus areas and aims to guide and inform our priorities in achieving our vision for transport in the City of Unley.



Strategic Context



Focus Area 1

Active Transport



This area covers transport modes that encourage modal choices such as cycling and walking. These modes not only assist with Council's environmental goals but contribute positively to the health outcomes of our community.

Objectives

- > Unley is recognised as a leader in providing connected, efficient and safe active transport choices.
- > Active transport options are more utilised by the local community.

Targets

- > Double the amount of active transport journeys to work by Unley residents (9.4% walking and 7.4% cycling).
- > Record the highest number (percentage of population) of sustainable transport journeys undertaken by our local community, when compared to the rest of metropolitan Adelaide.

Key Programs

- > Implement the City of Unley Walking and Cycling Plan by 2021.
- > Actively promote the use of cycling and walking across all community age groups.
- > Develop school programs in partnership with the State Government to encourage riding and walking to school.

Outcomes

- > Safe bike and walk ways are a feature of our City.
- > We have a healthier more active community.
- > Our City's carbon footprint is reduced.

Focus Area 2

Parking



This area covers on-street parking and off-street parking, with a focus on main streets and shopping precincts, the minimisation of commuter parking, and the use of technology in parking management to meet existing and future parking challenges.

Objectives

- > Unley is recognised for its proactive, innovative, and customer centric approach to parking management.
- > Equitable and convenient parking options are delivered throughout the City.

Targets

- > Percentage reduction in parking related customer complaints.
- > Increase parking solutions and infrastructure that provides for all modes of transport and people with disabilities.

Key Programs

- > Invest in producing data to ascertain parking behaviours and 'problem areas'.
- > Invest in smart parking solutions that will meet current and future parking management demands.
- > Undertake precinct based parking reviews of the existing parking controls and use the data collected to inform future parking management.
- > Undertake a business parking needs analysis for customer and staff parking. Include findings in policy reviews.
- > Implement technology based solutions that provide simple and economical systems for users.

Outcomes

- > Parking options are optimised and the mix of residential and business parking needs are met.
- > Commuter parking only occurs in appropriate areas.
- > Our parking systems are simple and user friendly.

Focus Area 3

Public Transport and Shared Transport



Public transport and shared transport is classified as any type of transport that reduces dependency on single occupancy vehicles. Public transport in the City of Unley includes trains, trams, buses, and community transport services. Shared transport includes any trip undertaken via ride sharing (e.g. Uber), car sharing (e.g. Go Get) and other innovative transport options.

Objectives

- > Unley residents enjoy connected and accessible public transport and shared transport options.
- > Our public transport network provides for the existing and future needs of our community.

Targets

- > Percentage increase in local community use of public transport (15% of journeys to work using public transport).
- > Percentage increase in local community use of shared transport.

Key Programs

- > Lobby the State Government for infrastructure that encourages our community to use public transport more regularly.
- > Engage with the Department of Planning, Transport and Infrastructure to ensure that Disability Discrimination Act compliant public transport infrastructure is provided in the City.
- > Invest in data and market research to ascertain community behaviour to help inform community needs.
- > Engage with the Department of Planning, Transport and Infrastructure to support prioritisation of UnleyLINK.
- > Promote the use of ride sharing, car sharing and smart transport options, recognising their importance in the future of transport.

Outcomes

- > Public transport and shared transport is an attractive and well used transport option.
- > Reduced motor vehicle congestion.
- > Improved connectivity and ease of movement between precincts.
- > Our City's traffic related carbon footprint is reduced.

Focus Area 4

Traffic Management and Road Safety



This area focuses on traffic management solutions for all types of movement that prioritise safety and accessibility for our community.

Objectives

- > Unley is recognised as a leader in road safety and traffic management outcomes.
- > Safety is at the core of all of our infrastructure, traffic and transport management initiatives.
- > Unley's street and path networks provide effective, safe routes for all users.

Targets

- > Be one of the top three local government areas for lowest crash rates per capita.
- > Improve east/west connectivity.
- > Transport movements throughout our City are consistent with our transport system plan/hierarchy.

Key Programs

- > Provide innovative solutions for traffic management.
- > Review international precedents and develop guidelines for 'Home Zones'. Trial a Home Zone in one of the local Unley precincts.
- > Improve and optimise east-west connectivity.
- > Seek funding from the Department of Planning, Transport and Infrastructure to deliver infrastructure to improve the safety of the road network for all users.
- > Define the road hierarchy for all streets.
- > Complete Local Area Traffic Management studies and implement actions in line with the road hierarchy.
- > Undertake corridor management/road management plan for collector roads.

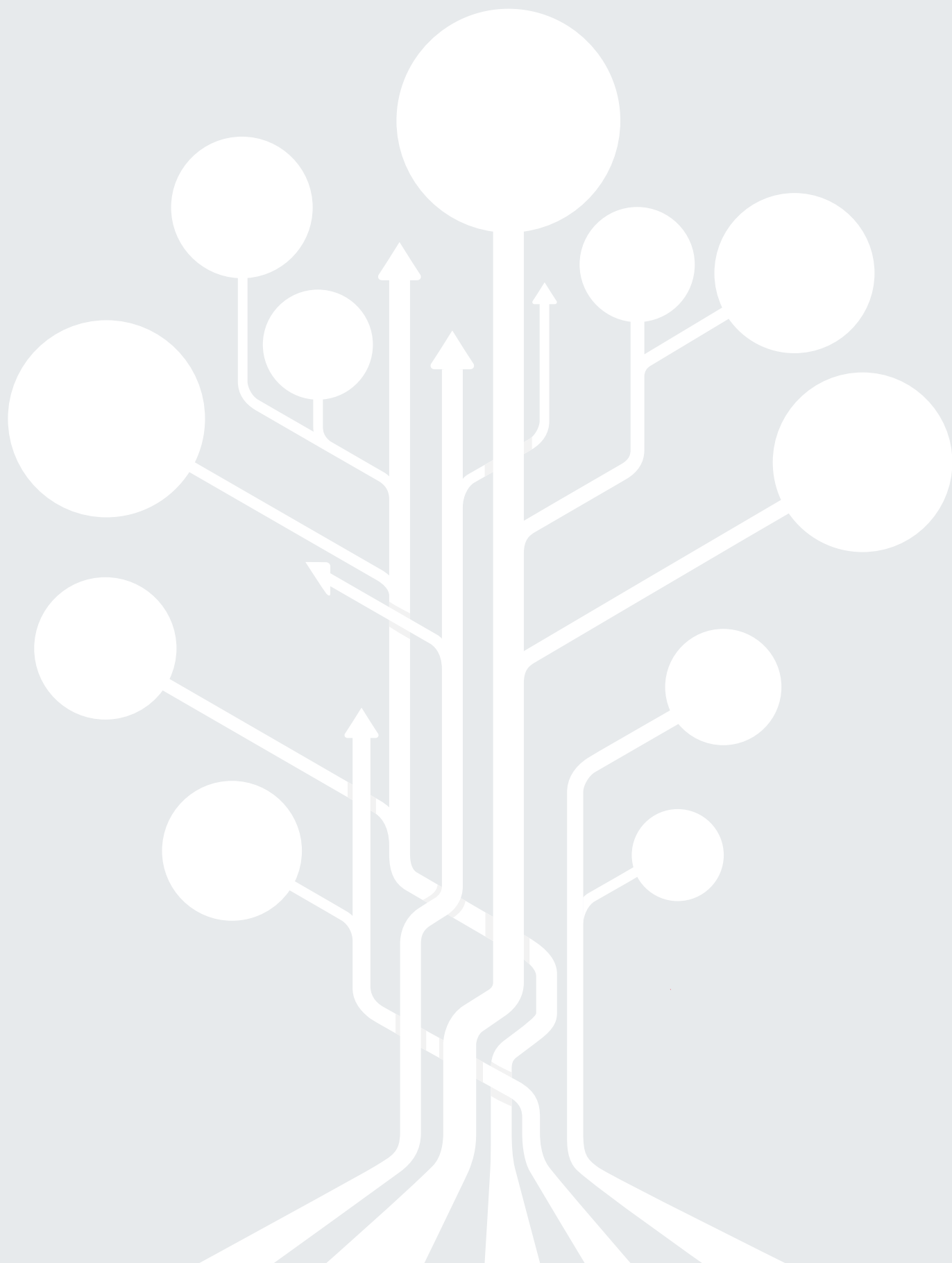
Outcomes

- > Reduced traffic and pedestrian incidents across the City.
- > Enhanced mobility and accessibility for our community.
- > Pedestrians can move through our City freely and safely.
- > Improved amenity of local residential streets.

Further Reading

**Unley Integrated Transport
Strategy Technical Report**

City of Unley Walking and Cycling Plan



DECISION REPORT

REPORT TITLE: LOCAL GOVERNMENT TRANSPORT
ADVISORY PANEL (LGTAP) - CALL FOR
NOMINATIONS

ITEM NUMBER: 949

DATE OF MEETING: 28 AUGUST 2017

AUTHOR: JULIE LISTER

JOB TITLE: A/GROUP MANAGER GOVERNANCE AND
RISK

EXECUTIVE SUMMARY

The Local Government Association (LGA) has called for nominations for the local government representatives on the Local Government Transport Advisory Panel (LGTAP).

Nominations must be received by the LGA by close of business Wednesday 13 September 2017.

RECOMMENDATION

That:

1. The report be received.
 2. A nomination for _____ as a Local Government representative on the Local Government Transport Advisory Panel be submitted to the Local Government Association by close of business Wednesday 13 September 2017.
-

1. **RELEVANT CORE STRATEGIES/POLICIES**

- Goal 5.3; Good governance and legislative framework.
- Goal 5.4: An environment of continuous improvement and innovation.
- Special Local Roads Program (SLRP).

2. **DISCUSSION**

The Local Government Association (LGA) has called for nominations for local government representation from current serving Council members or Council staff on the Local Government Transport Advisory Panel (LGTAP). Nominations are invited for the metropolitan member due to the resignation of Mr Wally Iasiello.

Details are shown in LGA Circular 32.2, dated 8 August 2017.

Attachment 1

The Special Local Roads Program (SLRP) was established under the joint approvals of the South Australian, Commonwealth and Local Governments. The Program commenced in 1985-86 and facilitates funding of significant and strategic road works throughout the State.

Each year the Local Government Transport Advisory Panel (LGTAP) calls for submissions for SLRP funding from the Regional LGA's (Eyre, South East, Central, Murray & Mallee, Southern & Hills) and the Metropolitan LGA.

The panel then considers a program of works across South Australia for allocation of funding from the SLRP. In performing this function the LGTAP give preference to those projects that have been developed through Local Government Regional Transport Plans and transparent planning processes.

The selection criteria for the vacancy include;

- Engineering skills;
- Experience in the management of large projects;
- Knowledge of roads and road funding;
- Experience in decision making process at a strategic level;
- Sound communication skills;
- Experience with Committee decision processes and collective approaches to strategic views.

Attachment 2

Nominations must be received by the LGA by close of business Wednesday 13 September 2017, and will be considered by the LGA Board at its meeting on Thursday 28 September 2017.

3. ANALYSIS OF OPTIONS

Option 1 – A nomination for _____ as a Local Government representative on the Local Government Transport Advisory Panel be submitted to the Local Government Association by close of business Wednesday 13 September 2017.

Council may nominate an Elected Member or staff member for the Panel vacancy.

Option 2 – The report be received

Council may receive the report without putting forward a nomination for the Panel.

4. RECOMMENDED OPTION

Option 1 is the recommended option.

5. POLICY IMPLICATIONS

5.1 *Legislative/Risk Management*

The work of the LGTAP considers a program of works across SA for allocation of funding from the Special Local Roads Program established under the joint approvals of the South Australian, Commonwealth and Local Government.

6. ATTACHMENTS

1. LGA circular 32.5, dated 8 August 2017.
2. Selection criteria for Panel position.

7. REPORT AUTHORISERS

<u>Name</u>	<u>Title</u>
Peter Tsokas	Chief Executive Officer

Circulars

Nominations sought for the Local Government Transport Advisory Panel (LGTAP) - Circular 32.2

To

**Chief Executive Officer
Elected Members
Finance and Accounting Staff
Information - Engineering Staff
Marketing and Public Relations Staff
Planning - Building Staff
Policy and Strategic Planning Staff**

Date

8 August 2017

Contact

Lea Bacon
Email: lea.bacon@lga.sa.gov.au

Response Required

Yes

Respond By

13 September 2017

Summary

A vacancy exists for a 'Metro Council' Member to the Local Government Transport Advisory Panel. Nominations must be forwarded to the LGA by COB Wednesday 13 September 2017.

The Special Local Roads Program (SLRP) was established under the joint approvals of the South Australian, Commonwealth and Local Governments. The Program commenced in 1985-86 and facilitates funding of significant and strategic road works throughout the State.

Each year the Local Government Transport Advisory Panel (LGTAP) calls for submissions for SLRP funding from the Regional LGA's (Eyre, South East, Central, Murray & Mallee, Southern & Hills) and the Metropolitan LGA.

The panel then considers a program of works across SA for allocation of funding from the SLRP. In performing this function the LGTAP give preference to those projects that have been developed through Local Government Regional Transport Plans and transparent planning processes.

See [Local Government Transport Advisory Panel](#) for terms of reference and further details.

Funding for the SLRP Program is provided from:

- 15% of identified local road grants; and
- 15% of funding from the SA allocation of R2R.

The current Panel includes:

- a member of the LGA Board, Mr Keith Parkes (Mayor of Alexandrina Council);
- a member from a country council, Mr Richard Dodson (General Manager of Infrastructure & Works, Light Regional Council);
- a member from a metropolitan council (vacant);
- Mr Lea Bacon (Director Policy) as delegate of the Local Government Association;
- Mr Peter Ilee as nominee of the Minister for Local Government;
- Mr Don Hogben (nominee of the Minister for Transport); and
- a representative from the Commonwealth Department of Transport and Regional Services (in an advisory capacity).

Appointment of Panel members has not been time limited (eg no fixed term).

Executive support for the Panel is provided by the LGA.

LGA nominations on outside bodies will, unless determined otherwise by the LGA Board, be currently serving council members or council staff. To view the LGA Nominations to Outside Bodies Policy [click here](#).

Nominations are invited for the metropolitan member on the Local Government Transport Advisory Panel due to the resignation of Mr Wally Iasiello. Nominations should address the selection criteria provided in [Part A](#) and must be forwarded by a council using the attached form [Part B](#)  (51 kb) along with a current CV

8/16/2017

Circulars

to email address lgasa@lga.sa.gov.au. All nominations should be received by the LGA not later than COB Wednesday 13 September 2017.

The LGA Board will consider nominations received at its meeting on Thursday 28 September 2017.



Name of Body	Local Government Transport Advisory Panel (LGTAP)	
Legal Status of Body	Advisory Committee	
Summary Statement	For Local Government to administer and drive the Special Local Roads Program (SLRP) and to assume greater responsibility for decision making for funding strategic roads.	
<p><u>SELECTION CRITERIA FOR MEMBERSHIP ON OUTSIDE BODIES</u> The following selection criteria must be addressed when completing Part B</p>		
Qualifications Required <i>(formal qualifications relevant to the appointment)</i>	N/A	
Industry Experience	Ideally Members will have engineering skills, experience in the management of large projects, knowledge of roads and road funding, experience in decision making processes at a strategic level and sound communication skills.	
Board / Committee Experience	Experience with Committee decision processes and collective approaches to strategic views.	
Key Expertise <i>(other relevant experience i.e. those requirements established for a Board/Committee under an Act)</i>	Regional Council experience.	
<p><u>LIABILITY AND INDEMNITY COVER</u> The LGA requires that representatives on outside bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by that organisation (on an annual basis)</p>		
Insurance information (Certificates of Currencies or equivalent) supplied by the Outside Body	Yes	
Insurance Policies are Valid & Current	Yes	

DECISION REPORT

REPORT TITLE: DOG AND CAT MANAGEMENT BOARD - CALL FOR NOMINATIONS

ITEM NUMBER: 950

DATE OF MEETING: 28 AUGUST 2017

AUTHOR: JULIE LISTER

JOB TITLE: A/GROUP MANAGER GOVERNANCE AND RISK

EXECUTIVE SUMMARY

The Local Government Association (LGA) has called for nominations for the local government representatives on the Dog and Cat Management Board.

Nominations must be received by the LGA by close of business 15 September 2017.

RECOMMENDATION

That:

1. The report be received.
 2. A nomination for _____ as a Local Government representative on the Dog and Cat Management Board be submitted to the Local Government Association by close of business Friday 15 September 2017.
-

1. **RELEVANT CORE STRATEGIES/POLICIES**

- Goal 5.3; Good governance and legislative framework.
- Goal 5.4: An environment of continuous improvement and innovation.
- Dog and Cat Management Act 1995, Section 12.

2. **DISCUSSION**

The Local Government Association (LGA) has called for nominations for local government representation (3 member positions) on the Dog and Cat Management Board (the Board). The Minister for Sustainability, Environment and Conservation has asked the LGA to forward a panel nominations for consideration to fill the vacancy.

Details are shown in LGA Circular 32.5, dated 8 August 2017.

Attachment 1

The Board is established pursuant to the Dog and Cat Management Act 1995 (the Act). Its role includes:

- overseeing the administration and enforcement provisions of the Act;
- issuing guidelines and providing advice to councils about effective management of dogs and cats;
- to consider all proposed by-laws referred to it under this Act;
- to keep the Act under review and make recommendations to the Minister with respect to the Act and Regulations.

The term of appointment is for up to three years, and a sitting fee of \$258 per four hour session attended would be paid to an Elected Member appointee (other than a member who is a State Government or statutory authority employee). The new Board member's term will commence December 2017.

Board Meetings are usually held on the last Wednesday of each month between 1.30pm and 5.30pm.

The selection criteria for the vacancy include;

- practical knowledge of and experience in local government, including local government processes, community consultation and the law as it applies to local government;
- experience in the administration of legislation;
- experience in financial management; and
- experience in education and training.

The priority attribute for the LGA nominee on this occasion is experience in education and training.

Attachment 2

Nominations must be received by the LGA by close of business Friday 15 September 2017, and will be considered by the LGA Board at its meeting on Thursday 28 September 2017.

3. ANALYSIS OF OPTIONS

Option 1 – A nomination for _____ as a Local Government representative on the Dog and Cat Management Board be submitted to the Local Government Association by close of business Friday 15 September 2017.

Council may nominate an Elected Member or staff member for the Board vacancy.

Option 2 – The report be received

Council may receive the report without putting forward a nomination for the Board.

4. RECOMMENDED OPTION

Option 1 is the recommended option.

5. POLICY IMPLICATIONS

5.1 *Legislative/Risk Management*

The work of the Dog and Cat Management Board is directly related to the control of dogs and cats in the council area. It considers changes to the Act and monitors community attitudes, safety issues etc, and issues guidelines for the public and councils.

6. ATTACHMENTS

1. LGA circular 32.5, dated 8 August 2017.
2. Selection criteria for Board position.

7. REPORT AUTHORISERS

<u>Name</u>	<u>Title</u>
Peter Tsokas	Chief Executive Officer

Circulars

Nominations sought for the Dog and Cat Management Board - Circular 32.5

To

Chief Executive Officer
Elected Members
Policy and Strategic Planning Staff

Date

8 August 2017

Contact

Gwyn Rimmington
Email: gwyn.rimmington@lga.sa.gov.au

Response Required

Yes

Respond By

15 September 2017

Summary

The Minister for Sustainability, Environment and Conservation, Hon Ian Hunter MLC, is seeking local government nominations for three member positions on the Dog and Cat Management Board for terms of up to 3 years. Nominations must be forwarded with a current CV to the LGA by COB 15 September 2017.

Established in 1995 under the *The Dog and Cat Management Act*, the Dog and Cat Management Board (DCMB) works closely with key partner organisations and state government to improve dog and cat management in South Australia. Using its research and expertise the Board has ensured that South Australia's regulatory and legislative framework has been reviewed and amended to improve the management of dogs and cats.

Appointments to the Dog & Cat Management Board are for a period of three years commencing December 2017.

The DCMB generally meets on the last Wednesday of each month between 1.30pm and 5.30pm, regularly holding their meetings at metropolitan and regional councils.

The sitting fee for Board Members is currently \$258 per four hour session attended.

LGA nominations on outside bodies will, unless determined otherwise by the LGA Board or Executive Committee, be current serving council members or council staff. No more than (2) nominees should be provided for each council.

Nominations addressing the Selection Criteria provided in [Part A](#)  for the Dog & Cat Management Board must be forwarded to lgasa@lga.sa.gov.au by a council using the attached [Part B](#) along with current CV, by COB Friday 15 September 2017.

The LGA Board will consider nominations received at its meeting on Thursday 28 September 2017.



Name of Body	Dog and Cat Management Board	
Legal Status of Body	Statutory Authority	
Summary Statement	The Dog and Cat Management Board operates under the Dog and Cat Management Act 1995 and its functions include monitoring the administration and enforcement of this Act by Councils.	
<p><u>SELECTION CRITERIA FOR MEMBERSHIP ON OUTSIDE BODIES</u> The following selection criteria must be addressed when completing Part B</p>		
Qualifications Required <i>(formal qualifications relevant to the appointment)</i>	No formal qualifications required.	
Industry Experience	Relevant knowledge of dog and cat management issues as they impact local government.	
Board / Committee Experience	Relevant experience serving on high level intergovernmental boards, committees or funding allocation bodies is highly desirable.	
Key Expertise <i>(other relevant experience i.e. those requirements established for a Board/Committee under an Act)</i>	Section 12(2) of the <i>Dog and Cat Management Act 1995</i> requires nominees, together, to have the following attributes: (a) practical knowledge of and experience in local government, including local government processes, community consultation and the law as it applies to local government; (b) experience in the administration of legislation; (c) experience in financial management; (d) experience in education and training. The priority attribute for people nominating for this position is experience in education and training.	
<p><u>LIABILITY AND INDEMNITY COVER</u> The LGA requires that representatives on outside bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by that organisation (on an annual basis)</p>		
Insurance information (Certificates of Currencies or equivalent) supplied by the Outside Body	Yes	
Insurance Policies are Valid & Current	Yes	

DECISION REPORT

REPORT TITLE: STATE BUSHFIRE COORDINATION
COMMITTEE - CALL FOR NOMINATIONS

ITEM NUMBER: 951

DATE OF MEETING: 28 AUGUST 2017

AUTHOR: JULIE LISTER

JOB TITLE: A/GROUP MANAGER GOVERNANCE AND
RISK

EXECUTIVE SUMMARY

The Local Government Association (LGA) has called for nominations for the local government representatives on the State Bushfire Coordination Committee.

Nominations must be received by the LGA by close of business Thursday 7 September 2017.

RECOMMENDATION

That:

1. The report be received.
 2. A nomination for _____ as a Local Government representative on the State Bushfire Coordination Committee be submitted to the Local Government Association by close of business Thursday 7 September 2017.
-

1. **RELEVANT CORE STRATEGIES/POLICIES**

- Goal 5.3; Good governance and legislative framework.
- Goal 5.4: An environment of continuous improvement and innovation.

2. **DISCUSSION**

The Local Government Association (LGA) has called for nominations for local government representation (one member and one deputy member) on the State Bushfire Coordination Committee (SBCC). The Minister for Emergency Services has asked the LGA to forward panel nominations for consideration to fill the vacancy.

Details are shown in LGA Circular 32.1, dated 3 August 2017.

Attachment 1

The Committee is established pursuant to the Emergency Services Act 2009 and has responsibility for all aspects of bushfire management in South Australia.

The term of appointment is for up to three years, and a sitting fee of \$206 per four hour session attended would be paid to an Elected Member appointee (other than a member who is a State Government or statutory authority employee).

Committee Meetings are usually held quarterly at a metropolitan location for 2 – 3 hours, during business hours.

The selection criteria for the vacancy include;

- Preferable industry experience as volunteer fire fighter, membership on a bushfire management committee, bushfire response operations, bushfire prevention planning;
- Key expertise relating to knowledge of appropriate legislation, understanding of current best practice bushfire management principles and understanding of local government and its relationship with the emergency services.

Attachment 2

Nominations must be received by the LGA by close of business Thursday 7 September 2017, and will be considered by the LGA Board at its meeting on Monday 11 September 2017.

3. ANALYSIS OF OPTIONS

Option 1 – A nomination for _____ as a Local Government representative on the State Bushfire Coordination Committee be submitted to the Local Government Association by close of business Thursday 7 September 2017.

Council may nominate an Elected Member or staff member for the Board vacancy.

Option 2 – The report be received

Council may receive the report without putting forward a nomination for the Board.

4. RECOMMENDED OPTION

Option 1 is the recommended option.

5. POLICY IMPLICATIONS

5.1 *Legislative/Risk Management*

The Committee is established pursuant to s71 of the Fire and Emergency Services Act 2009.

6. ATTACHMENTS

1. LGA circular 32.1, dated 3 August 2017.
2. Selection criteria for Board position.

7. REPORT AUTHORISERS

<u>Name</u>	<u>Title</u>
Peter Tsokas	Chief Executive Officer

Circulars

Second call for Nominations for the State Bushfire Coordination Committee - Circular 32.1

To
Chief Executive Officer
Elected Members
Emergency and Risk Management Staff

Date
3 August 2017

Contact
Neville Hyatt
Email: neville.hyatt@lga.sa.gov.au

Response Required
Yes

Respond By
7 September 2017

Summary

The Minister for Emergency Services has written to the LGA requesting nominations for a Local Government Member and one Deputy Member on the State Bushfire Coordination Committee for a term not exceeding three years. At it's recent meeting the LGA Board requested a further call. Nominations for this call must be forwarded to the LGA by COB Thursday 7 September 2017.

After an initial call for nominations, at it's meeting of 20 July 2017 the LGA Board requested a further call as insufficient nominations had been received.

The State Bushfire Coordination Committee (SBCC) is the peak bushfire management committee that has responsibility for all aspects of bushfire management in South Australia.

The [Fire and Emergency Services Act 2005](#) assigns the following general functions to the committee:

- to advise the Minister on bushfire prevention in the country and in designated urban bushfire risk areas;
- to advise the Minister on matters related to bushfire management;
- as far as is reasonably practicable to promote the State-wide coordination and integration of policies, practices and strategies relating to bushfire management activities;
- to provide guidance, direction and advice to bushfire management committees;
- to prepare, and to keep under review, the State Bushfire Management Plan;
- to oversee the implementation of the State Bushfire Management Plan and to report to the Minister on any failure or delay in relation to the implementation of the plan;
- to prepare, or initiate the development of, other plans, policies, practices, codes of practice or strategies to promote effective bushfire management within the State;
- to convene forums to discuss bushfire management issues, and to promote public awareness of the need to ensure proper bushfire management within the State;
- at the request of the Minister, or on its own initiative, to provide a report on any matter relevant to bushfire management.

Appointments to the SBCC commence 1 July 2017 for a period not exceeding 3 years. The LGA was recently represented by Cr Katherine Stanley-Murray, of the Alexandrina Council and Cr John Neal of Regional Council of Goyder, as her Deputy. Their terms on the Committee expired on 30 June 2017. Cr Neal is eligible for re-appointment.

Sitting Fees of \$206 per 4 hour session are payable, plus travel expenses.

The SBCC meets quarterly at a metropolitan location for 2-3 hours, during business hours.

LGA nominations on outside bodies will, unless determined otherwise by the LGA Board, be currently serving council members or council staff. To view the LGA Nominations to Outside Bodies Policy [click here](#).

Nominations addressing the selection criteria provided in [Part A](#) for the State Bushfire Coordination Committee must be forwarded to lqasa@lga.sa.gov.au by a council using the attached [Part B](#) by COB Thursday 7 September 2017. Nominees must also provide an up-to-date CV / resume.

The LGA Executive Committee will consider nominations received at its meeting on Monday 11 September 2017.



Name of Body	State Bushfire Coordination Committee (SBCC)	
Legal Status of Body	Committee established pursuant to s71 of the Fire and Emergency Services Act 2009	
Summary Statement	The SBCC is the peak bushfire management committee that has responsibility for all aspects of bushfire management in South Australia. The LGA has a member and deputy member appointed to the Committee.	
<p><u>SELECTION CRITERIA FOR MEMBERSHIP ON OUTSIDE BODIES</u> The following selection criteria must be addressed when completing Part B</p>		
Qualifications Required <i>(formal qualifications relevant to the appointment)</i>	N/A	
Industry Experience	Preferable: Volunteer fire fighter, membership on a Bushfire Management Committee, bushfire response operations, bushfire prevention planning.	
Board / Committee Experience	Membership on high level intergovernmental committees. Member on Bushfire Management Committee Membership of Council or Council Committees	
Key Expertise <i>(other relevant experience i.e. those requirements established for a Board/Committee under an Act)</i>	Knowledge of legislation appropriate to the position. Understanding of current best practice bushfire management principles. Understanding of Local Government and its relationship with the emergency services.	
<p><u>LIABILITY AND INDEMNITY COVER</u> The LGA requires that representatives on outside bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by that organisation (on an annual basis)</p>		
Insurance information (Certificates of Currencies or equivalent) supplied by the Outside Body	Yes	
Insurance Policies are Valid & Current	Yes	

DECISION REPORT

REPORT TITLE: SOUTH AUSTRALIAN HERITAGE COUNCIL -
CALL FOR NOMINATIONS

ITEM NUMBER: 952

DATE OF MEETING: 28 AUGUST 2017

AUTHOR: JULIE LISTER

JOB TITLE: A/GROUP MANAGER GOVERNANCE AND
RISK

EXECUTIVE SUMMARY

The Local Government Association (LGA) has called for nominations for the local government representatives on the South Australian Heritage Council.

Nominations must be received by the LGA by close of business 20 September 2017.

RECOMMENDATION

That:

1. The report be received.
 2. A nomination for _____ as a Local Government representative on the South Australian Heritage Council be submitted to the Local Government Association by close of business Wednesday 20 September 2017.
-

1. **RELEVANT CORE STRATEGIES/POLICIES**

- Goal 5.3; Good governance and legislative framework.
- Goal 5.4: An environment of continuous improvement and innovation.

2. **DISCUSSION**

The Local Government Association (LGA) has called for nominations for local government representation on the South Australian Heritage Council. The Minister for Sustainability, Environment and Conservation has asked the LGA to forward a panel nomination for consideration to fill the vacancy. Mr Donaldson's term is expiring and he shall not be re-nominating.

Details are shown in LGA Circular 33.3, dated 14 August 2017.

Attachment 1

The South Australian Heritage Council is an independent body whose main functions are to:

- provide strategic advice to the Minister for Sustainability, Environment and Conservation;
- administer the Heritage Places Act 1993;
- provide strategic advice to the Minister for Planning on heritage-related matters in the administration of the Development Act 1993;
- administer the South Australian Heritage Register.

The Council appoints committees to undertake particular roles and activities on its behalf.

The term of appointment is for up to three years, and a sitting fee of \$206 per four hour session attended would be paid to an Elected Member appointee (other than a member who is a State Government or statutory authority employee). The new Board member's term will commence April 2018.

Board Meetings are usually held every six weeks at 81-95 Waymouth Street, Adelaide between 9:30am and 12:30pm.

The selection criteria for the vacancy include;

- relevant experience in heritage conservation is essential; and
- experience serving intergovernmental boards or committees is desirable.

Attachment 2

Nominations must be received by the LGA by close of business Wednesday 20 September 2017, and will be considered by the LGA Board at its meeting on Thursday 28 September 2017.

3. ANALYSIS OF OPTIONS

Option 1 – A nomination for _____ as a Local Government representative on the South Australian Heritage Council be submitted to the Local Government Association by close of business Wednesday 20 September 2017.

Council may nominate an Elected Member or staff member for the Board vacancy.

Option 2 – The report be received

Council may receive the report without putting forward a nomination for the Council.

4. RECOMMENDED OPTION

Option 1 is the recommended option.

5. POLICY IMPLICATIONS

5.1 *Legislative/Risk Management*

The South Australian Heritage Council is an independent body whose main functions are to:

- administer the Heritage Places Act 1993; and
- provide strategic advice to the Minister for Planning on heritage-related matters in the administration of the Development Act 1993.

6. ATTACHMENTS

1. LGA circular 33.3, dated 14 August 2017.
2. Selection criteria for Board position.

7. REPORT AUTHORISERS

<u>Name</u>	<u>Title</u>
Peter Tsokas	Chief Executive Officer

Circulars

Nominations sought for the South Australian Heritage Council - Circular 33.3

To

**Chief Executive Officer
Community Services Staff
Economic Development and Tourism Staff
Elected Members
Planning - Building Staff
Policy and Strategic Planning Staff**

Date

14 August 2017

Contact

Stephen Smith
Email: stephen.smith@lga.sa.gov.au

Response Required

Yes

Respond By

20 September 2017

Summary

The Minister for Sustainability, Environment and Conservation is seeking nominations for a Local Government member on the South Australian Heritage Council for a term of up to three years commencing on 2 April 2018. Nominations must be forwarded to the LGA by COB Wednesday 20 September 2017.

The South Australian Heritage Council is formed pursuant to the [Heritage Places Act 1993](#).

The role of the Council is to provide advice to the Minister, administer the Act and decision making on listing places of State heritage significance. For further information see [SA Heritage Council](#) and [Summary of the Council's role](#).

Appointments to the South Australian Heritage Council are for a period of up to three years, commencing 2 April 2018. The LGA is currently represented by Mr Rob Donaldson of the City of Port Lincoln, whose term is expiring and will not be re-nominating.

Sitting Fees for members are \$206 per four hour session.

Meetings are usually held every six weeks at 81-95 Waymouth Street, Adelaide. Meetings usually run for three hours between 9:30am and 12:30pm. Support for travel cost is provided for any members needing to travel from outside Adelaide.

LGA nominations on outside bodies will, unless determined otherwise by the LGA Board or Executive Committee, be currently serving council members or council staff. To view the LGA Nominations to Outside Bodies Policy [click here](#).

Nominations, addressing the Selection Criteria provided in [Part A](#), for the South Australian Heritage Council must be forwarded to lqasa@lga.sa.gov.au by a council using the attached [Part B](#) by COB Wednesday 20 September 2017. An up-to-date resume must also be included.

The LGA Board will consider nominations received at its meeting on Thursday 28 September 2017.

Nominations to Outside Bodies - PART A



Name of Body	South Australian Heritage Council
Legal Status of Body	Statutory Authority
Summary Statement	<p>The South Australian Heritage Council is an independent body whose main functions are to:</p> <ul style="list-style-type: none"> • provide strategic advice to the Minister for Sustainability, Environment and Conservation • administer the Heritage Places Act 1993 • provide strategic advice to the Minister for Planning on heritage-related matters in the administration of the Development Act 1993 • administer the South Australian Heritage Register. <p>The Council appoints committees to undertake particular roles and activities on its behalf.</p>

SELECTION CRITERIA FOR MEMBERSHIP ON OUTSIDE BODIES

The following selection criteria must be addressed when completing Part B

Qualifications Required <i>(formal qualifications relevant to the appointment)</i>	N/A
Industry Experience	Relevant experience in heritage conservation.
Board / Committee Experience	Experience serving on intergovernmental boards or committees is desirable.
Key Expertise <i>(other relevant experience i.e. those requirements established for a Board/Committee under an Act)</i>	Demonstrated knowledge of our experience in heritage conservation is essential.

LIABILITY AND INDEMNITY COVER

The LGA requires that representatives on outside bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by that organisation (on an annual basis)

Insurance information (Certificates of Currencies or equivalent) supplied by the Outside Body	Yes
Insurance Policies are Valid & Current	Yes

DECISION REPORT

REPORT TITLE:	COUNCIL REPRESENTATIVE TO LGFA ANNUAL GENERAL MEETING
ITEM NUMBER:	953
DATE OF MEETING:	28 AUGUST 2017
AUTHOR:	CAROL GOWLAND
JOB TITLE:	EXECUTIVE ASSISTANT TO CEO AND MAYOR

EXECUTIVE SUMMARY

The purpose of the report is to seek Council's endorsement of a Council representative to attend the Local Government Finance Authority (LGFA) Annual General Meeting (AGM) on Thursday 16 November 2017. As the LGFA AGM is to be held on the same day as the Local Government Association AGM, the Mayor is usually appointed as Council's representative.

The LGFA is calling for Notices of motion to the LGFA AGM.

Responses to the above must be received by close of business on Friday 15 September 2017.

RECOMMENDATION

That:

1. The report be received.
 2. Mayor Lachlan Clyne be appointed as the Unley Council's representative to the Local Government Finance Authority Annual General Meeting.
 3. The Deputy Mayor be appointed as proxy to the Mayor to the Local Government Finance Authority Annual General Meeting.
 4. Council submit the following motion (or not submit a motion) to the Local Government Finance Authority Annual General Meeting 2017:
-

1. **RELEVANT CORE STRATEGIES/POLICIES**

Goal 5.3 Good governance and legislative framework

Goal 5.5 A financially sustainable approach to business and planning activity

2. **DISCUSSION**

The Local Government Finance Authority (LGFA) is a statutory body established under the Local Government Finance Authority of South Australia Act 1983 (the LGFA Act). The LGFA is administered by a Board of Trustees and its role is to provide investment and loan services for local government authorities.

Council representative

The LGFA has written to Council seeking representation from the Council for the LGFA's next Annual General Meeting on Thursday 16 November 2017.

Attachment 1

Section 15(1) of the LGFA Act provides that every Council is entitled to appoint a person to represent it at a general meeting of the LGFA.

The representative has the opportunity to present any matters of business pertinent to the City of Unley, or Local Government generally, and participate in the discussion and voting at the meeting. Council must notify the LGFA of its nomination by close of business Friday 15 September 2017.

Historically, the Mayor has been appointed as the Council representative at the LGFA Annual General Meeting as the meeting date coincides with the Local Government Association Annual General Meeting. Councillor Don Palmer, as Deputy Mayor, would be the proxy if required.

Notices of motion

Council may put forward notices of motion for the LGFA AGM. A notice of motion must be submitted on the template provided and should include the reason for the motion (ie. background) and suggested action. Motions are to be submitted to the LGFA by close of business Friday 15 September 2017.

3. **ANALYSIS OF OPTIONS**

Option 1 – Mayor Lachlan Clyne be appointed as the Unley Council's representative to the Local Government Finance Authority Annual General Meeting.

The Deputy Mayor be appointed as proxy to the Mayor to the Local Government Finance Authority Annual General Meeting.
Council submit the following motion (or not submit a motion) to the Local Government Finance Authority Annual General Meeting 2017:

This option allows Council to participate actively in the governance and strategic direction of the LGFA.

Option 2 – That an Elected Member be nominated as the Council representative to the LGFA Annual General Meeting

Council may wish to nominate an Elected Member as its representative to the LGFA Annual General Meeting.

4. RECOMMENDED OPTION

Option 1 is the recommended option.

5. ATTACHMENTS

1. Correspondence from the LGFA

6. REPORT AUTHORISERS

<u>Name</u>	<u>Title</u>
Peter Tsokas	Chief Executive Officer



TO: Chief Executive Officers
Secretaries - Regional Associations

FROM: Chief Executive Officer

RE: Annual General Meeting – Thursday 16 November 2017

Advance notice is hereby given that the Annual General Meeting of the Local Government Finance Authority of South Australia will be held on Thursday 16 November 2017 at the Adelaide Oval, Memorial Drive, Adelaide. This meeting will again coincide with the Meetings of the Local Government Association of S.A. with the commencement time to be advised.

1. Appointment of Council Representative

Section 15(1) of the Local Government Finance Authority of South Australia Act 1983, provides that:-

" Every Council is entitled to appoint a person to represent it at a general meeting of the Authority."

As the Meetings of the Local Government Association of South Australia will also be held on the above day, it is suggested that the same person be appointed to represent your Council on the Association and the Authority.

A form is attached for your convenience to notify us of your representative.
Please return same to this Authority no later than Friday 15 September 2017.

2. Nominations for Members of the Board

A representative member of the Board currently holds office for a term of two years and, as an election took place last year, nominations for members of the Board are not being sought this year.

3. Notice of Motion

The Rules of the Authority in relation to Annual General Meeting procedures require that a Notice of Motion specifying the resolution which is to be proposed has been given in writing to the Chief Executive Officer not less than forty two days prior to the meeting and to comply with this Rule, it is necessary for Notices of Motion to be submitted to the Local Government Finance Authority of South Australia office on or prior to Friday 15 September 2017.

Member Councils are requested to lodge the Notice of Motion in the following manner:-

- (a) Notice of Motion
- (b) Reason
- (c) Suggested Action

A copy of the appropriate form is attached for your convenience.

PAUL A SLATER
CHIEF EXECUTIVE OFFICER

4 August 2017

TO: LGFA	BY: [Signature]
DATE: 08 AUG 2017	BY: [Signature]
FOR: [Signature]	BY: C. Rowland

APPOINTMENT OF COUNCIL REPRESENTATIVE

2017 ANNUAL GENERAL MEETING

I advise that Mayor/Alderman/Councillor/Officer/ or any other person

.....
(Full Name)

.....
(Home Address)

is appointed Council Representative to the Local Government Finance Authority of South Australia.

.....
(Signature of Chief Executive Officer)

.....
(Corporation/District Council)

CLOSING DATE: Friday 15 September 2017

NOTICE OF MOTION

2017 ANNUAL GENERAL MEETING

NAME OF COUNCIL:

NOTICE OF MOTION:

.....
.....
.....

REASON:

.....
.....
.....
.....

SUGGESTED ACTION:

.....
.....
.....
.....

NOTICES OF MOTION TO BE SUBMITTED TO THE
LOCAL GOVERNMENT FINANCE AUTHORITY OF SOUTH AUSTRALIA OFFICE
ON OR PRIOR TO FRIDAY 15 SEPTEMBER 2017

INFORMATION REPORT

REPORT TITLE: QUARTERLY PERFORMANCE REPORT
ITEM NUMBER: 954
DATE OF MEETING: 28 AUGUST 2017
AUTHOR: JULIE KERR
JOB TITLE: EXECUTIVE ADVISOR
OFFICE OF THE CEO AND MAYOR

EXECUTIVE SUMMARY

The quarterly performance report provides Council with data analysis, and reports on strategic planning, service delivery activity and financial performance across the whole of the organisation. The report assists with keeping Elected Members informed, and supports strategic decision making, continuous improvement and strategic governance.

RECOMMENDATION

That:

1. The report be received.
-

1. **RELEVANCE TO CORE STRATEGIES/POLICY**

5. Organisational Excellence

5.3 Good governance and legislative framework

5.4 An environment of continuous improvement and innovation

5.6 Enabling information systems and robust reporting

2. **DISCUSSION**

The City of Unley has a Four Year Delivery Plan which informs its Annual Business Plan and budget processes, and guides Council and the community in relation to priorities and strategies, including the longer term vision outlined in the Community Plan 2033.

A quarterly corporate report mechanism has been implemented to provide Council with prudent and strategic information that will support and inform its decision making.

The report, which provides Council with a performance report on a quarterly basis, ensures Council is demonstrating ongoing and improved public accountability. It provides evidence and opportunities to drive and support continuous improvement.

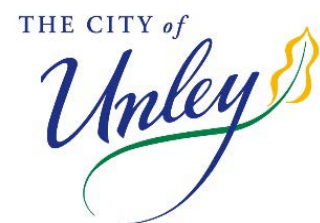
This report, which covers the period from 1 April 2017 to 30 June 2017, includes comparisons with the 2015/16 financial year.

The fourth quarter 2017 shows, in particular, the following:

- Ongoing savings of \$400k, included in the 2016/17 budget, have been realised;
- The Unley Values have been refreshed and launched;
- 'My Unley', a user friendly online service allowing customer request lodgement and payments from a web browser and mobile device, was launched in June and is now in use by the public;
- The value of development applications has increased from \$29.7 million in Q3 to \$39.4 million in Q4.

At the August meeting of Council, the City of Unley Community Plan 2033 and Four Year Delivery Plan are to be considered for adoption by Council. The review process undertaken to arrive at these draft plans has provided an opportunity for Members to reassess and focus on priority areas for the next four years.

Once this process is complete and the Plans adopted, the format of Quarterly Corporate reports will be revised to demonstrate progress against implementation of the goals and objectives of each of the Plan's four themes.



**QUARTERLY
CORPORATE
REPORT**

Quarter 4, 2017

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CEO UPDATE

This section provides a summary of key actions undertaken by the CEO over the last three months and also provides a brief update on progress against specific projects

2016/17 Key Performance Indicators

1 Undertake a review to identify opportunities to collaborate with the ERA Councils to implement shared services to improve efficiency, while maintaining agreed service levels.

As a member of the Eastern Regional Alliance, Council has progressed the following initiatives and activities:

- Regional Transformation Project to partner with industry and other local government entities to explore and lead client-focused business transformation in local government. This project is being hosted by the City of Prospect and is currently seeking to access grant funding from the LG Research and Development Fund to enable the implementation of a Facilities Booking System for Councils (via an App). The project will also consider the ability to promote related services or local business as part of the booking process.
- Exploring opportunities to provide shared service arrangements for the delivery of procurement and HR services between the City of Prospect and Council. Unfortunately, discussions for Council to deliver some HR activities to the City of Prospect on an ad-hoc fee for service arrangement have not resulted in a sustainable business model as Council does not have existing capacity to deliver this.
- Following the successful three month trial to explore shared service arrangements for the delivery of regulatory services to the Town of Walkerville, agreement has been reached for the City of Unley to undertake these services on behalf of the City of Walkerville for the next two years. An independent review of this arrangement has been commissioned that will

test the feasibility of creating a Regulatory Services structure to provide services to a number of ERA councils.

- Discussions are continuing with Town of Walkerville to explore Council providing shared service arrangements in the area of Building Surveying, Inspectorial and Traffic/Parking investigations.
- ERA has agreed to employ a shared resource to manage the Resilient East project, with the coordinator being based at the City of Unley.
- Provision of IT infrastructure management arrangements between the City of Adelaide and Council that will provide opportunities when Council further develops its own Digital Transformation Program later this calendar year

2 Continue to develop a customer service focused culture across the organisation, evidenced by lifting the customer satisfaction level and call resolution scores in the CBSA annual survey.

The Customer Experience Program (endorsed by EMT in June 2017) will require 3 years to be fully implemented and focuses on 4 key areas:

- Transformation of the existing Customer Service area operating model from a Call Centre to a Customer Resolution Centre;
- Re-engineering and aligning existing policy, internal processes and procedures to provide a clear customer service delivery model;
- Increase customer self-help options; and
- Activate a customer service culture change program.

An electronic Knowledge Base has been developed and implemented specifically for the Customer Resolution Centre to capture key Council information. This system assists in improving efficiency as Customer Service Officers are able to find accurate and real time information they need to support and enable first point of contact resolution.

My Unley, an online customer self-help portal, was implemented in May 2017, and provides 24/7 access for customers to lodge requests for service, report issues and make payments.

3. Deliver the annual budget for 2016/2017, and identify opportunities for \$400,000 of savings in recurrent expenditure. Continue to review and implement initiatives that deliver strong financial performance.

The annual budget for 2016/17 included operating savings of just over \$400,000 in: employee costs, utilities, legal fees, printing and insurance. These on-going savings have been realised.

4. Develop a plan for the potential redevelopment of Council owned properties that is aligned with the City of Unley Community Plan, and review commercial options that can deliver future non rates based income for the City.

In accordance with Council's resolution that Administration commence the necessary work to undertake an expression of interest process for the redevelopment of the Civic Centre, preliminary work had commenced on this task and was awaiting the finalisation of the Unley Central DPA before public consultation could begin regarding the Civic complex.

As the Civic Centre project became confused with the Unley Central DPA, Council made a decision to stop all work on the Civic Centre redevelopment project. Numerous consultants had been, or were in the process of being, engaged to complete the necessary work to prepare the EOI, but these arrangements were subsequently terminated.

As a result of issues pertaining to the Civic Centre redevelopment project, and Council's consideration of these matters, work has also

stopped on the potential redevelopment of other Council sites in the Unley Central precinct.

In regard to 166-168 Unley Road, and in accordance with the decision of Council, a response was not required from the potential developer until the end of May 2017. The owner has indicated that they are preparing a submission and offer for Council to consider.

Council has liaised extensively with the City of Lane Cove in Sydney regarding how that Council has leveraged its property holdings to deliver capital and recurrent income to the Council. Unley Council has determined not to pursue the opportunities that were available to it.

The Pay for Use parking machines installed in Bartley Crescent continue to perform in line with expectations, and are delivering a small but consistent revenue stream to Council. The net income from the parking machines in Bartley Crescent is \$22k for the 2016/17 financial year.

The opportunity still exists to install more paid parking in the northern suburbs of the City but Council has yet to consider the extension of such schemes elsewhere.

A review of Council's Banner Policy and program has commenced which will provide options for council to consider including:

- Cost of installing banners and cost recovery
- Commercial opportunities vs. non-profit organisations vs. council promotion.
- Additional sites for banners and a cost-benefit analysis undertaken of such.

5. Continue to develop a performance based culture across the organisation and build the capability and capacity of the people.

The Culture steering group continues to meet on a monthly basis to identify strategies to effect long-term change in the way our people think and behave, to attain a preferred culture which supports living the Unley Values.

Projects completed by the group include reviewing internal communications, resulting in the establishment of a monthly internal newsletter and the review of Council's existing Unley Values which have been in place for over ten years.

The review of the Unley Values has resulted in the creation of a new set of values which are succinct, punchy, instantly recognizable, memorable, consist of words and symbols, and have energy. Importantly they retain the essence of our old values, are aligned with our preferred culture, and reaffirm behavioural expectations for all staff.

A new leadership competencies and performance framework has been implemented to support the ongoing development of a performance based culture. The Performance Partnering Framework creates a much stronger focus on valuing the conversation between leaders and staff around the creation of shared goals. In addition to this, the Framework maintains an objective assessment against agreed goals for the financial year.

The Culture Group has started a series of conversations with senior managers to focus on team based culture improvement activities across the organisation in readiness for the next survey to be conducted in March 2018.

A new Culture Group project team has been established to review Council's 'on boarding' process, the practice and procedures used to effectively integrate new employees into the organisation. It conveys our organisational brand and values, explains culture, aligns organisational expectations and performance and provides the tools for the new employee to successfully assimilate into his or her position with a quicker ramp-up to productivity.

6 Deliver specific projects to continue alignment with the Strategic and Community Plan.

6.1 Prepare a business case to analyse the opportunity to bring forward capital works expenditure to take advantage of low interest rates, while ensuring any actions and recommendations are aligned with the long term asset management plan

Council's Treasury Management Policy underpins Council's decision making regarding the financing of its operations as documented in the Long Term Financial Plan together with associated projected cash flow receipts and expenditure.

Council currently has a reasonably low level of debt and is well within the Net Financial Liabilities (NFL) target adopted by Council. Subject to meeting the NFL target, it is appropriate for Council to borrow for strategic land purchases that arise, new assets and to manage any significant spikes in asset replacement (generally funded by depreciation over time).

There are a number of financially significant asset projects in the LTFP that will impact Council's level of debt through borrowings in the medium and long term (the LTFP will be reviewed in the second half of this calendar year). These include:

- The King William Road Project should Council decide to proceed with a preferred constructed option. A significant portion of this project is asset replacement.
- Contribution to the Brown Hill Keswick Creek Regional Project.
- Contribution to the upgrade of two sporting precincts, Unley and Millswood Ovals.

At its April Council Meeting, Council endorsed a commitment of funding to the Unley Oval project, and, if other funding sources were secured earlier than expected, Council would bring the project forward. Council will borrow to fund its contribution.

Whilst current interest rates related to borrowing are relatively low, the net financial benefit to bring forward capital works expenditure has to be positive from a financial and asset management perspective.

During the development of the Property Capital Replacement Program for 2016-17, public conveniences were identified as an opportunity to consolidate future years' funding and measure if the market was receptive to economy of scale. Funds were consolidated for 2017 through 2020 to provide a total budget of \$335,000.

This aggregate amount resulted in the upgrade of 5 sites (including Soldiers Memorial Gardens, Princess Margaret Playground and North Unley Playpark) to meet current accessibility standards and to support Council's Ageing Strategy, plus the installation of an

additional new unisex accessible toilet at Henry Codd Reserve (\$90,000) without seeking 'new initiative' funding. This new asset would normally have been acquired through the use of borrowings. The works are now complete and the public toilet renewal budget is \$0 until 2010/21.

Council also procured the property previously occupied by Kirinari Community School during the 2016-17 financial year. This site was considered to have strategic value to the Unley Central precinct and was funded by the use of borrowings.

During the development of the Annual Business Plan and Budget for 2017-18, a review of the future capital works program did not identify any specific projects that could be brought forward other than those mentioned above (Unley and Millswood Ovals).

6.2 Develop a strategic land acquisition policy with a list of targeted properties for purchase; instigate a program to purchase one property; recommend to Council one Council owned property that could be sold

A Strategic Property Committee has been established to identify potential properties for acquisition or divestment. An Acquisition and Divestment policy was presented to the Strategic Property Committee for consideration, and subsequently endorsed by Council in May 2017. A list of sites with potential strategic importance has been developed and these are being considered by the Committee at their meetings.

In terms of property acquisition Council, through its Strategic Property Committee, continues to assess potential properties to purchase.

In terms of property divestment, the Committee identified the former Meals on Wheels site in Maud Street as one with little strategic value which could therefore be sold. Council approved the sale of this property in April 2017 and the property was subsequently sold in May for \$727,000.

6.3 Identify and create 50 new vehicle parking spaces in main-streets (scooter, motorbike,

gopher and car), from existing budgets to improve accessibility and city mobility.

During the year Administration has completed investigations and surveys of existing parking zones across the City (particularly within the high parking demand areas) to identify opportunities where additional parking spaces can be created.

Since our road users select many different modes of transport, the surveys explored opportunities for all types of parking (e.g. bicycles, motor cycles and motor vehicles).

There were three key considerations in selecting locations for additional parking spaces:

1. Road safety (mitigate any safety issues that may be created by new parking zones);
2. Providing parking in high demand areas (adjacent to main streets and near businesses); and
3. Minimising costs associated with new parking.

The project identified the creation of 67 new parking spaces.

In addition, 15 bike racks have been included to support cycling as an important active transport mode. The total costs of the project are in the order of \$3,100 which will be funded from the 2016/17 operating budget.

This initiative will result in easing some of the parking pressure from our local residential areas and provide better parking accessibility for local businesses.

We will continue to seek out opportunities to provide additional parking spaces in required areas across the City.

Parking management is also one of four major themes in the draft Unley Integrated Transport Strategy, and will help ensure that parking issues for residents, businesses, and visitors are continually improved.

6.4 Develop strategies with sporting clubs, and other tenants of Council properties to increase usage and patronage of their facilities to align with the Vibrant City goals in the Community Plan.

This KPI has direct links to “Theme 4 – Sustainability”, of Council’s Sport and Recreation Plan 2015-2020. A number of actions undertaken in recent years have informed the delivery of this KPI, including:

- Community Asset Review – 2011-2014
- Office for Recreation & Sport “star clubs” program – which provides assistance to City of Unley clubs to register in and complete the program, and develop strategic plans – 2010 to present
- Survey of residents regarding sport and recreation habits and views – April 2014 (811 responses)
- Club survey – Oct 2016 (15 responses).
- A partnership with Adelaide City Council has been established, to co-host a series of development workshops for sport and recreation groups, covering topics of interest.
 - Four workshops have been held during 2016/17 (sponsorship, volunteer management, food safety and using social media to grow membership).
 - We have also provided information to clubs from other agencies relating to other training opportunities (i.e. working with children), such as the Office for Recreation & Sport.
- A review of Council’s Joint Use Agreements with schools is nearing completion, including opportunities for use of school facilities for sport. At present, Council has agreements with the Minister to enable community use of five schools for general recreation and community gardening. Three of the five agreements are due for renewal and we have been working with City of Unley clubs and schools to identify opportunities for increased club use of schools,

and to identify possible changes to existing agreements to benefit both parties.

- Work is underway to understand the sustainability of our open spaces, particularly turf, in order to ensure that we are not going to be over-using some facilities. This work has involved monthly assessments of turf condition at Goodwood and Unley Ovals, considering soil compaction and grass coverage, which enables the Administration to work proactively with clubs in managing weekly use.
- The Administration is working with clubs to enable use of other locations in the area, and opportunities have been identified at Ridge Park and Orphanage Park, in response to Council’s Sport & Recreation Plan (action 2.1c). An example of this is Goodwood Saints Football Club using Orphanage Park one night per week for junior training, which alleviates over use of Goodwood Oval.
- The Administration is working with other clubs and groups who do not lease a City of Unley facility, in an effort to achieve optimal use of our facilities outside of ‘traditional’ leased use. These clubs currently hold licence agreements, and include:
 - School sport – a number of schools use Council ovals for regular training, matches and sports days throughout the year.
 - Unley United Soccer Club – training at Goodwood Oval hockey field, in agreement with Forestville Hockey Club.
 - Tennis coaching at Ridge Park and Page Park tennis courts – the Goodwood Saints Tennis Club currently has their home base at the Millswood Tennis Complex (Goodwood Oval), but has expressed an interest to undertake coaching at other venues in the City of Unley. Opportunities exist to use Ridge Park and Page Park tennis courts for this purpose, and negotiations are continuing.

- Indian and Nepalese communities – regular cricket training and matches at Ridge Park.
- Council’s *Active Unley* program has also established connections to clubs and other stakeholders, including local allied health businesses, dance, yoga, tai chi and pilates groups, fitness trainers and dog trainers to develop an annual program of activities in our parks and other facilities. This has been promoted via Council’s website, Facebook page and posters in our parks. The program has now completed its second year and has connected with over 60 groups, providing over 150 free or low cost activities for our community.

6.5 Develop and present an options paper to Council on the potential impact of the cessation of funding for the Commonwealth Home Support Program, in particular exploring the future directions of the service model and approach. To be measured through completion of the options paper, with a viable and customer focussed option presented to best meet the needs of our community.

A Council briefing was undertaken in May 2017 to present an update of the expected impacts and preliminary options related to the Commonwealth Reforms. Subsequently, in late May 2017, the Commonwealth Government announced that Community Home Support Funding (CHSP) will be extended to 2020 (scheduled to cease in 2018). This brings welcome relief and enables our existing services to continue while Council considers the future direction of the program.

In late July 2017, the Commonwealth Government released a discussion paper on the Future Reforms, seeking feedback by 21 August 2017. A response is currently being prepared by the Administration.

Given the limited clarity around the future of this program, it is too early to consider options for the future direction of Council’s age care services. It is envisaged that this will be explored further when more is known on the impact and implications of potential changes, as well as considered in line

with the development of Council’s Targeted Operating Model.

Given this, it is too early to consider options for the future direction of Council’s age care services, and it is envisaged this would be more appropriately timed consideration towards the end of 2017, when there is greater clarity around the impact and implications of proposed changes.

It should be noted that in May 2017 the Commonwealth Government announced that Community Home Support Funding (CHSP) will be extended to 2020 (scheduled to cease in 2018). This brings welcome relief and will enable our existing services to continue while Council considers the future direction of the program.

6.6 Complete the review and update of the UITs (Unley Integrated Transport Strategy).

Staff, supported by GTA (specialist traffic and transport consultancy), commenced the review of the UITs with an engagement strategy targeting key stakeholders and internal staff. Following this engagement, the team initiated a broader community consultation process with public forums and online survey tools. A Council briefing on 5th June confirmed the direction of the strategy and the Draft document has been finalised for presentation to Council in August.

The Strategy proposes four themes: Active Transport; Parking; Public Transport & Shared Transport; Traffic Management & Safety:

Active Transport

This theme deals with transport modes that encourage choices such as cycling and walking. These modes not only assist with Council’s environmental goals but contribute positively to the health outcomes for our community.

Objectives - Unley will be a leader in providing connected, efficient and safe active transport choices. Our objective is to have more members of our local community taking up active transport options.

Outcomes/measures: To double the percentage of journeys to work (based on the 2011 census which showed 4.7% walked and 3.7% cycled to work).

Parking

This theme addresses on-street parking, off-street parking (particularly in main streets and in shopping

precincts) and the minimisation of commuter parking. The use of technology in parking management will also be explored.

Objectives - Unley will be proactive and innovative in providing parking management for its community. Our parking management will have users and local community needs as the core of our parking management and policies. Parking across Unley will be convenient and visible for all vehicle types, balancing the needs of residents and businesses. Commuter parking will only occur in appropriate areas.

Outcomes/measures –

- An improved parking permit system that is simple and user friendly;
- A focus on smart parking solutions;
- Parking controls that provide a balance between the needs of different users; and
- An increase in infrastructure that provides for all modes of transport and people with disabilities.

Public Transport and Shared Transport

This theme deals with all transport trips that reduce the dependency on single occupancy vehicles. It includes all public transport modes, such as trains, trams, buses and community transport services as well as shared transport services (eg Uber), car sharing (eg Go get) and other innovative transport (eg electric and autonomous vehicles).

Objectives - Our residents will enjoy one of the best connected and accessible public transport systems in Adelaide. We will continue to provide and lobby for infrastructure that encourages all members of the community to choose public transport as the frequent/regular mode of choice.

We will encourage shared and innovative transport options recognising its role in the future of transport.

Outcomes/measures –

- The percentage increase of our local community using public transport - 15% of journeys to work using public transport.

Traffic Management and Safety

This theme deals with traffic management and safety for all modes/movements (pedestrian, cyclists, car, commercial vehicles and freight.)

Objectives -

Unley will continue to be a leader in road safety and traffic management outcomes. Safety will be at the core of all traffic infrastructure and traffic management initiatives of the Council. Unley's street and path networks will provide effective, safe routes for all users. We will strive to improve and optimise the east-west connectivity of the City.

Outcomes/measures –

- Leaders in road safety
- One of the top 3 local government areas for the lowest crash rates per capita
- Provide innovative solutions for traffic management.



East Ave, Canterbury Terrace and Cromer Parade Intersection

2017 COUNCIL MEETING ATTENDANCES

ELECTED MEMBERS

	10 April	24 April	22 May	26 June
Mayor Lachlan Clyne	✓	✓	✓	✓
Mike Hudson	✓	✓	✓	✓
John Koumi	✓	✓	A	✓
Anthony Lapidge	✓	✓	✓	✓
Peter Hughes	✓	✓	✓	✓
Michael Hewitson	✓	✓	✓	✓
Rufus Salaman	✓	✓	✓	✓
Rob Sangster	✓	✓	✓	A
Michael Rabbitt	✓	✓	✓	✓
Bob Schnell	✓	✓	✓	✓
Luke Smolucha	✓	✓	✓	✓
Jennie Boisvert	✓	A	✓	✓
Don Palmer	✓	✓	✓	✓

2017 ELECTED MEMBER BRIEFINGS / WORKSHOPS

ELECTED MEMBERS

	3 April	8 May	29 May	5 June	19 June
Lachlan Clyne			A	✓	
Mike Hudson			✓	✓	
John Koumi			A	✓	
Anthony Lapidge			✓	✓	
Peter Hughes			✓	✓	
Michael Hewitson			✓	✓	
Rufus Salaman			✓	✓	
Rob Sangster			✓	✓	
Michael Rabbitt			A	A	
Bob Schnell			✓	✓	
Luke Smolucha			A	A	
Jennie Boisvert			✓	✓	
Don Palmer			✓	✓	

A = Apology

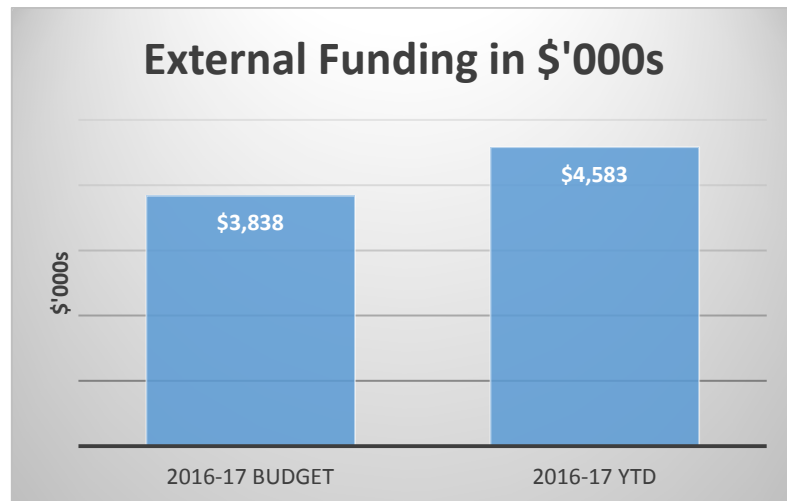
L* = Leave

DIVISIONAL REPORTS

External Funding Grants and Subsidies 2016/2017

Comments:

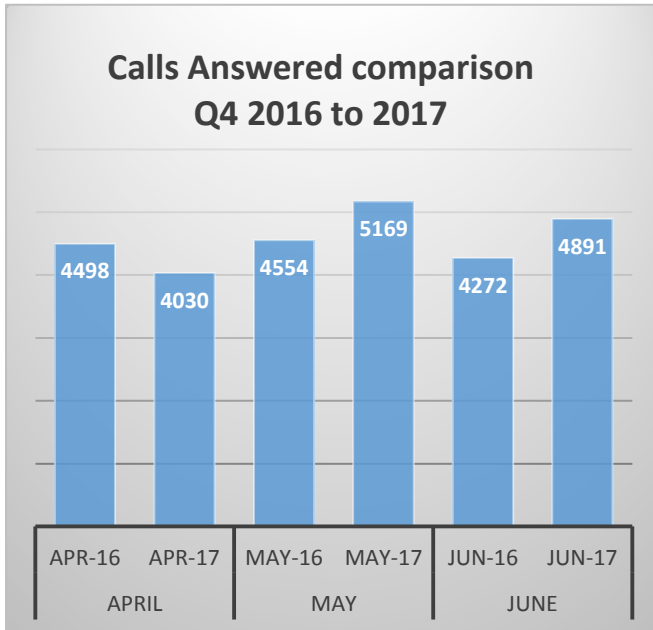
As shown, Council is favourable to budget by \$745k to the end of June 2017, due principally to unbudgeted grants received in the last quarter and to the payment of FY 2017/18 FAG grants prior to year end.



	2016-17 Actuals \$'000s	2016-17 YTD Budget \$'000s	Variance \$'000s	2016-17 Annual Budget \$'000s
Grants – Health and Ageing	1,395	1,373	22	1,373
Grants – Financial Assistance	1,377	784	593	784
Grants – Library Board	282	282	0	282
Grants – Local Roads	369	369	0	369
Grants – Roads to Recovery	627	627	0	627
Grants - Other	166	33	133	33
Operating Grants - Total	4,216	3,468	748	3,468
Capital Grants - Replacement	-	-	-	-
Capital Grants – New	367	370	- 3	370
Capital Grants - Total	367	370	- 3	370
Total Grants and Subsidies	4,583	3,838	745	3,838

Customer Service

Customer Service Performance – calls answered:



Calls answered in Q4 2017 (14,090) increased (by 766 calls), compared to calls answered in Q4 2016 (13,324). This results in an average increase of 255 calls per month.

May 2017 presented the highest call volume (in both 2016 and 2017) with June 2017 offering the second highest calls answered. This call volume can be attributed to phone payments for rates, due on 1 June, payments for dog renewals, as well as notifications of deceased dogs, after 3,690 dog renewal notices were issued to residents late June.

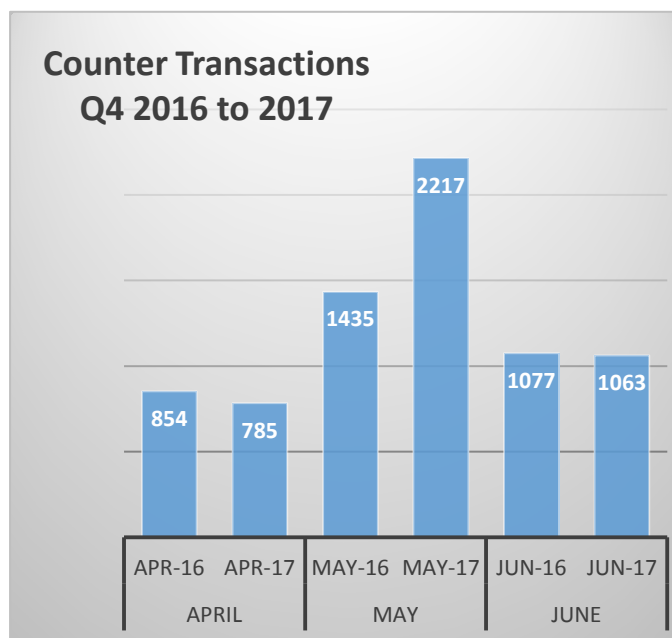
April 2017 saw a decrease in the volume of calls answered, compared to April 2016. This can be directly attributed to fewer business days, as a result of Easter occurring in April this year as opposed to March 2016.

Counter Transactions:

Q4 2017 (4,065) compared to Q4 2016 (3,366) saw a slight increase (699) in the overall volume of transactions receipted at the front counter.

The volume of transactions receipted at the front counter in the month of May 2017 (2,217) produced the highest amount since August 2016 (2564). Rate payments were the main cause of this increase, having receipted 1,486 rate payments, contributing to 67% of all transactions for that month.

Dog renewals receipted at the front counter increased in June 2017 (123) as opposed to June 2016 (47) by 38%. This occurred due to the dog renewals being received by residents in early July 2016 as opposed to late June 2017.

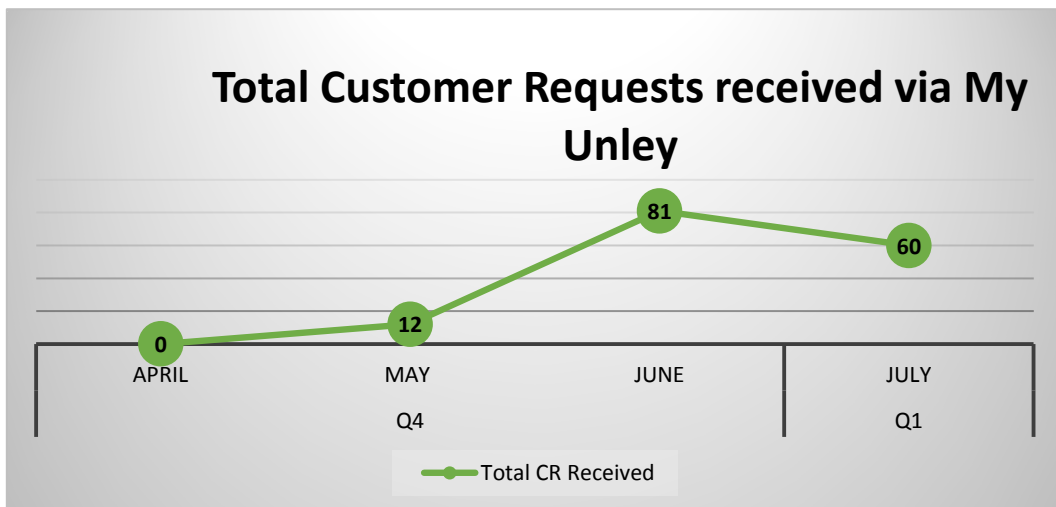


Customer Requests via My Unley

On June 1, 2017, the City of Unley launched 'My Unley', a user friendly online service allowing customer request lodgement and payments from a web browser and mobile device.

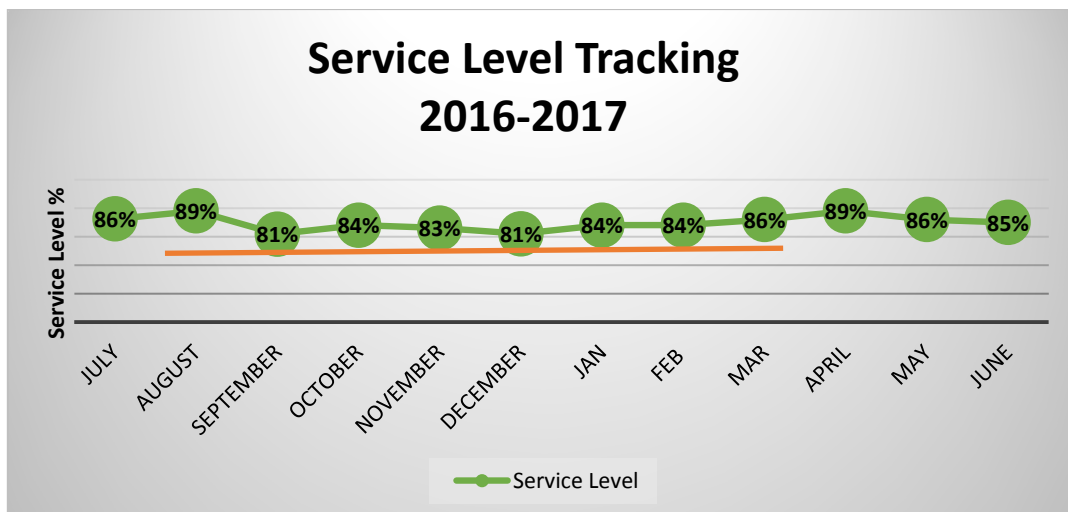
My Unley allows customers to easily and efficiently interact with Council at any time, day or night, using an iPhone, iPad, Android device or web browser. Further enhancements to My Unley are proposed for 2017-18 that will allow customers to track the progress of their request as it is completed.

A promotion campaign will be implemented in August to promote the benefits of 'My Unley', ranging from ease of general payments to dog registration renewals.



Service Level Tracking

Service Level Tracking Target: To answer 80% of all incoming calls within 30 seconds.

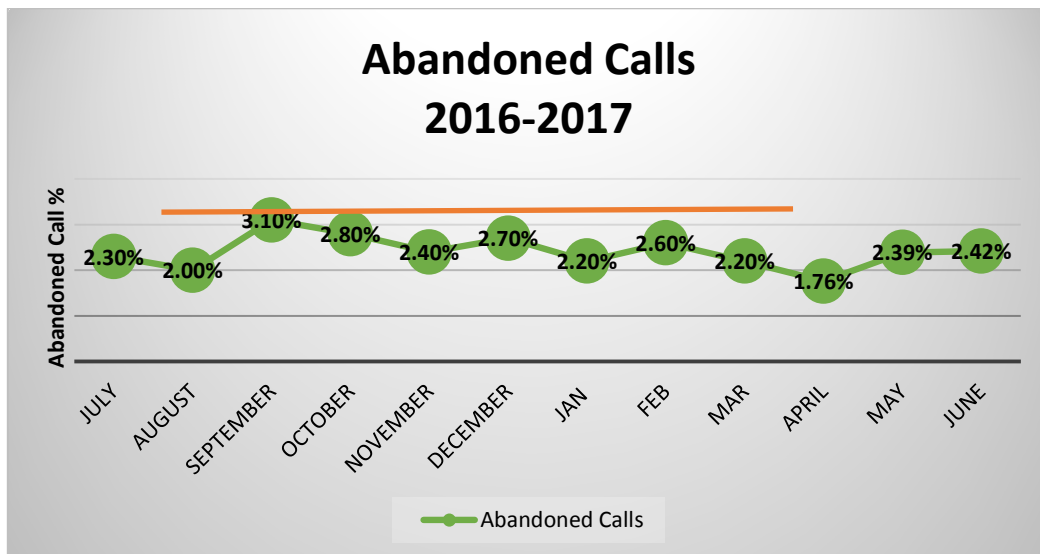


Q4 remained consistent (albeit with a positive average increase of 2%) compared to Q3, continuing above target with an average of 85%.

The team has maintained an excellent service level this quarter whilst simultaneously managing attendance at training sessions (MBTI and *My Unley*), the promotion and new operational process of *My Unley*, mentoring new team members (to increase our CX temp pool) and processing the change associated with the Customer Experience program.

Abandoned call level tracking

Abandoned Calls Target: No greater than 3%



Q4 continues to exceed target with an average of 2.2% abandoned call rate. Compared to Q3, the average abandoned call rate slightly reduced from 2.3 % to 2.2%.

The unsurpassed abandoned call rate of 1.76% in April accurately reflects the reduced call volume rate and high service level of that month, resulting in the lowest abandoned call rate this financial year.

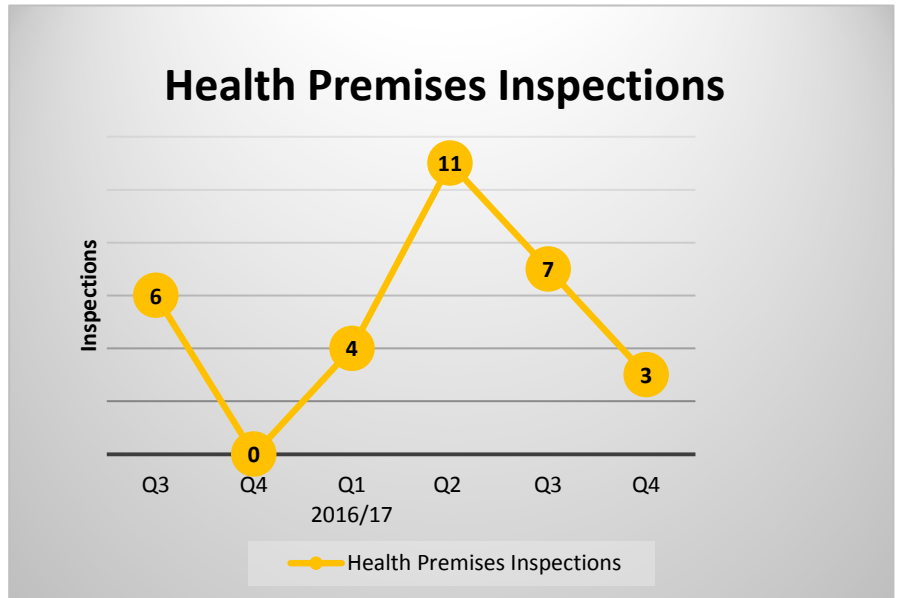
Environmental Health Inspections

Health Premises Inspections:

Hair and beauty inspections are conducted on a two year cycle and were not required to be conducted this quarter.

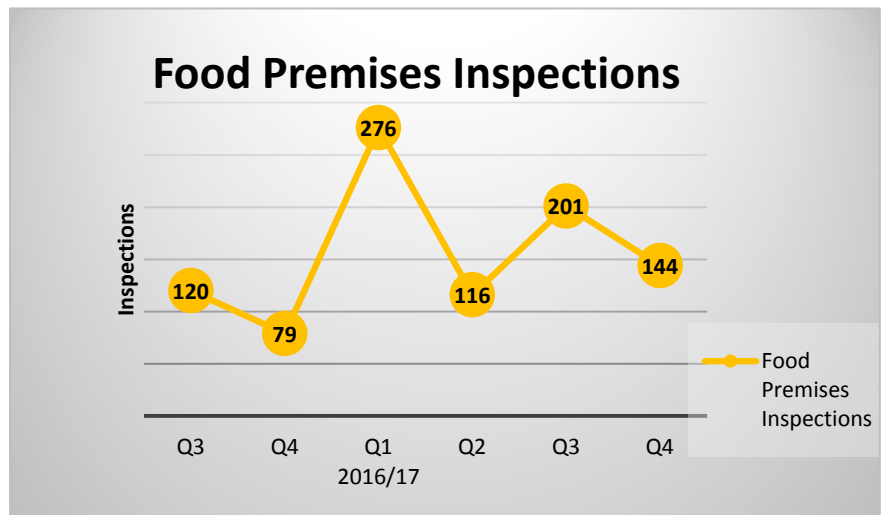
The inspection program remains on track with all mandatory inspection completed for this year.

**Health premises consist of cooling towers, warm water systems, swimming pools, and hair and beauty, tattooists, skin penetration businesses.*



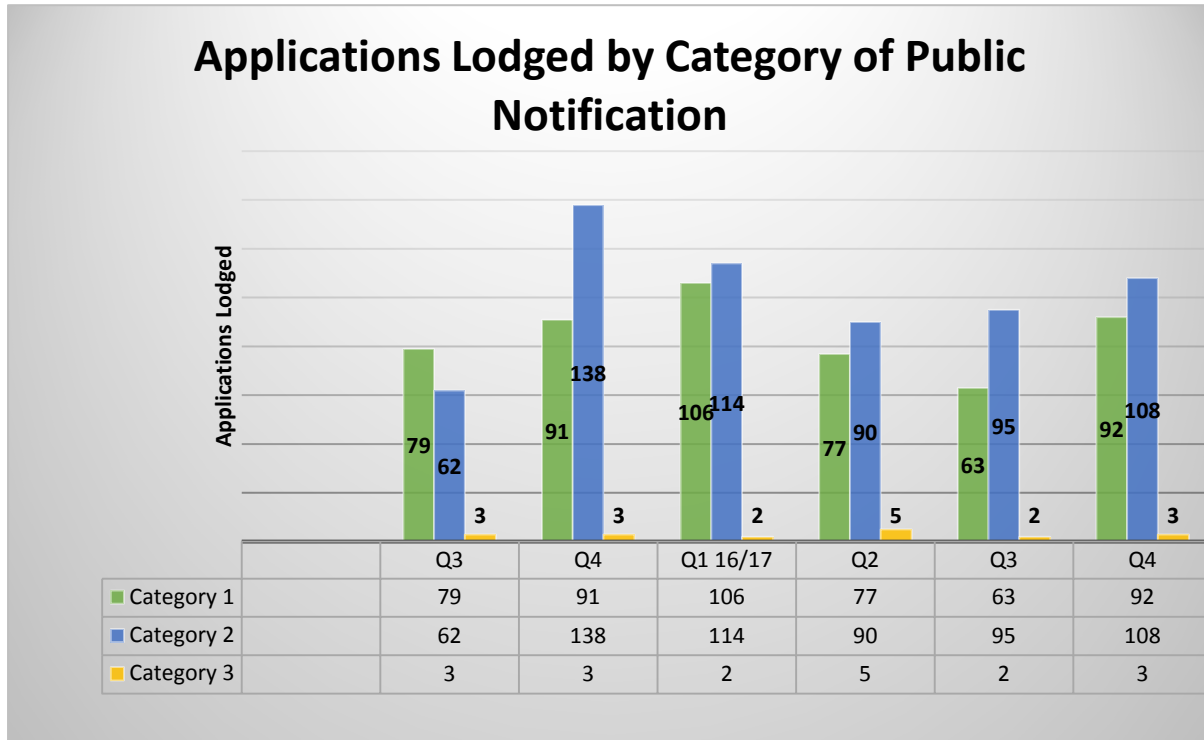
Food Premises Inspections:

Food inspections are being conducted in accordance with the scheduled program. Inspections in quarter 4 include multiple events that required food stalls to undergo inspection.



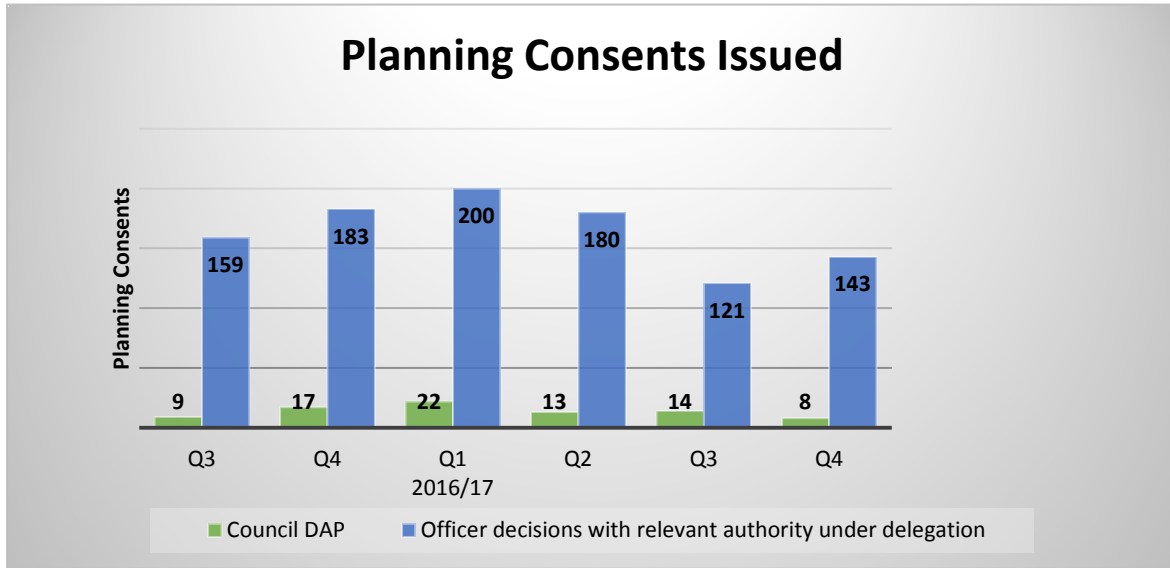
Planning Applications, Consents and Compliance

Applications lodged by category



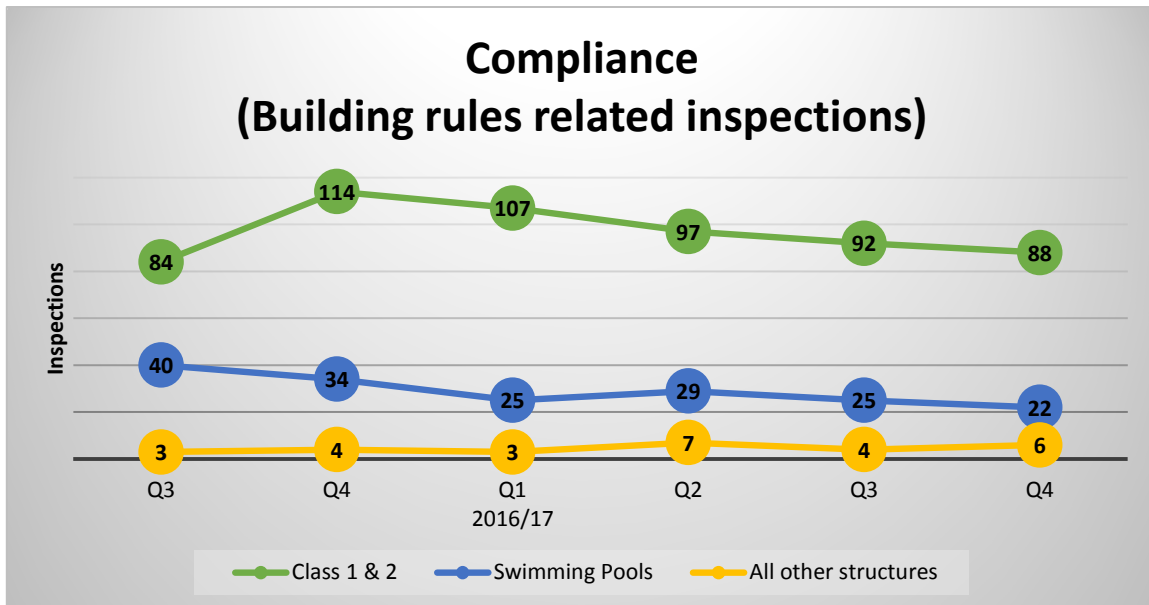
- Category 1: No public notice is given, no public consultation occurs and there is no right of appeal by “third parties” against the decision.
- Category 2: A notice, describing the development, identifying the land and stating such things as whether it is complying or non-complying development must be given; the relevant authority to the owner and occupiers of adjacent land. (i.e. the neighbours).
- Category 3: The same notice must be given to adjacent owners and occupiers. Notice must be given to those considered by the relevant authority to be “significantly affected” by the development and the general public must be notified by publication of a notice in a newspaper.
- The volume of applications for quarter 3 is slightly higher than for the same quarter in 2015/16. Quarter 3 typically has the lowest volume of applications over the financial year as it includes the January period where the building industry closes for a period of time.

Planning consents issued by relevant authority



The expected increase in Planning Consents granted coincides with an increase in volume of applications lodged.

Compliance



Swimming Pools:

100% of pool barrier notifications inspected- legislative requirement is 80% (14 out of 14 inspected within 0-14 days, one within two months).

Roof Framing:

Owner builders: we have inspected 100% of all notifications (legislative requirement is 90%).

Licensed builders: we have inspected 90% (legislative requirement is 66%).

Building related inspections (cont)

Notes

Numbers refer to the number of sites inspected, not the number of inspections.

Class 1

One or more buildings which in association constitute:

Class 1a

A single dwelling being a detached house, or one of a group of two or more attached dwellings, each being a building

Class 1b

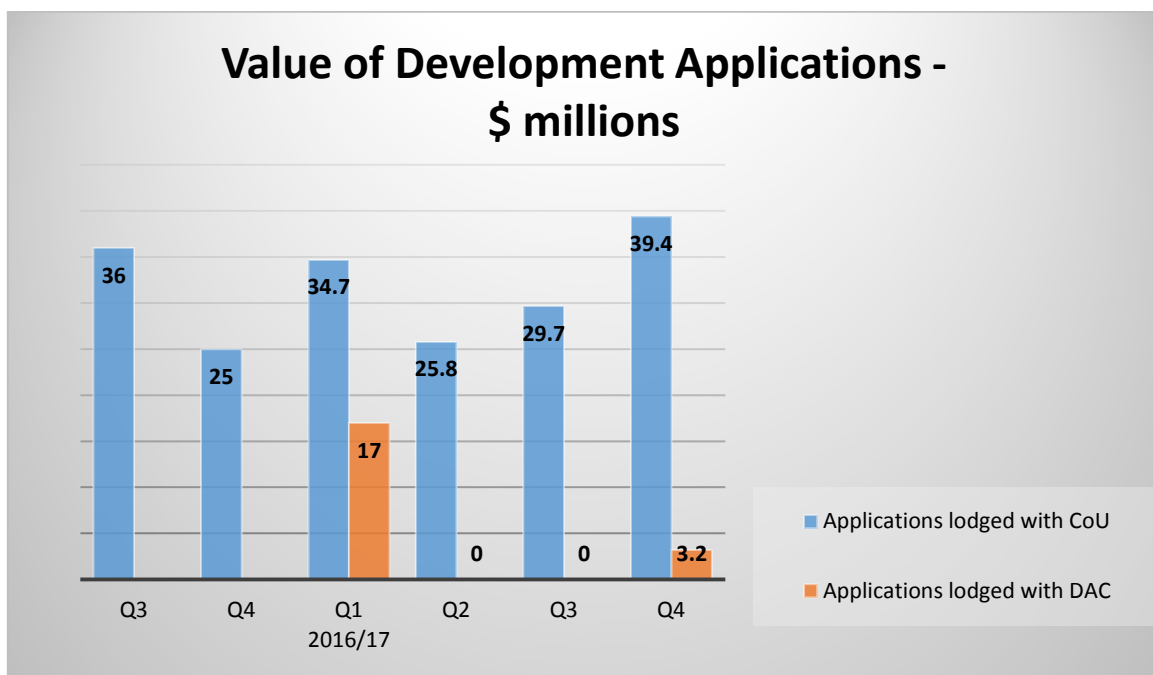
A boarding house or like in which not more than 12 persons would ordinarily be resident; or four or more single dwellings located on one allotment and used for short-term holiday accommodation, etc

Class 2

A building containing 2 or more *sole-occupancy units*, each being a separate dwelling.

Building inspections numbers remain relatively consistent with previous quarters and are being conducted in accordance with legislative requirements.

Value of Development Applications



The value of developments shown above is provided by the applicants at the time of lodgement. They represent the cost of development and do not include costs associated with fit out.

The increase in value of development coincides with an increase in volume of applications and higher cost of development. Overall fee income received for 2016/17 is consistent with budget projections.

Lease Stages

Working with tenants on leases

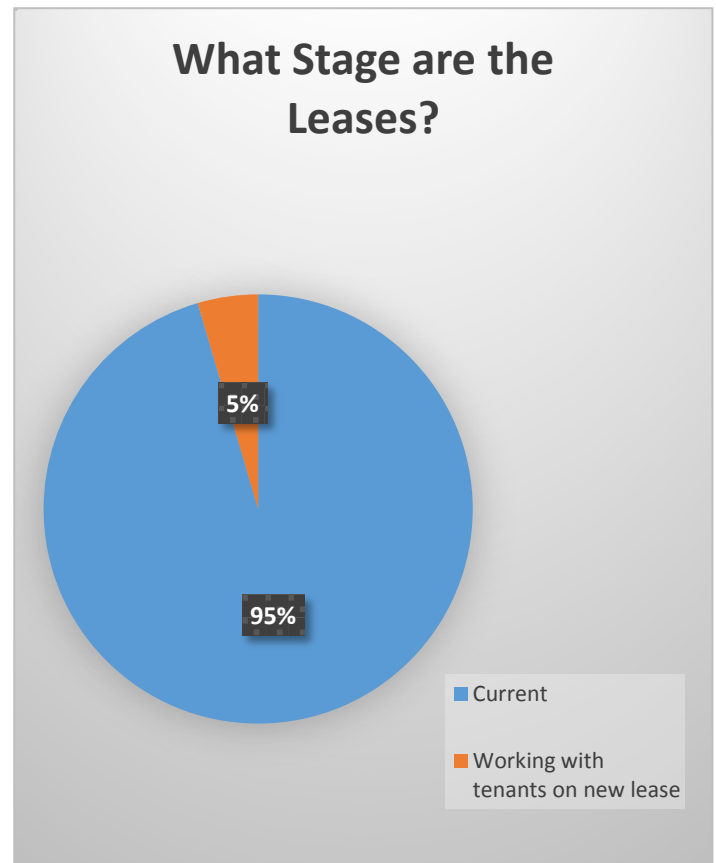
- **Women's & Children's Health Network** – 411a Fullarton Road, Fullarton (New Lease – Current lease expired 30th April 2016)

Communication with the tenant has been ongoing since March 2016. With the previous lease being quite out dated, the new lease has required many changes and negotiations have taken a lot longer to reach agreement.

Items external to the building owned by the tenant, mentioned in the previous lease, also needed to be investigated and the lease updated

We are extremely close to having the new lease agreed to by both parties

- **King William Chiropractor** – Shop 1 / 73 King William Road, Unley (Extension of Current Lease for a further 2 years – 15th May 2017)
Communication with the tenant regarding some changes to the head lease (required in lease extension) is progressing and an agreement to these is expected soon



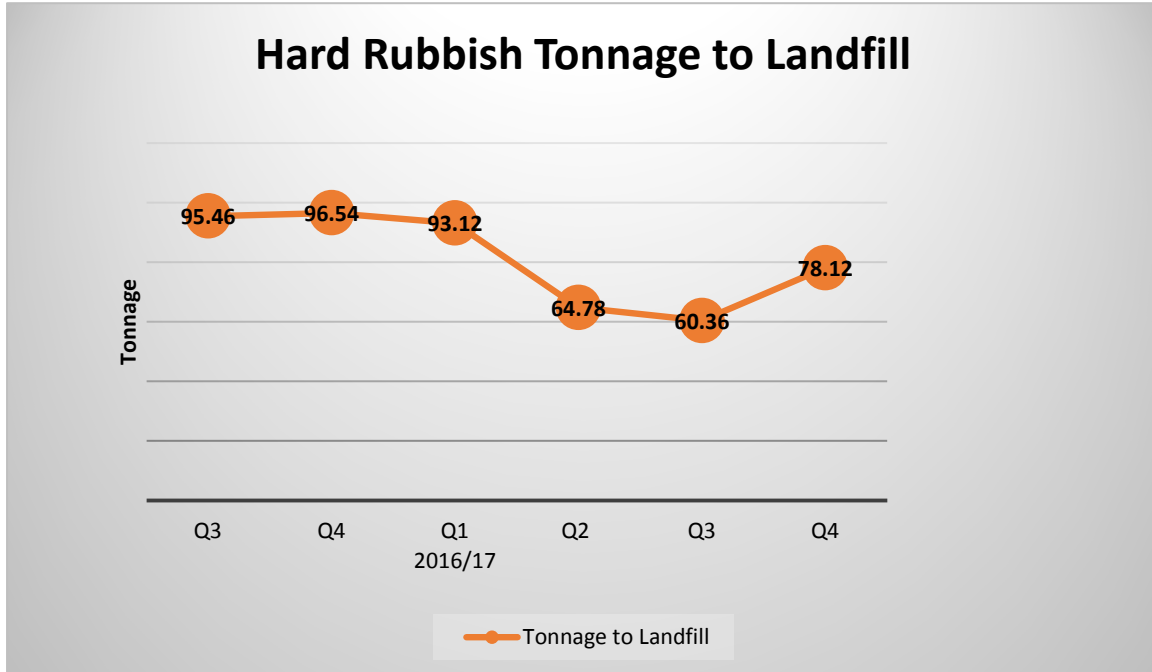
Lease coming up for renewal next quarter

- **Adelaide Potters Club** – 84 Edmund Avenue, Unley (New Lease – Current lease expires – 31st August 2017)

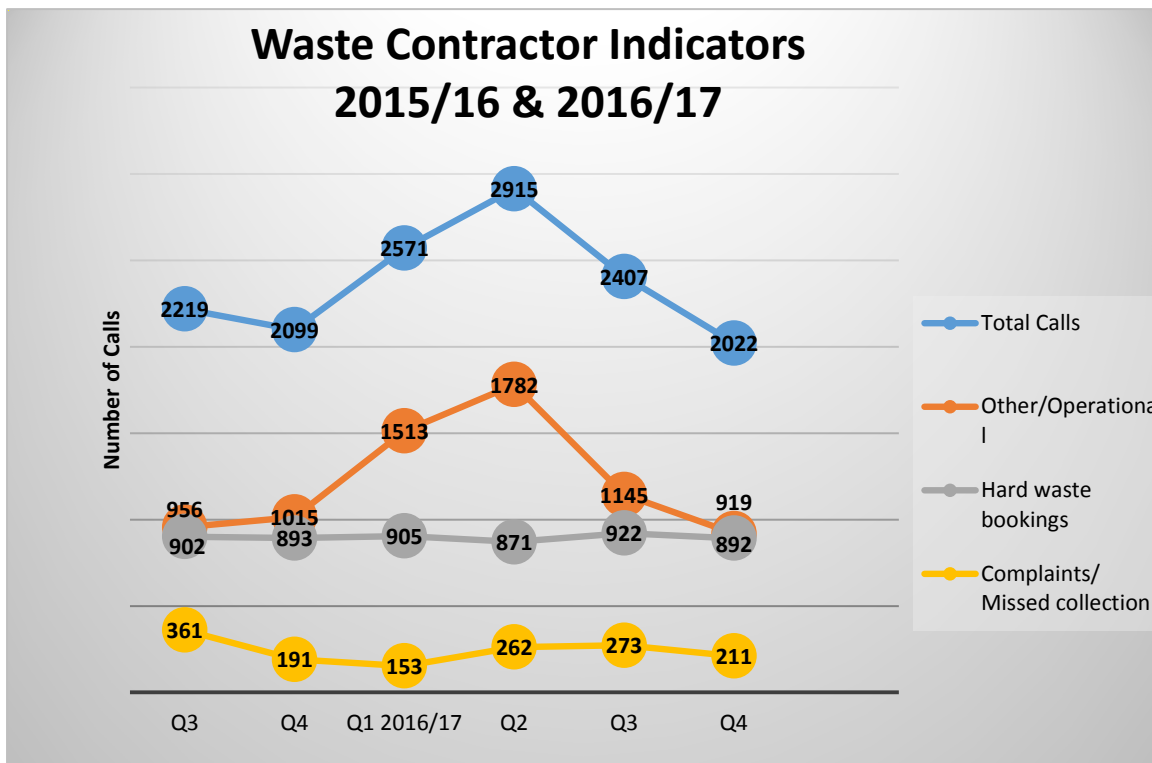
Negotiating this lease with the tenant has commenced.

Waste Management

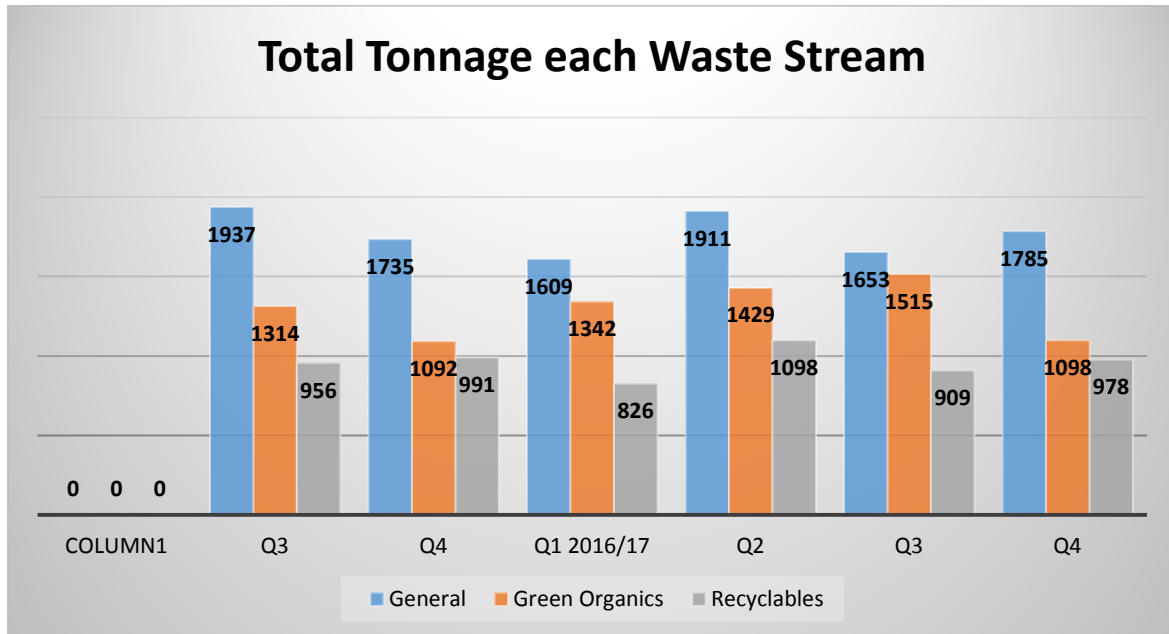
Hard Rubbish to Landfill



Waste Contractor Indicators



Total Tonnage



The data shows seasonal fluctuations in landfill volumes; however, compared to the 4th quarter in the previous financial year, the results are similar.

Education and awareness programs continue with the following initiatives:

- Provision of convenient locations for residents to drop off their Tricky Waste, eg batteries, mobile phones, fluorescent tubes & globes, small electrical appliances, engine oil;
- Soon to commence, collection of Household Hazardous Waste from residents' homes;
- Council facilities waste reduction and audits;
- Auditing of new bins – Goodwood Road Shopping Precinct – to assess usage of public place litter bins;
- Continual promotion of availability of kitchen caddies, compostable bags, and compostable dog bags;
- Assistance with provision of event bins for private and community events;
- Continuation of the *Take the Pledge* campaign – with some great improvements in waste diversion;
- Business waste education – bin inspections, stickers and information on correct use of bins; and
- School, kindergarten and childcare centres – dissemination of educational tools and implementation systems.

DECISION REPORT

REPORT TITLE: CITY OF UNLEY COMMUNITY PLAN 2033
AND FOUR YEAR DELIVERY PLAN 2017 -
2021

ITEM NUMBER: 955

DATE OF MEETING: 28 AUGUST 2017

AUTHOR: PETER TSOKAS

JOB TITLE: CHIEF EXECUTIVE OFFICER

EXECUTIVE SUMMARY

A strategic efficiency and effectiveness review of the organisation conducted in 2016 identified a need for revisiting the City of Unley's strategic planning framework. In particular, it was necessary to ensure that the Four Year Plan was clearly linked to the Community Plan and provided an effective means of achieving the latter's goals.

To this end, in the second half of 2016, Council commenced the process of reviewing its Community Plan 2033 and developing a new Four Year Delivery Plan. Elected Members have actively been involved in developing these plans for which community consultation was undertaken in May.

Following the community consultation phase, further discussion with Elected Members and input from staff at all levels, feedback received has been incorporated into the plans. Both the City of Unley Community Plan 2033 and the 4 Year Delivery Plan 2017 - 2021 are now presented to Council for adoption.

RECOMMENDATION

That:

1. Council adopts the City of Unley Community Plan 2033 and Four Year Delivery Plan 2017 - 2021 as presented.

1. **RELEVANT CORE STRATEGIES/POLICIES**

1. Emerging – Our Path to a Future City
2. Living – Our Path to a Vibrant City
3. Moving – Our Path to an Accessible City
4. Greening – Our Path to a Sustainable City
5. Organisational Excellence – Our Path to a Robust and Sustainable Organisation

2. **DISCUSSION**

In 2016, consultants were engaged to undertake a strategic efficiency and effectiveness review of the organisation, including its strategic planning framework. The findings of the review identified a number of issues that could negatively impact on the Council's strategic planning cycle and outcomes

Following consideration of the consultant's findings, the Elected Members and Executive initiated a process to develop stronger integration between Council's strategic planning documents. The Elected Members have actively owned the development of these two Plans through a series of workshops leading to the initial draft Plans. The two Plans have since been refined, including the following improvements:

- Consistency in the number of themes (four: Community Living, Environmental Stewardship, Economic Prosperity and Civic Leadership);
- Inclusion of specific strategies in the 4 Year Delivery Plan that are directly linked to the goals in the Community Plan 2033;
- Ensuring that the 4 Year Plan focuses on strategies rather than a list of projects or initiatives;
- Identification of business units involved in the planning and delivery of Council actions to be undertaken to achieve the Plans' goals.

The two plans were approved by Council for community consultation in May via the following media:

- Three public meetings;
- Advertising in the Eastern Courier Messenger;
- Online consultation on Your Say Unley
- Notification on the Council's website;
- Advertising in the Unley Life Column; and
- Development of a video for social media and website

The new 4 Year Delivery Plan 2017 - 2021, which devolves from the City of Unley Community Plan 2033 and will cascade down to the Annual Business Plan, has been expanded to identify and document the services provided by Council that support the Plans' strategies. Within the 4 Year Delivery Plan 2017 - 2021, actions labelled 'E' are currently being undertaken and are included in the current year's budget, while actions labelled 'N' are new and in future may require additional funding or budget re-prioritisation.

The 4 Year Plan 2017- 2021, will be a 'rolling' plan rather than a static plan. Updates will be considered as part of the annual business planning cycle preceding budget deliberations.

At the end of the process, there will be a clear link between the Community Plan, Four Year Delivery Plan and Annual Plan that will enable Council to demonstrate how the services it provides support the achievement of its goals.

Feedback from the community consultation process has been incorporated into the draft Plans, with the Four Year Delivery Plan 2017 - 2021 presented to Elected Members for further feedback on August 7. Staff at all levels of the organisation have also been provided with the opportunity to provide comment on the draft plans, with the resulting documents now presented for adoption.

The City of Unley Community Plan 2033 is attached as Attachment 1 to Item 955/17.

Attachment 1

The Four Year Delivery Plan 2017 - 2021 is attached as Attachment 2 to Item 955/17

Attachment 2

3. ANALYSIS OF OPTIONS

Option 1 – Council adopts the City of Unley Community Plan 2033 and Four Year Delivery Plan 2017 - 2021 as presented.

Option 2 – Council makes further changes to the City of Unley Community Plan 2033 and Four Year Delivery Plan 2017 – 2021.

4. RECOMMENDED OPTION

Option 1 is the recommended option.

5. POLICY IMPLICATIONS

Adoption of the Community Plan 2033 and Four Year Delivery Plan will ensure the implementation of an agreed framework for the identification, delivery and measurement of Council's services.

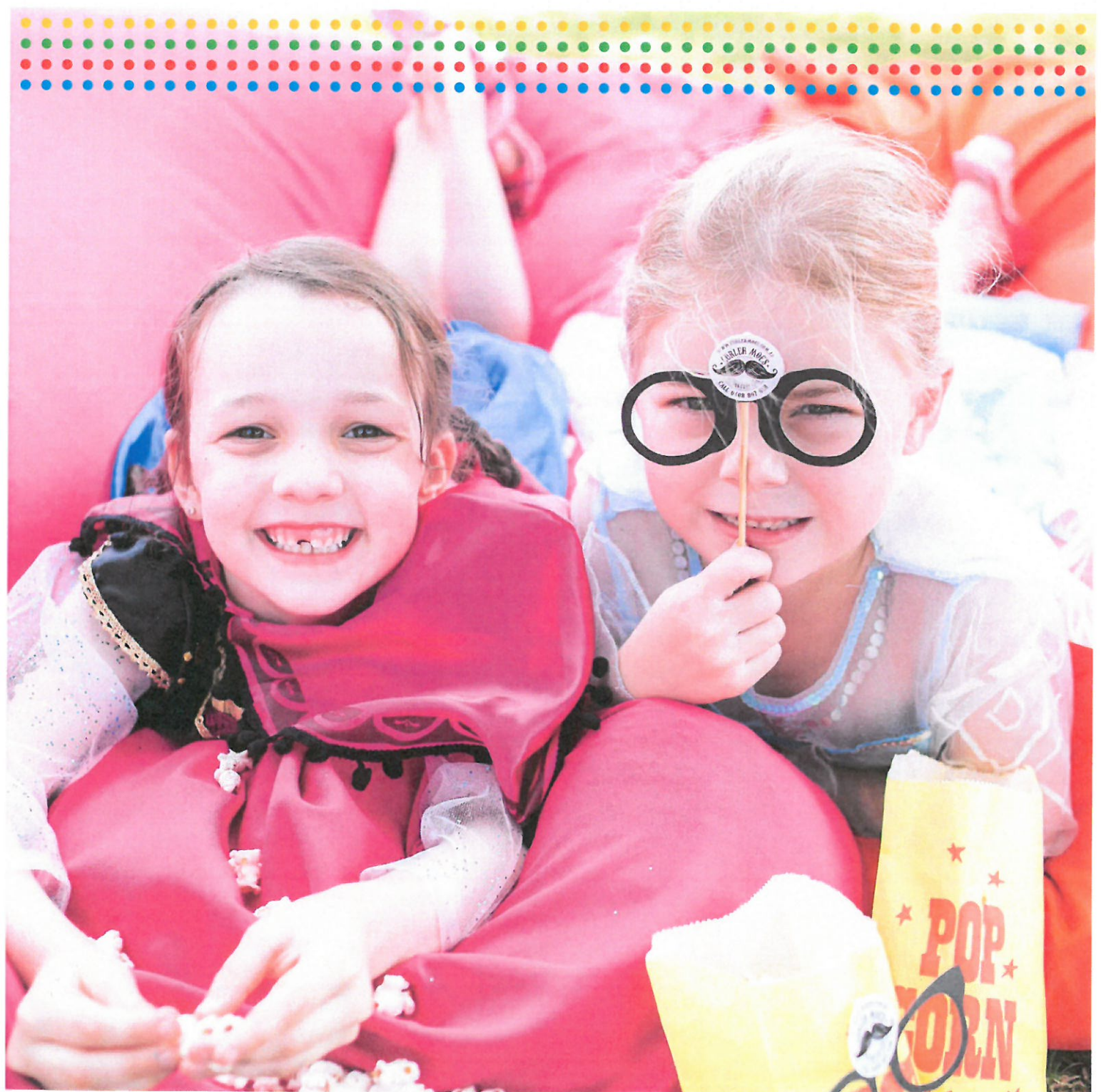
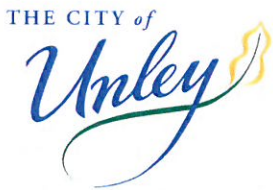
6. ATTACHMENTS

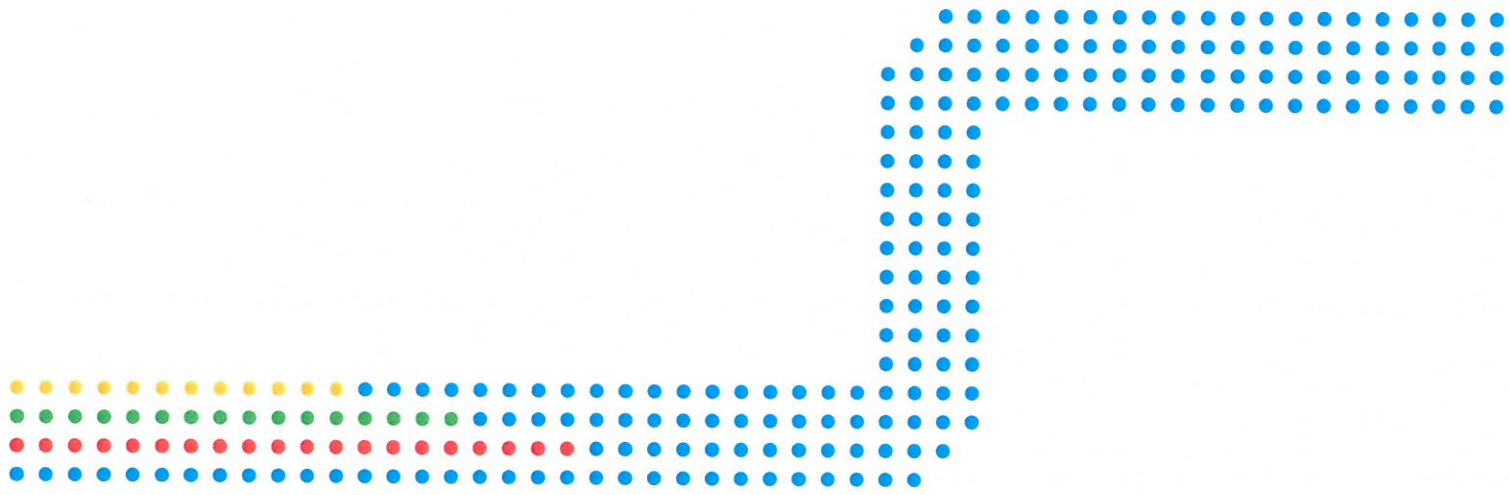
1. City of Unley Community Plan 2033
2. Four Year Delivery Plan 2017 - 2021

7. REPORT AUTHORISERS

<u>Name</u>	<u>Title</u>
Peter Tsokas	Chief Executive Officer

City of Unley Community Plan 2033 A Community of Possibilities





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Message from the Mayor

Of all the detailed planning and strategies that Council undertakes, this is among the most important because it is all about you, the Unley community, and what we as a Council must do to maintain the lifestyle, activities, facilities and services you have come to expect.

That's why your Elected Members have been so involved in developing this updated version of Unley's Community Plan 2033, and developing four key themes that we believe reflect your needs and wishes for our City.

Local government is the closest tier of government to people – we can and do make a difference at all stages of people's lives. At our best we connect, encourage and enable people to build the type of community they wish to be a part of and a life they wish to lead.



Above all, we seek to ensure our City meets the needs of all generations. And, although the City of Unley has led the way with its Active Ageing strategy, this is about more than addressing the needs of older people. You see, when you address the needs of our older people, you address the needs of every generation in the community. A footpath that is easily navigated by a walking frame will equally ensure a smooth ride for a baby in a pram.

In Unley, we are providing age appropriate services and infrastructure, meeting all needs from young people to old people and creating a picture of what the future should look like for all our community.

Our people are living longer and are healthier and we have a key role to play in helping our people to get the most out of their lives.

We are ensuring that our City promotes health and wellbeing, and provides opportunities for connection, inclusion and participation.

Another major focus of this Community Plan that affects all of our residents is our determination to maintain and enhance our urban environment, especially in the face of challenges such as climate change.

The protection of Unley's tree-lined streets and parks is particularly important, along with ensuring efficient and sustainable water management, reducing and better managing waste from both Council operations and the community, and increasing the energy efficiency of the city. As electricity becomes ever more costly and our modern lifestyle increasingly energy intensive, your Council will lead by example in reducing our carbon footprint.

We have set ambitious but, we believe, totally achievable goals as we steer the City of Unley into a new era. It's a journey we look forward to sharing with you.

Lachlan Clyne
Mayor
City of Unley

Message from the CEO



Careful planning for the City of Unley's future is a vital part of our commitment to constantly improving the way Council goes about its business in order to keep pace with changing community priorities and needs.

To guide us in this important task, in 2016 we undertook a review of our strategic framework, which identified areas that could be improved – notably in the way our Community Plan worked in conjunction with Council's Four Year Plan.

That means we've had to take a close look at both of these plans. This revised Community Plan 2033 is part of that process and has been developed in close collaboration with your Elected Members, who helped develop four key themes on which our future planning should be based: Community Living, Economic Prosperity, Environmental Stewardship and Civic Leadership.

A key element of the Unley Community Plan 2033 is that it is also closely aligned with the State Planning Strategy 2016, which aims to maintain and improve liveability, increase competitiveness and drive sustainability, environmental protection and resilience to climate change. These strategies are firmly supported by your Council.

Many of you will already be aware that we have set out to be an Age Friendly City, an important new focus that has developed since our last Community Plan was developed four years ago. Our goal is to create a city for people of all ages and abilities.

We also recognise that business activity is an important feature of our City. As business becomes ever more competitive, especially in the retail sector that drives much of our economy, Council's continued support has become even more important if we are to help maintain community prosperity. And all the time we must embrace a growing and ever more cosmopolitan city, whilst still caring for our heritage character.

We also know that, as a Council, we can't do everything on our own, so we are committed to looking for opportunities to partner and work with others. We will concentrate on our areas of expertise and look at securing partnerships in the areas that can be better delivered by others as well as exploring shared services with other councils.

Above all, we will always be fully accountable to you, our ratepayers. To enable this, we are developing a set of indicators or measures as a means of letting you know how we are tracking against the Community Plan. Part of this work involves developing a 4 year Delivery Plan for 2017-2021 which will enable us to report back to the Unley community of our progress on an annual basis.

As you can see, there are many exciting opportunities for Unley in the future that will ensure we remain one of the most enviable cities in Adelaide.

Peter Tsokas
Chief Executive Officer



Profile of the City of Unley

The City of Unley is rich in history, character and atmosphere, and centrally located only minutes from Adelaide's city centre. While some of our citizens have lived in the City all their lives, many others continue to be attracted by the many desirable qualities on offer.

The City has some of Adelaide's largest and most prestigious shopping precincts, including Unley, King William, Goodwood and Glen Osmond Roads. It has a huge variety of restaurants, hotels, cafes and gourmet shops along with fashion boutiques, antiques and art galleries that create attractive shopping and entertainment boulevards.

For many years the City has showcased a range of sporting, cultural and community events and activities, none more significant than hosting a stage of the Tour Down Under. These activities, together with the network of community centres, libraries and our museum, have helped to foster the City's cultural and social spirit.

There are many things we must recognise if the City is to continue to thrive. There is a renewed demand for flexible working hours, part time and casual work arrangements and opportunities to work from home. By applying smart technology solutions to urban issues, engaging citizens and opening access to public data, the City of Unley will improve its liveability.

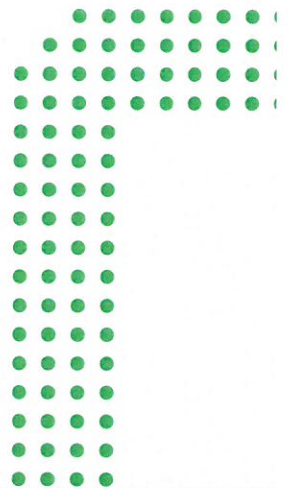
By building smart city and smart technology capability, the city will be able to place people first through user-oriented experience, adjust services to meet community needs and benefit the planet, as well as create operational savings.

Local service businesses, plus clusters of specialist regional services, such as restaurants, fashion and medical specialists, must be significantly assisted to survive competition from outside Unley and from online services. The benefits of collaborating to create identity, lifestyle attractions and marketing strength will need to continue to be a key focus. Unley's population growth is showing an upward trend and is typical of an established urban area.

Allied to these trends, is a growth in the number of couples and couples with children. Lone person households have declined by 7 per cent in the last 10 years but still remain the dominant household group. These trends are an indication that the 'empty nest baby boomers' are heading into the early retirement phase.

Additionally, the 85 years and over age group is also significant in Unley, double the figure for Australia and almost double the level for South Australia.

The Greater Adelaide 30 Year Plan, however, envisages Unley's population growth to be almost 7,000 people, with higher density dwellings along main road corridors and in key strategic locations. That is something the City of Unley must plan for, along with any potential environmental issues this may create.



Purpose of the Community Plan

The Community Plan provides the vision, strategies and framework for the future of the City of Unley.

The Plan fulfils the legal obligations of:

- **The Strategic Management Plan** (Section 122 Local Government Act)
- **The Strategic Directions Report** (Section 30 Development Act)

The Plan provides a guide to:

- Orderly and efficient development
- Integrated transport and land-use planning
- Implementation of the Planning Strategy (The 30 year Plan for Greater Adelaide) and targets for growth and affordable housing
- Infrastructure planning (physical and social)
- Review of the Development Plan (ie planning policy) and the strategic directions and priorities for amendments.

The four themes around which the Community Plan 2033 is built all complement the strategic intent of the State Planning Strategy 2016 (The 30 Year Plan for Greater Adelaide).



Strategic context

Link with the State Planning Strategy



The State Planning Strategy (The 30 Year Plan for Greater Adelaide) reinforces three interlocking objectives, which the Unley Community Plan 2033 addresses:

- Maintaining and improving liveability
- Increasing competitiveness
- Driving sustainability, environmental protection and resilience to climate change

The State Planning Strategy is driven by 14 principles that underpin the four key themes of the City of Unley Community Plan 2033.

The 14 principles of the Strategic Planning Strategy:

- ✓ **A compact and carbon efficient city**
- ✓ **Housing diversity and choice**
- ✓ **Accessibility**
- ✓ **A transit focused and connected city**
- ✓ **World class design and vibrancy**
- ✓ **Social inclusion and fairness**
- ✓ **Heritage and character**
- ✓ **Healthy, safe and connected communities**
- ✓ **Affordable living**
- ✓ **Economic growth and competitiveness**
- ✓ **Climate change resilience**
- ✓ **Environmental protection, restoration and enhancement**
- ✓ **Natural resources management**
- ✓ **Community engagement**

Our Strategic Planning Framework



Development of the City of Unley Community Plan 2033

In keeping with our organisation's commitment to continuous improvement, we undertook a strategic efficiency and effectiveness review of Council. The review identified that Unley's strategic planning framework needed to be revisited. In particular, the Four Year Plan detailed an ambitious list of projects that, in some instances, conflicted rather than seamlessly meshing with the priorities of the Community Plan.

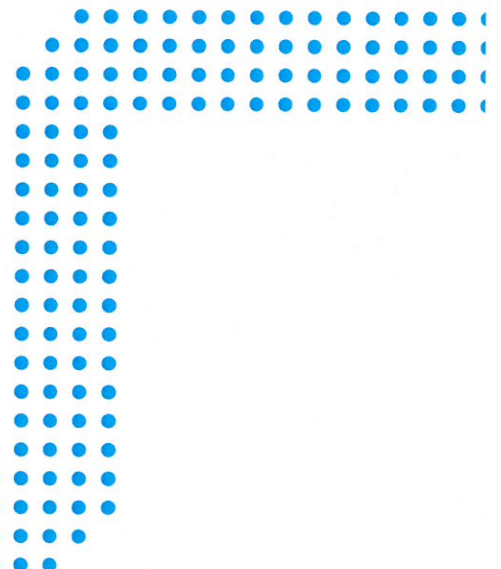
So, recognising that change was required, during the second half of 2016, Council began reviewing the Community Plan and developing a new Four Year Plan. Elected Members, who were actively involved in this process, identified the following vision for the City: Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership.

The four themes, *Community Living; Environmental Stewardship; Economic Prosperity; and Civic Leadership*, along with goals and objectives for translating Council's vision into reality, were detailed in the draft Community Plan and Four Year Plan that went out for community consultation in May. Feedback received during that process was incorporated into the plans, which were further refined through input from Elected Members and staff.

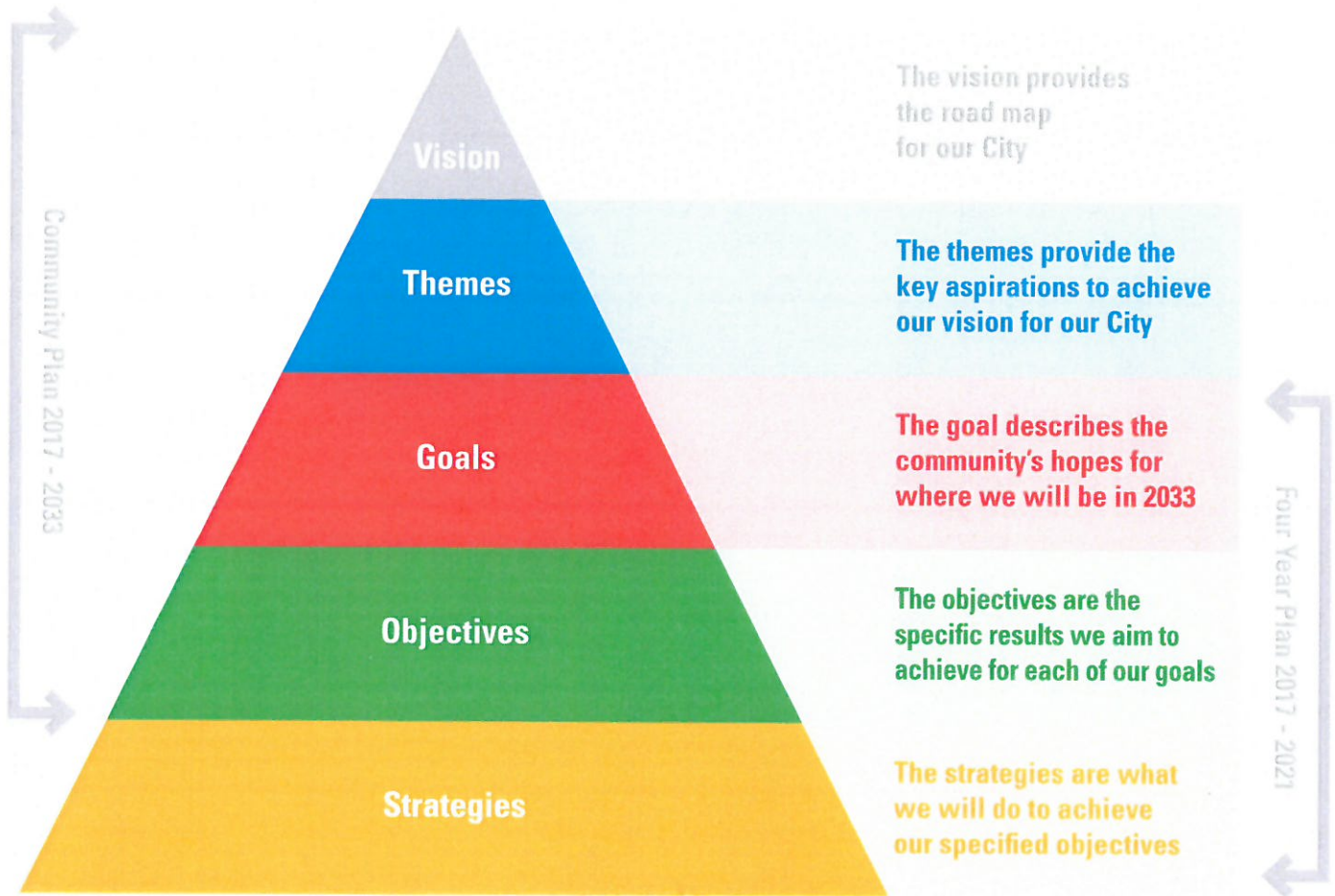
The Community Plan is a comprehensive community vision of the City of Unley in 2033, and includes areas over which Council has direct control, as well as areas which may be the responsibility of other tiers of government and other community stakeholders.

The Four Year Plan provides a practical guideline for Council's work over the next four years, outlining the activities Council will undertake to achieve the community's long term goals as set out in the Community Plan. These activities and services will be resourced through Council's annual budgets and our resourcing strategy which includes a Long Term Financial Plan.

Supporting the Four Year Plan is a separate one year Annual Plan developed at the beginning of the financial year. The Annual Plan details the individual projects and activities that will be undertaken during each year to achieve the commitments in the Four Year Plan.



City of Unley Community Plan 2033



Our vision

Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership.

City of Unley Community Plan 2033 Themes



Community Living

Goal
People value our City with its enviable lifestyle, activities, facilities and services.



Environmental Stewardship

Goal
We will maintain and enhance our urban environment, and strengthen our City's resilience to climate change by providing leadership to our Community.



Economic Prosperity

Goal
Our businesses are valued because of the range of goods, services and facilities they provide, and new businesses are supported, not burdened with bureaucracy.



Civic Leadership

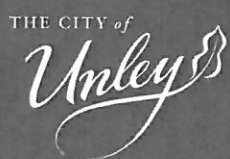
Goal
Council will listen to the community and make transparent decisions for the long term benefit of the City.

Themes, goals and objectives

How we plan to achieve our vision

Theme	Goal	Objective
Community Living 	People value our City with its enviable lifestyle, activities, facilities and services	1.1 Our Community is active, healthy and feels safe. 1.2 Our Community participates in community activities, learning opportunities and volunteering. 1.3 Our City meets the needs of all generations. 1.4 Our Community is proud to be part of our City. 1.5 Our City is connected and accessible.
Environmental Stewardship 	We will maintain and enhance our urban environment, and strengthen our City's resilience to climate change by providing leadership to our Community.	2.1 Unley's urban forest is maintained and improved. 2.2 Excellence in waste management is achieved through avoidance, re-use and diversion. 2.3 The energy efficiency of the City is increased and our carbon footprint reduced. 2.4 Efficient, effective & sustainable water management is ensured. 2.5 The City's resilience to climate change is increased.
Economic Prosperity 	Our businesses are valued because of the range of goods, services and facilities they provide, and new businesses are supported, not burdened with bureaucracy.	3.1 Unley is recognised as an easy place to do business. 3.2 Thriving main streets and other business activities operate across our City.
Civic Leadership 	Council will listen to the community and make transparent decisions for the long term benefit of the City.	4.1 We have strong leadership and governance. 4.2 Council provides best value services to the community. 4.3 Our business systems are effective and transparent.





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City of Unley

Four Year Delivery Plan 2017 - 2021

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Message from the CEO

Leadership and innovation have become expected outcomes for the City of Unley, and we've created a bold plan to meet those expectations.

The Four Year Delivery Plan outlines the City of Unley's priorities and strategies until the year 2021. The Plan will guide us as we work together with the community to create a future that meets the vision, aspirations and goals set out in the Community Plan 2033.

This Plan ensures that Council, its residents, local businesses and community groups are working in partnership towards our long-term goals. Strategies will be implemented over the next four years that ensure our City is recognised for its vibrant community spirit, quality lifestyle choices, diversity, business strength and innovative leadership.

Our Four Year Delivery Plan ensures we can be accountable to our ratepayers. A set of developed indicators will allow us to report back to the community about how we are tracking against the goals set out in the Community Plan.

My commitment is to lead an organisation that strives to match the ambition of Council's vision. Together we will work in partnership with the community to ensure that we remain one of the most enviable cities in Adelaide.

I look forward to all that we can achieve together over the next four years.

Peter Tsokas

Chief Executive Officer

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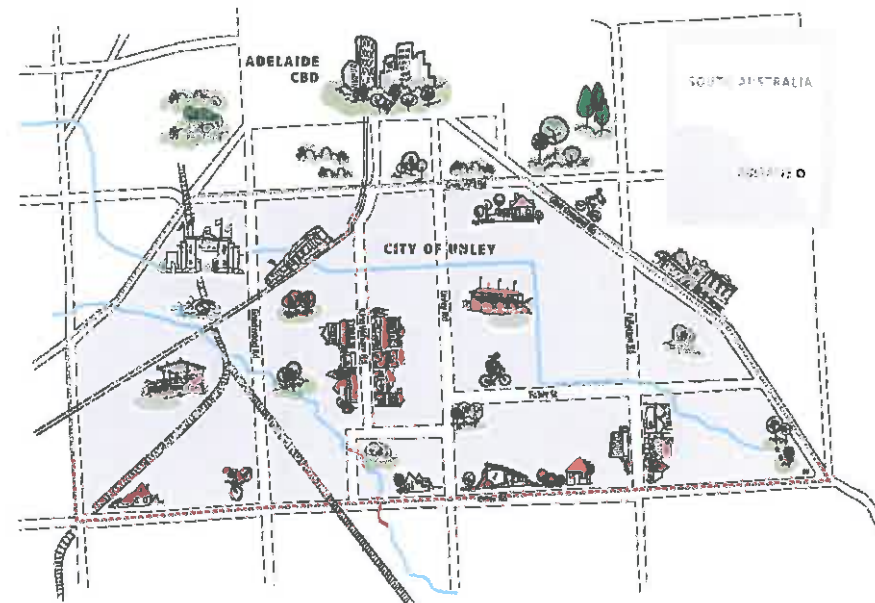
Profile of the City of Unley – To be replaced in September with Community Profile Infographic (that incorporates new Census data)

It is rich in history, character and atmosphere, and centrally located only minutes south of Adelaide's city centre. While some of our citizens have lived in the City all their lives, many others continue to be attracted by the many desirable qualities on offer.

The City has some of Adelaide's largest and most prestigious shopping precincts, including Unley, King William, Goodwood and Glen Osmond Roads. It has a huge variety of restaurants, hotels, cafés and gourmet shops along with fashion boutiques, antiques and art galleries that create attractive shopping and entertainment boulevards.

For many years the City has showcased a range of sporting, cultural and community events and activities, none more significant than hosting a stage of the Tour Down Under. These activities, together with the network of community centres, libraries and our museum, have helped to foster the City's cultural and social spirit.

The City, which has a land area of 1,427 hectares, has a resident population approaching 40,000. It is an area of socio-economic advantage and has a substantially greater proportion of medium to high density housing than the State average.



Elected Members

The Mayor and Elected Members are elected by the local community to represent the interests and needs of the community.

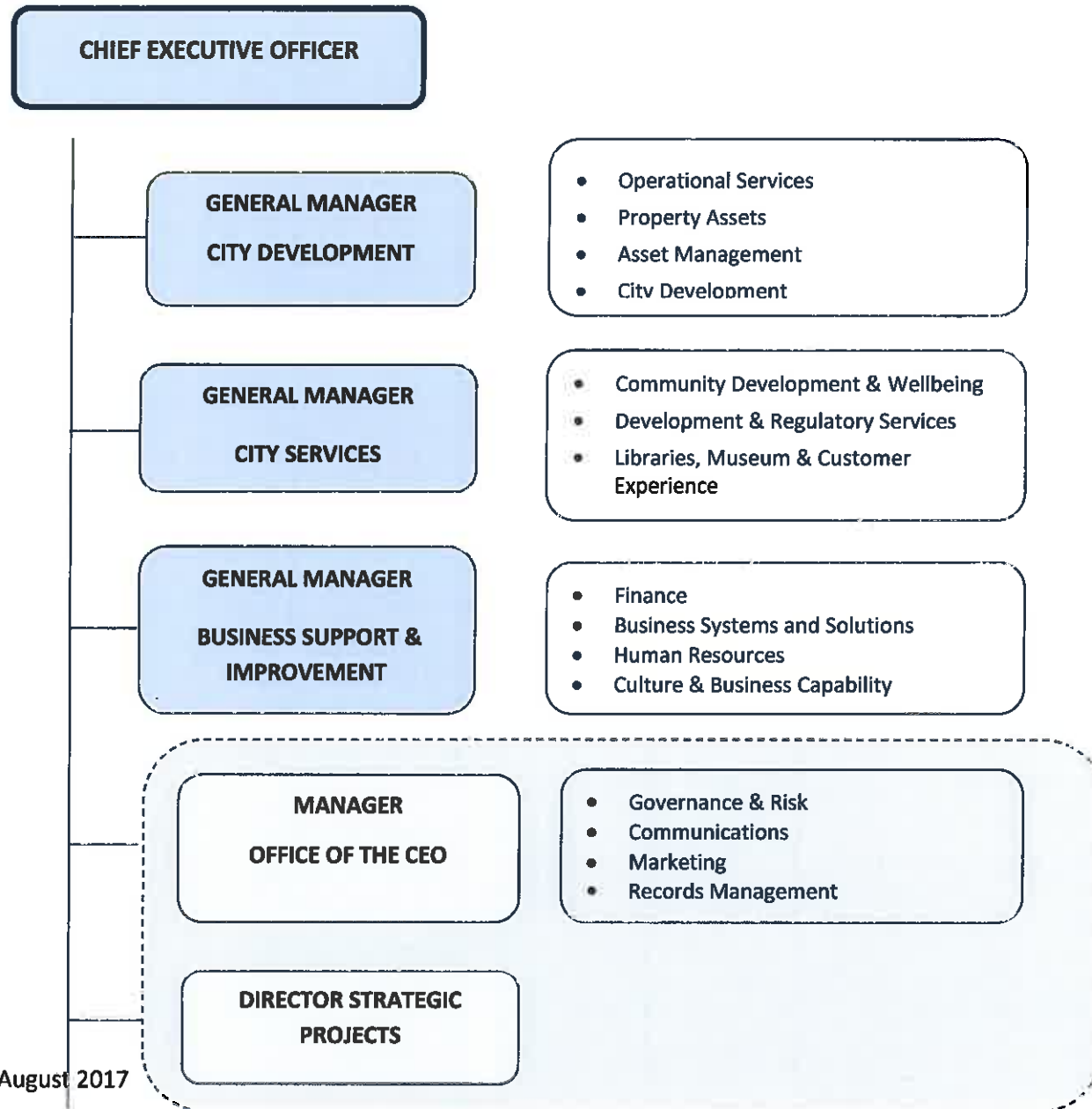
Elected Members provide community leadership and guidance and facilitate communication between the community and the Council. They play a very important policy-making role, requiring the identification of community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources. On the Council of the City of Unley, in addition to the Mayor, Lachlan Clyne, there are 12 Elected Members. They are:

Fullarton Ward Councillor  Anthony Lapidge	Fullarton Ward Councillor  Peter Hughes	Goodwood Ward Councillor  Luke Smolucha	Goodwood Ward Councillor  Bob Schnell
Clarence Park Ward Councillor  Don Palmer	Clarence Park Ward Councillor  Jennie Boisvert	Parkside Ward Councillor  Mike Hudson	Parkside Ward Councillor  John Koumi
Unley Ward Councillor  Michael Hewitson AM	Unley Ward Councillor  Rufus Saïaman	Unley Park Ward Councillor  Michael Rabbitt	Unley Park Ward Councillor  Rob Sangster

Mayor Lachlan Clyne



Organisational Structure



City of Unley Four Year Delivery Plan 2017 - 2021

The 4 Year Plan outlines how we will deliver the vision, strategies and framework set out in the City of Unley Community Plan 2033. The projects and services that Council will deliver between 2017 and 2021 have been grouped into four themes.

- 1. Community Living - People value our City with its enviable lifestyle, activities, facilities and services**
- 2. Environmental Stewardship - We will maintain and enhance our urban environment, and strengthen our City's resilience to climate change by providing leadership to our Community.**
- 3. Economic Prosperity - Our businesses are valued because of the range of goods, services and facilities they provide, and new businesses are supported, not burdened with bureaucracy.**
- 4. Civic Leadership - Council will listen to the community and make transparent decisions for the long term benefit of the City**

For each theme, Council identifies what will be undertaken during the four year term of the delivery program. Council's response to each goal is detailed, along with the services involved in the planning and implementation of Council's actions.

Within the Four Year Delivery Plan, actions labelled 'E' are currently being undertaken and are included in the current year's budget. Actions labelled 'N' are new and in future may require additional funding or re-prioritisation of the budget.

Over time, it will take many agencies – including the community itself – to turn the Community Plan 2033 into reality. In the delivery of services, at times Council will assume the roles of Provider, Facilitator or Advocate, and where appropriate, will work in partnership with other bodies.

Our Vision

Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership.

Our Values

Organisation culture can be defined as the shared values, norms and expectations that govern the way people approach their work and interact with each other. The City of Unley has a clear vision for a constructive culture that is performance based and customer focused. This vision is supported by a set of organisation values that represent the way we want all employees and volunteers to behave.

A Workplace of Possibilities

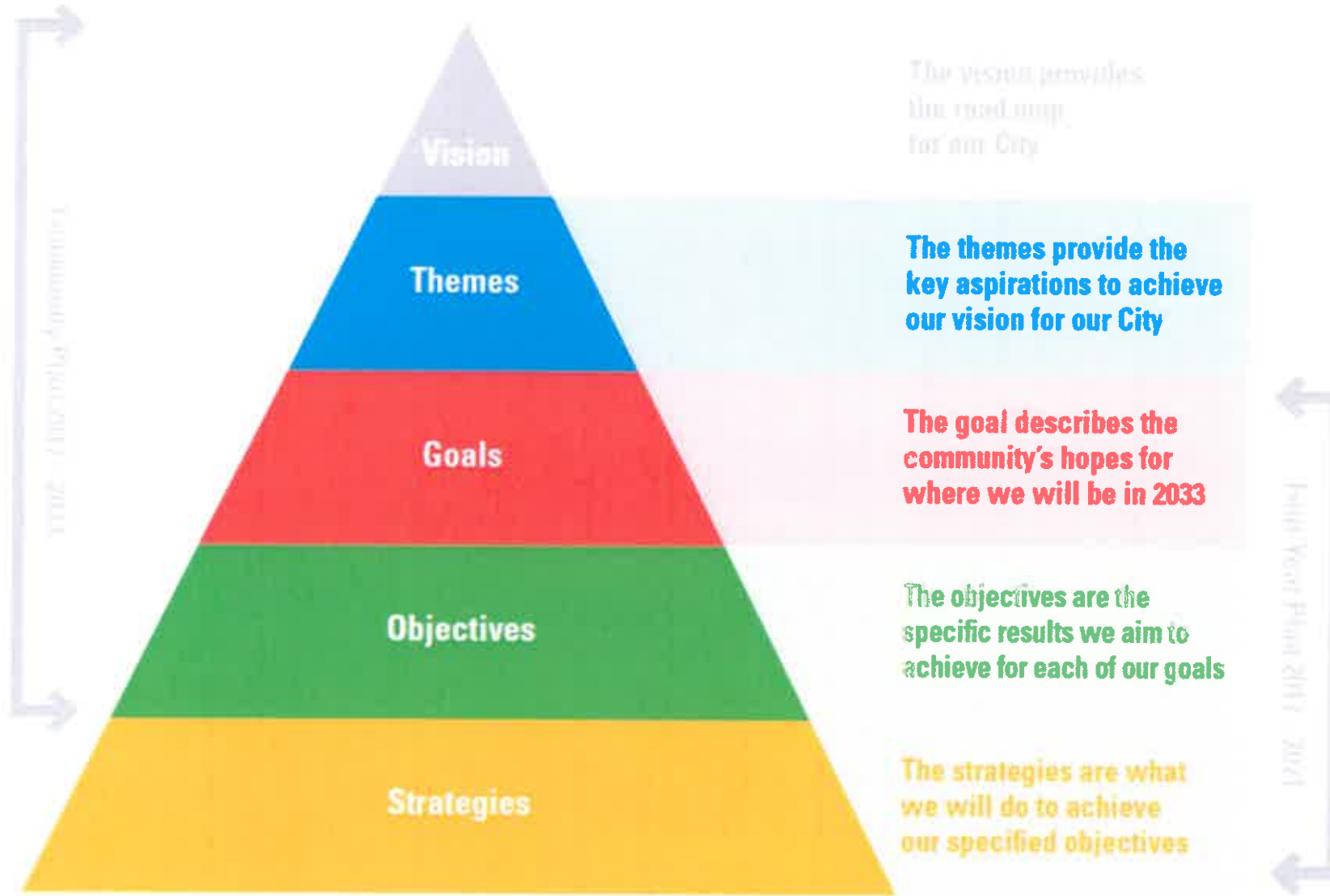
- **Customer First**
- **Be Progressive**
- **Achieve Together**
- **Pursue Excellence**
- **Demonstrate Integrity**



Our Strategic Planning Framework



City of Unley Four Year Delivery Plan Structure



COMMUNITY LIVING

Goal 1: People value our City with its enviable lifestyle, activities, facilities and services

Objectives:

- 1.1 Our Community is active, healthy and feels safe.*
- 1.2 Our Community participates in community activities, learning opportunities and volunteering.*
- 1.3 Our City meets the needs of all generations.*
- 1.4 Our Community is proud to be part of our City.*
- 1.5 Our City is connected and accessible.*

OBJECTIVE 1.1: - Our Community is active, healthy and feels safe

STRATEGIES:

1.1a Support our Community to participate in a range of recreational and leisure activities.

1.1b Ensure our City's policies and processes support our residents to feel safe.

WHAT COUNCIL WILL DO:		Who is involved in the planning and implementation?
E	Promote and provide a diverse range of services and programs aimed at supporting the health and wellbeing of our community.	Sport and Recreation / Unley Swim Centre / Community Centres / Library Services / Active Ageing/ Unley Museum/ Customer Experience/ City Development / Communications
E	Connect members of our community with programs to maximise community health and wellbeing in partnership with local service providers, community organisations, agencies and sporting clubs.	Sport and Recreation / Unley Swim Centre / Community Centres / Active Ageing / Community Development/ Library Services / Customer Experience / City Development / Communications
E	Provide relevant community information, education and support to help people to stay safe and healthy.	Communications / Community Centres / Library Services / Community Development / Active Ageing / Unley Swim Centre / Unley Museum / Regulatory Services / Planning Services / Building Compliance / Development Administration /

		Environmental Health
E	Deliver food safety, hygiene and environmental health services in accordance with relevant legislation.	Environmental Health / WH&S
E	Provide a proactive range of regulatory and building compliance services, including fire safety inspections.	Regulatory Services / Environmental Health / Building Compliance / Planning Services
E	Maintain and upgrade Council's recreation and leisure assets to ensure they meet the community's needs.	Sport and Recreation / Property Assets / Unley Swim Centre / Library Services / Community Centres / Unley Museum
E	Provide proactive and reactive maintenance programs across our streets, parks and buildings to ensure they are safe.	Operational Services / Strategic Assets / Property Assets
E	Encourage new developments to incorporate the principles of Crime Prevention Through Environmental Design (CPTED) and Disability Discrimination Act (DDA) compliance.	City Development
E	Maintain strong partnerships with neighbouring councils and government departments to provide shared use services and facilities.	City Development / Communications
E	Improve public lighting across the City consistent with Council's Asset Management Plan.	Strategic Assets / City Development
E	Encourage responsible dog and cat ownership and management through delivery of Council's Animal Management Plan.	Regulatory Services / Communications
N	Implement public safety measures using new technologies.	City Development

OBJECTIVE 1.2: - Our Community participates in community activities, learning opportunities and volunteering.

STRATEGIES:

1.2a	Provide an exciting range of arts, cultural experiences and events
1.2b	Provide support for literacy and learning opportunities.
1.2c	Actively encourage volunteering as a way for our community to contribute, connect and engage.

WHAT COUNCIL WILL DO:		Who is involved in the planning and implementation?
E	Deliver an exciting events program to attract, support and provide community events that bring vibrancy and celebration to the City.	Community Development / Economic Development / Unley Museum / Community Centres / Library Services / Operational Services / City Development / Communications
E	Continue to implement a contemporary range of art work and artistic initiatives that celebrates and encourages cultural and artistic expression.	Community Development / City Development / Unley Museum / Hughes Gallery
E	Acknowledge, recognise and celebrate indigenous history and heritage.	Community Development / Unley Museum / Operational Services / City Development / Communications
E	Enhance the provision of opportunities to celebrate cultural diversity and actively promote cultural understanding.	Community Development / Unley Museum / Operational Services / City Development / Communications

E	Provide a modern library service which is adaptive, responsive to change and demand, and encourages lifelong learning.	Library Services
E	Provide a network of Community Centres to strengthen community connections.	Community Centres
E	Provide a range of educational resources, programs, exhibitions, events and activities to support community literacy and learning.	Unley Museum / Library Services
E	Provide grant funding opportunities to support the local community to participate in a range of recreational, cultural and community initiatives.	Community Development
E	Coordinate a volunteer program and undertake initiatives to promote City wide opportunities to volunteer both in Council services and external programs.	Community Development / Operational Services / Communications
E	Actively support community "friends" groups to participate in Council activities.	Unley Museum / Library Services

OBJECTIVE 1.3: - Our City meets the needs of all generations.

STRATEGIES:

1.3a	Ensure our City is inclusive and accessible for people of all ages and capabilities.
1.3b	Promote inter-generational opportunities that bring people together.
1.3c	Facilitate services to assist vulnerable people to live independent and socially active lives.

WHAT COUNCIL WILL DO:		Who is involved in the planning and implementation?
E	Implement Council's Active Ageing Strategy to support all people in our community to live active, independent lives and to age in place.	Community Development / Active Ageing / Organisation wide
E	Assist older residents and those living with a disability to continue to live independently in their own homes by accessing a range of client centred and responsive age care programs and services .	Active Ageing / Community Centres / Library Services
E	Connect residents with relevant agencies to access the services they require to live independently.	Active Ageing
E	Promote leadership, learning and resilience in younger people through the implementation of Council's "Living Young" program.	Community Development / Library Services / Community Centres
E	Enable intergenerational connection and understanding through Council's events, programs and activities.	Community Development / Community Centres / Active Ageing / Library Services / Unley Museum / Communications
E	Ensure Council's communications are easy to understand and are designed to meet the needs of people of all abilities.	Communications / Organisation wide
E	Continue to advocate for improved planning policy for housing diversity and affordability.	City Development

E	Ensure Council's facilities and buildings are accessible to all.	City Development
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OBJECTIVE 1.4: - Our Community is proud to be part of our City.

STRATEGIES:

1.4a	Preserve and celebrate our City's history, heritage and local character.
1.4b	Ensure that our spaces and places can be enjoyed by all.

WHAT COUNCIL WILL DO:		Who is involved in the planning and implementation?
E	Capture and celebrate local history through the research, programs and exhibitions provided through the Unley Museum.	Unley Museum
E	Support development activities and promote good design principles that enrich the character and charm of our local neighbourhoods.	Policy Planning
E	Assist home owners to preserve significant trees and local heritage items or buildings through the provision of Conservation Grants.	Planning Services
E	Continue to engage with local heritage groups to support the retention, conservation and enhancement of heritage buildings across the City through the provision of development assessment.	Planning Services
E	Enhance and promote Council's heritage buildings, gardens and reserves.	City Development
E	Advocate improved planning policy to maintain and facilitate appropriate development.	City Development
N	Develop public realm design guidelines for the city, including growth areas and the interface with private realm.	City Development
E	Actively promote our City and all that it offers as a great place to live, do business and visit.	Communications / Organisation wide
E	Expand the number of historical markers and create historical walking trails.	Museum / Cultural Development
N	Reduce visual pollution by identifying and removing unnecessary street signage.	Traffic Management

OBJECTIVE 1.5: - Our City is connected and accessible.	
STRATEGIES:	
1.5a	Ensure an effective network for all modes of transport.
1.5b	Encourage walking and cycling as methods of transport.
1.5c	Improve access to public and community transport options.
1.5d	Manage parking across the city to maximise its availability.

WHAT COUNCIL WILL DO:		Who is involved in the planning and implementation?
E	Provide a community transport service that is responsive to the needs of transport-disadvantaged residents.	Active Ageing
E	Advocate for improved public transport across the City, particularly to provide east-west connectivity.	City Development
E	Ensure that effective regulatory permits and bylaws support walkability and access within the City.	Regulatory Services / Governance / Traffic Management
E	Continue to undertake the Local Area Traffic Management program.	City Development
E	Implement the Walking and Cycling Plan to actively promote the use of walking and cycling across the City.	City Development / Communications
E	Review Council's road system to ensure an appropriate network for all modes of transport.	City Development
N	Engage with Department of Planning, Transport and Infrastructure to support the prioritisation of a tram route through Unley.	City Development
E	Provide a City wide parking enforcement service to enforce local parking controls.	Regulatory Services
E	Review and implement City wide parking traffic controls, including expansion of Pay For Use parking in key locations.	City Development

E	Partner with local private carpark owners to promote turnover and improved availability of parking spaces through the provision of a parking enforcement service.	Regulatory Services
E	Work with private property owners to identify opportunities to amalgamate private car parks.	City Development
N	Invest in traffic management and smart parking solutions in key locations to meet opportunities/demands.	City Development /Business Systems and Solutions / Regulatory Services
E	Prepare and deliver Asset Management Plans to maintain our footpaths, tracks, signs and line marking to the agreed levels of service.	Operational Services / Strategic Assets/ Property Assets
E	Complete the replacement of bitumen footpaths with brick paving.	Strategic Assets / Operational Services

ENVIRONMENTAL STEWARDSHIP

Goal 2: We will maintain and enhance our urban environment, and strengthen our City's resilience to climate change by providing leadership to our Community.

Objectives:

- 2.1 Unley's urban forest is maintained and improved*
- 2.2 Excellence in waste management is achieved through avoidance, re-use and diversion.*
- 2.3 The energy efficiency of the City is increased and our carbon footprint reduced.*
- 2.4 Efficient, effective & sustainable water management is ensured.*
- 2.5 The City's resilience to climate change is increased.*

OBJECTIVE 2.1: - Unley's Urban Forest is maintained and improved.	
STRATEGIES:	
2.1a	Maintain at least 26% tree canopy cover in the city.
2.1b	Advocate for development controls that support the protection of significant and regulated trees.
2.1c	Increase the urban green cover by 5,000 m ²

WHAT COUNCIL WILL DO:		Who is involved in the planning and implementation?
E	Convert a minimum of 400 property verges from dolomite to loam and planted.	Assets / Operations
E	Implement the second generation tree replacement program.	Strategic Assets
E	Deliver the street tree water well program.	Assets / Operations
N	Maintain an up-to-date tree register and provide public access to the register.	Strategic Assets / Communications
E	Lobby State Government for the protection of significant trees and growth of the tree canopy in line with the 30 Year Plan.	Strategic Assets / City Development
E	Administer the development approval process to encourage the preservation of significant and regulated trees on private land in accordance with the City of Unley Development Plan.	Planning Services
E	Identify and implement opportunities to increase our green space, including conversion of road areas.	City Development
E	Work with contractors to ensure the protection of trees on any public works in the City where practical.	Strategic Assets / Operational Services
E	Track and monitor our canopy and green cover.	City Development
E	Advocate and pursue a planning policy that facilitates the retention of existing trees and planting of new trees in new developments.	City Development

E	Continue to review and deliver the Tree Asset Management Plan including planting, pruning and watering of trees.	Strategic Assets / Operational Services
E	Provide Arboriculture advice to the organisation and residents.	Strategic Assets
N	Ensure verges adjacent to Council properties are green.	Urban Design / Assets
E	Remove feral olive trees and other noxious weeds from Council's open spaces.	Operational Services
E	Plant trees that are appropriate for an urban setting and encourage residents to do the same.	Operational Services / City Services

OBJECTIVE 2.2: - Excellence in waste management is achieved through avoidance, re-use and diversion.

STRATEGIES:

2.2a Work with the community to divert from landfill 70% of residential waste presented at the kerbside.

2.2b Divert from landfill 75% of waste from council facilities and events.

WHAT COUNCIL WILL DO:		Who is involved in the planning and implementation?
E	Educate the community on options for recycling and waste disposal, including re-use, organics and hard rubbish.	Strategic Assets / City Development / Communications
E	Work with service providers to deliver innovation and increase diversion eg green and e-waste.	Strategic Assets
E	Work with local businesses to improve waste diversion of commercial waste.	Strategic Assets / City Development
E	Continue to provide a waste transfer facility for selected household waste.	Strategic Assets / City Development / Operational Services
E	Continue and increase Council recycling initiatives such as paving, bitumen, concrete, green waste, e-waste and general waste.	Strategic Assets / City Development / Operational Services
E	Require the use of recycled waste bins for Community events.	Strategic Assets / City Development
E	Actively discourage illegal kerbside dumping.	Strategic Assets / Operational Services / Communications
E	Work with other Local Government agencies to explore the introduction of fortnightly collection of blue bins.	Strategic Assets
E	Work with other Local Governments agencies to achieve improved waste management practices and improve	Strategic Assets / City

	diversion.	Development
E	Promote better waste minimisation and waste management practices through education programs for staff and residents.	Strategic Assets / City Development / Communications
E	Continue to advocate to State Government to improve the planning policy to reflect best practice in on-site waste management (particularly mixed use high density).	City Development

OBJECTIVE 2.3: - The energy efficiency of the City is increased and our carbon footprint reduced.

STRATEGIES:

2.3a	Reduce by 15% carbon emissions from Council operations by 2021.
2.3b	Reduce by 5% Council's net total of grid based energy use by 2021.
2.3c	Encourage our community to become more energy efficient through initiatives such as increased use of solar panels and battery storage.

WHAT COUNCIL WILL DO:		Who is involved in the planning and implementation?
N	Implement LED street lighting in 70% of Unley's streets.	Strategic Assets / City Development
E	Provide more e-bikes at key Council staff facilities.	City Development / Operational Services
E	Use energy efficient vehicles.	Operational Services / Procurement
E	Implement relevant actions in Council's Integrated Transport Strategy.	City Development / Operational Services
E	Encourage our community to use other means of transport than cars.	City Development
N	Improve energy efficiency in Council buildings by implementing energy audit findings.	Property Assets
E	Investigate alternative energy opportunities / technology across the City, including Council facilities.	Property Assets
E	Promote energy efficiency practices to the community.	City Development
E	Continue to educate staff on energy efficiency practices.	City Development / Property Assets / Strategic Assets / Operational Services

N	Explore bulk community purchase of energy.	City Development
E	Administer the Development Plan and National Construction Code requirements to promote energy efficiency within new and existing developments.	Planning Services / Building Compliance

OBJECTIVE 2.4: - Efficient, effective & sustainable water management is ensured.	
STRATEGIES:	
2.4a	Increase stormwater management improvements in at least 40 streets.
2.4b	Reduce Council's use of metered water across the City.
2.4c	Inform and educate residents on water saving measures in conjunction with relevant authorities.

WHAT COUNCIL WILL DO:		Who is involved in the planning and Implementation?
E	Implement rain gardens and Water Sensitive Urban Design principles across the City..	City Development / City Operations
E	Continue to look for opportunities to improve moisture content in verges	Strategic Assets / Operational Services / City Development
E	Explore opportunities with the Brownhill Keswick Creek Project to improve water capture, re-use and efficiency.	City Development
E	Continue to waterproof parks and gardens through the provision of recycled water.	City Development
E	Explore opportunities to reduce water usage in Council buildings.	Property Assets
E	Improve and educate residents on efficient, effective and sustainable water usage.	City Development / Communications
E	Administer the Development Plan and National Construction Code requirements to promote water efficiency and sustainable water management practices within new and existing developments.	Planning Services / Building Compliance

OBJECTIVE 2.5: - The City's resilience to climate change is increased.	
STRATEGIES:	
2.5a	Encourage innovative developments which can include green spaces, vertical and rooftop gardens.
2.5b	Educate the community on positive actions to improve resilience to climate change.
2.5c	Work with member councils to implement the 'Resilient East' plan for the Eastern Region.
2.5d	Ensure that urban design and policy advocate for resilience to climate change.

WHAT COUNCIL WILL DO:		Who is involved in the planning and implementation?
E	Continue to encourage the development of community gardens in suitable locations.	City Development / Strategic Assets / Operational Services / Community Development / Community Centres
E	Continue to encourage initiatives that support food security and local food production.	City Development / Strategic Assets / Operational Services
N	Implement the "Resilient East" plan to increase resilience to climate change on a regional basis.	City Development / Strategic Assets / Operational Services / Property Assets
E	Lobby SA Government and Department of Planning, Transport and Infrastructure on good environmental design principles.	City Development
E	Mitigate flood risk and improve the use of storm water via the implementation of the Brown Hill Keswick Creek regional project.	City Development

N	Identify four existing public spaces to convert to open space.	Operational Services / Strategic Assets
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ECONOMIC PROSPERITY

Goal 3: Our businesses are valued because of the range of goods, services and facilities they provide and new businesses are supported, not burdened with bureaucracy.

Objectives:

- 3.1 Unley is recognised as an easy place to do business.*
- 3.2 Thriving main streets and other business activities operate across our City.*

OBJECTIVE 3.1: - Unley is recognised as an easy place to do business	
STRATEGIES:	
3.1a	Remove barriers in Council's policies and processes, to support business activity.
3.1b	Assist businesses to navigate government requirements and access services.
3.1c	Promote Unley as a place to do business.

WHAT COUNCIL WILL DO:		Who is involved in the planning and implementation?
N	Develop and implement a customer centric business service to assist businesses in their interactions with Council.	Economic Development / Communications
N	Engage with the business community to identify, review and streamline Council's policy and regulatory frameworks, processes and procedures to reduce complexity and make them more business-friendly.	Economic Development / Planning Services / Environmental Health / Regulatory Services / Building Compliance / Communications / Business Systems and Solutions / Customer Experience
N	Implement an on-line service for existing and new businesses, that provides broader access to information and support services including self-help options.	Economic Development / Business Systems and Solutions / Business community / Customer Experience / Communications
N	Provide public access to business related data and trends, including the current local economy, industry, workforce, property and parking to encourage new business activity and mix.	Economic Development / Business Systems and Solutions
N	Provide incentives to attract new business into the City.	Economic Development / Rates / Financial Services / Business

		Systems and Solutions
N	Explore opportunities for commercial and business activities in Council's parks and facilities.	Strategic Assets / Operational Development/ City Development

OBJECTIVE 3.2: - Thriving main streets and other business activities operate across our City.	
STRATEGIES:	
3.2a	Encourage business to survive and thrive through innovation.
3.2b	Promote Unley as a shopping and business destination.
3.2c	Encourage a complementary mix of businesses on our main streets.
3.2d	Support medium density development in selected precincts eg Unley Central.
3.2e	Ensure main streets are activated through innovative design.

WHAT COUNCIL WILL DO:		Who is involved in the planning and implementation?
E	Incorporate innovative design of public spaces, public art and Smart Cities technology in Main Street designs.	City Development / Community Development
E	Support Trader Associations to activate Main Streets.	Economic Development / Community Development
E	Encourage Main Street business operators and property owners to enhance the look and accessibility of their businesses.	Economic Development / Building Compliance / Regulatory Services (Permits)
E	Continue the provision of a Main Street Improvement Fund for infrastructure and improvement projects.	Economic Development
E	Support the promotion of the Main Streets through the collection of the separate rate levy on behalf of the Main Street Associations.	Rates
N	Improve access to Wi-Fi in the Main Streets.	Business Systems and Solutions
N	Increase parking accessibility and visibility in the vicinity of the Main Streets.	City Development
N	Showcase Unley's strong business and commercial Community through publicity and promotion.	Economic Development / Communications

N	Pursue a campaign to encourage residents and businesses to buy from within Unley.	Economic Development / Communications
E	Ensure Council's Procurement Policy includes 'buy local' as one of the principles.	Procurement
E	Provide access to an online business directory for all business types across the City.	Economic Development / Communications
N	Further explore the creation of space for entrepreneurs in the City.	Economic Development
E	Encourage economic development and growth through appropriate planning policy.	Policy Planning
N	Identify and promote local tourism opportunities throughout the City.	Economic Development / Communications

CIVIC LEADERSHIP

Goal 4: Council will listen to the community and make transparent decisions for the long term benefit of the City

Objective:

- 4.1: We have strong leadership & governance.*
- 4.2 Council provides best value services to the community.*
- 4.3 Our Business Systems and Solutions are effective and transparent.*

OBJECTIVE 4.1: - We have strong leadership & governance	
STRATEGIES:	
4.1a	Seek and consider the views of the broader community of Unley and other stakeholders when making decisions
4.1b	Support Elected Members to provide effective leadership to the City

WHAT COUNCIL WILL DO:		Who is involved in the planning and implementation?
N	Work with Elected Members to develop guidelines setting out the expectations, accountabilities and core competencies essential to fulfilment of the requirements for their office.	Office of the CEO
N	Formulate an Elected Member development plan to build individual and collective capability over the full four-year term of office.	Office of the CEO
N	Conduct a training needs analysis for each Elected Member and address any identified compliance gaps.	Office of the CEO
E	Enhance community involvement in decisions that affect them by providing engagement options which make it easy for them to be involved.	Office of the CEO / Communications / Business Systems and Solutions / City Development / Strategic Assets / Operational Services
E	Identify those services or activities Council could potentially provide to other stakeholders on a fee-for-service basis.	Executive / Business Systems and Solutions
E	Support Elected Members in performing the requirements of their office to the highest standard through implementation of the due diligence framework to support and guide transparent and accountable decision making.	Office of the CEO
E	Maintain financial and asset sustainability through regular reviews of Council's Strategic Plans and Frameworks.	Executive / Financial Services / Strategic Asset Management

E	Provide regular reporting to the public on Council's performance.	Executive / Financial Services / Strategic Asset Management
E	Ensure the application of rates across the City is fair and equitable and considers rating stability over time.	Rates and Debtors / Financial Services
E	Increase the profile of our City through the regular use of appropriate media and communication channels.	Communications
E	Ensure that Centennial Park Cemetery Authority operates on a commercial basis.	Office of the CEO

OBJECTIVE 4.2: - Council provides best value services to the community	
STRATEGIES:	
4.2a	Implement improvements to business processes to enhance the customers' experience.
4.2b	Ensure that Council is clear on its role in the delivery of services to the community
4.2c	Align our organisation to deliver efficient and effective community outcomes
4.2d	Implement Smart Cities technology solutions to improve community outcomes.

WHAT COUNCIL WILL DO:		Who is involved in the planning and implementation?
E	Develop and implement workforce strategies to build the capability of our leaders and staff to ensure they embrace a high performing culture.	Business Systems and Solutions / Human Resources/ Culture Group
E	Improve service quality, responsiveness and enquiry resolution across the organisation through the implementation of a Corporate Customer Experience program.	Customer Experience / Business Systems and Solutions / Whole of Organisation
E	Know our community and their requirements by undertaking regular customer feedback surveys to improve customers' experiences.	Customer Experience
E	Review our community profile based on the Census and other relevant data.	Community Development
N	Introduce online development applications lodgement processes to increase efficiency and accessibility for customers and other stakeholders.	Development Administration / Planning Services / Building Compliance
E	Continue the transformation and development of 'My Unley' to provide broader access options to information and support services, including self-help options.	Business Systems and Solutions / Customer Experience
E	Design and implement a framework to support Council in undertaking a review of existing services to define a	Executive / Business Systems and

	future business-operating model to deliver best value services.	Solutions
E	Encourage healthy competition in the markets from which Council procures.	Procurement
E	Explore new and expand existing opportunities for shared service provision and regional collaboration to realise greater efficiencies and cost savings in the provision of Council services.	Executive / Business Systems and Solutions / All

OBJECTIVE 4.3: - Our Business Systems and Solutions are effective and transparent.

STRATEGIES:

4.3a	Encourage our staff to model the organisation's values in the workplace.
4.3b	Build business capability through the attraction, development and retention of talented staff.
4.3c	Continue to improve our Business Systems and Solutions and practices to enable delivery of efficient and effective services.
4.3d	Foster an environment of continuous improvement and innovation.

WHAT COUNCIL WILL DO:		Who is involved in the planning and implementation?
E	Provide a governance framework that supports effective and appropriate policies, bylaws and delegations.	Governance / Regulatory Services
E	Provide financial and human resource management, and ICT systems and applications support through a business partnering approach.	Business Systems and Solutions
E	Provide Business Systems and Solutions and related technology to support the effective and efficient delivery of organisational business requirements.	Business Systems and Solutions
E	Manage and maintain secure optimal IT and communications infrastructure.	Business Systems and Solutions
N	Develop and implement a Digital Transformation Plan to improve customer and business outcomes.	Business Systems and Solutions / Executive
E	Improve corporate reporting and access to data to better plan, manage, monitor and improve key business deliverables.	Business Systems and Solutions / Executive / Business Unit Managers
N	Define and maintain an organisation wide information architecture to provide single point of truth and	Business Systems and Solutions

	accurate information.	/All
E	Implement an organisational culture change program to embed our organisational values and provide a safe and supportive place to work for all employees and volunteers.	WHS / Executive / Leadership Team/ Organisation wide / Organisational Development / Volunteer Coordinator
E	Build capability and behaviour of staff across all areas of Council in using business improvement practices and methods to improve service delivery	City Development / Operational Services / Business Systems and Solutions

DECISION REPORT

REPORT TITLE: EASTERN REGION ALLIANCE (ERA)
GOVERNANCE FRAMEWORK REVIEW

ITEM NUMBER: 956

DATE OF MEETING: 28 AUGUST 2017

AUTHOR: PETER TSOKAS

JOB TITLE: CHIEF EXECUTIVE OFFICER

EXECUTIVE SUMMARY

On 23 May 2016, Council considered and adopted the ERA Strategic Plan. In so doing, Council acknowledged and accepted that extensive work was required before ERA could move from an informal alliance to a structured regional entity. It also understood that the governance framework had yet to be determined, must be agreed by all member councils and that the new structured regional entity might require further financial contribution than each member Council is currently contributing.

A governance review has since been undertaken and finalised by Carolyn Vigar (Tanom Legal), formerly of Wallman's Lawyers.

The ERA CEOs and Mayors considered the findings of that review at their meetings held on 22 March 2017 and 14 June 2017. They are now recommending to the ERA member councils that they adopt the revised Memorandum Of Understanding (MOU), which sets out the governance framework, and that the Strategic Plan be adopted to reflect the revised MOU.

RECOMMENDATION

That:

1. The report be received.
2. Council receives the findings of the ERA Governance Framework Review as tabled to the ERA Mayors & CEOs on 22 March 2017 and appearing as Attachment 1 to Item 956/17.
3. Council adopts the report's conclusion that the current ERA governance framework provides a flexible platform for regional collaborations.
4. Council agrees that ERA maintain its current membership.

5. Council adopts the revised 'Memorandum of Understanding of the Eastern Region Alliance', which sets out the governance framework and membership for the informal alliance, appearing as Attachment 2 to Item 956/17.
 6. Council adopts the updated 'ERA Strategic Plan' appearing as Attachment 3 to Item 956/17.
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1. **RELEVANT CORE STRATEGIES/POLICIES**

Eastern Region Alliance Memorandum of Understanding (Attachment 2)
Eastern Region Alliance Strategic Plan (Attachment 3)

2. **BACKGROUND**

The Eastern Region Alliance (ERA), consisting of the Cities of Burnside, Campbelltown, Norwood, Payneham & St Peters, Prospect, Unley and the Town of Walkerville, was formed in November 2008 when a Memorandum of Understanding (MOU) was signed by the six councils. Since signing the MOU in 2008, the six ERA councils have been working towards improved co-operation, resource sharing, more effective working relationships and joint actions to agree and address strategic priorities between any two or more of the six councils.

With the goal of securing a sustainable lifestyle, excellent services and facilities for its constituent communities, ERA has aimed to:

- Improve cooperation, collaboration, and coordination across the member councils;
- Establish a robust operational framework to deliver effective and efficient services;
- Be successful in attracting state and federal government funding for regional initiatives;
- Increase awareness, and the influence, of ERA within the three spheres of government.

Since its inception, the CEOs of the Councils have met monthly to discuss issues of mutual interest, while the Mayors and CEOs have met quarterly. Chairing of these meetings is rotated annually, alphabetically by Council name, with the host council in 2017 being the City of Campbelltown.

In 2014, during two facilitated workshops focusing on *The Council of the Future* review report, the ERA Mayors and CEOs Group developed a strategy to drive ERA's future undertakings. This was further progressed during 2015, resulting in the ERA Strategic Plan. The draft Strategic Plan recommended that ERA's boundaries should reflect the State Government's regional boundaries, and as a result, the City of Tea Tree Gully left the alliance on 31 December 2015.

On 23 May 2016, Council considered the draft ERA Strategic Plan and resolved as follows:

"ITEM 470

That:

1. *The report be received.*

2. *Council adopts the draft ERA Strategic Plan as the framework to further develop regional collaboration between the ERA member Councils*
3. *Council acknowledges and accepts that:*
 - *extensive further work is required before ERA can move from an informal alliance to a structured regional entity;*
 - *the governance framework has yet to be determined and must be agreed by all member Councils comprising before the structured regional entity can be implemented;*
 - *the new structured regional entity may require further financial contribution than what each member Council is currently contributing.*
4. *Council receives further reports as progress is made towards moving from an informal alliance to a structured regional entity.”*

Five of the six councils subsequently endorsed the ERA Strategic Plan, with NPSP noting the plan. As a result, ERA engaged Wallmans Lawyers to undertake the ‘governance review’ as referenced above.

The Governance Review report (prepared by Carolyn Vigar, then of Wallmans Lawyers) was presented to the ERA Mayors / CEO meeting on 22 March 2017 (Attachment 1 to Item 956/17). At that meeting, the Mayors & CEOs were briefed on the findings of the review, and were specifically advised that:

- the assumption which underpinned Wallmans’ work was that ‘the objective of the ERA Governance structure is to enable the identification and securing of benefits for communities within the ERA Council areas on a collaborative basis’;
- options for a formalised ERA structure that links to the strategic plan were considered;
- options were analysed against ERA’s objective, with the conclusion being that the current governance structure should remain in a hybrid model where bespoke, formal structures could be created to deal with specific projects;
- advisory groups could be added if specialist input is required, and a shared services authority could be created via a subsidiary;
- the report recommended that the MOU be reviewed and that operations are streamlined by initiatives such as standardised documentation.

The Mayors / CEOs, having considered the report in detail, resolved the following:

1. *That the ERA Mayors receive the report of the findings of the ERA Governance Review undertaken by Wallmans Lawyers;*
2. *That the ERA Mayors endorse the report’s conclusion that the current ERA governance framework provides a flexible platform for regional collaborations that is likely to be compromised by replacing the current structure with an incorporated structure;*

3. *That ERA maintain its current governance framework and membership of the CEOs Group and the Mayors & CEOs Group, with bespoke governance frameworks for particular initiatives and projects, thus enabling ERA's flexibility to be preserved via a hybrid approach;*
4. *That, as the next step in this governance review, the ERA CEOs be authorised to engage a provider to undertake the necessary work to (1) review the MOU and (2) investigate how to implement a more formalised arrangement for decision making about, and commitment to, ERA projects as opportunities arise.*

The CEOs subsequently engaged Carolyn Vigar (now of Tanom Legal) to undertake the action in point 4 above. The revised MOU, presented as Attachment 2 to Item 956/17, also addresses 'how to implement a more formalised arrangement for decision making about, and commitment to, ERA projects'.

The resolution of 22 March 2017, to maintain the current governance framework and membership of ERA, required the Strategic Plan (adopted by Council on 23 May 2016) to be updated, in order to reflect the decision made. The updated Strategic Plan is presented as Attachment 3 to Item 956/17.

Discussion/Issues for Consideration

ERA has a strong history of collaboration between member councils and a number of co-operative initiatives have successfully been implemented. These include, but are not limited to, the ERA Water Project, ERA Community Passenger Network Scheme, ERA Ageing Strategy, Resilient East Climate Adaptation Strategy, ERA SALA (the ERA we live in), Street Lighting EOI, joint submissions on planning, transport and other State Government reform agendas. There are likely to be more collaborative projects in the future.

The CEOs have also explored potential formal shared service arrangements between all Councils, most recently as a result of the new local nuisance and litter legislation.

Further, there have been a number of voluntary shared service arrangements between Councils whereby one Council provides services to another. Some of these have been more successful than others:

- Campbelltown providing WHS services to Walkerville (continuing);
- Resource Sharing / Depot (Walkerville & Campbelltown / current);
- Unley providing HR and WHS services to Prospect (completed);
- Burnside providing HR services to Walkerville (completed);
- Prospect providing general inspector services to Walkerville (completed);
- Unley providing general inspector services to Walkerville (current);
- ERA HR / OD shared services model (Unley & Walkerville / developmental phase);
- MOU between Prospect & Walkerville – masterplan of Main North Road and North East Road (current);

The ERA CEOs met on Thursday 17 August and worked through the KPI's listed in the Strategic Plan to provide an update on progress. Given that ERA Mayors / CEOs have agreed to produce biannual reports (*the next report is due in December 2017 / January 2018*), an update on progress will be presented to Council at the next biannual cycle.

3. ANALYSIS OF OPTIONS

Option 1 – Council receives the findings of the ERA Governance Framework Review as tabled to the ERA Mayors & CEOs on 22 March 2017 and appearing as Attachment 1 to Item 956/17.

Council adopts the report's conclusion that the current ERA governance framework provides a flexible platform for regional collaborations.

Council agrees that ERA maintain its current membership.

Council adopts the revised 'Memorandum of Understanding of the Eastern Region Alliance', which sets out the governance framework and membership for the informal alliance, appearing as Attachment 2 to Item 956/17.

Council adopts the updated 'ERA Strategic Plan' appearing as Attachment 3 to Item 956/17.

Over the past year, ERA Mayors and CEOs have undertaken a thorough review of ERA's governance framework. The ERA Mayors & CEOs believe that maintaining the 'informal' alliance structure will be best placed to deliver and achieve the objectives of the alliance in the most effective and efficient manner. Further, it should be noted that the governance framework had not previously been reviewed since the inception of the MOU in November 2008.

Option 2 – That Council resolve to adopt the revised ERA Strategic Plan and MOU with amendments

This option allows Council to adopt those parts of the documents they agree with, and amend other parts with which they don't agree. It should be noted however, that every proposed change will need to be presented to the other member Councils for their respective endorsement.

Option 3 - That Council resolve to receive but not adopt the revised ERA Strategic Plan and MOU.

This option will not deliver the strategic objectives of the alliance.

4. RECOMMENDED OPTION

Option 1 is the recommended option.

5. POLICY IMPLICATIONS

Financial

ERA has been operating with a nominal financial contribution by member Councils (in the order of \$25,000 per annum). All associated works in relation to the revised Strategic Plan and MOU have been funded by ERA.

Governance

A thorough governance review has been undertaken by ERA CEOs and Mayors in line with the respective member Council resolutions. The revised MOU and Strategic Plan ensures ERA's currency.

Community Implications

Collaboration, shared service arrangements and joint actions between the ERA member Councils will provide for efficiencies and promote new models for resource sharing of services and programs. These may have a broader applicability across the region and local government and potentially provide greater benefits for ratepayers.

Regional Implications

Both the MOU and the Strategic Plan provide a mechanism for identifying specific initiatives for joint action. These are intended to achieve improved service delivery arrangements, efficiencies and cost savings at a regional and local level, which will benefit the respective eastern region communities.

6. ATTACHMENTS

1. ERA Governance Review Report
2. ERA MOU
3. ERA Strategic Plan

Governance review

Report prepared for the Eastern Region Alliance

8 March 2017



WALLMANS
LAWYERS

Executive summary

1. Context

1.1. ERA is a collaboration between:

- City of Burnside
- City of Campbelltown
- City of Norwood Payneham & St Peters
- City of Prospect
- City of Unley
- Town of Walkerville,

(ERA Councils).

2. Purpose of report

2.1. ERA is exploring options for a more formal governance structure. This report sets out the findings of a governance review undertaken for this purpose.

3. Governance review

Objective

3.1. We suggest that the objective of the ERA Governance structure (**Governance Objective**) is to enable the identification and securing of benefits for communities within the ERA Council areas on a collaborative basis. We have based our comparative assessment of governance structures on the ability of these structures to achieve factors contributing to this objective.

Existing governance structure

3.2. The current governance framework is well suited to meeting the objectives of ERA under the Memorandum of Understanding (November 2008) between the ERA Councils (**MOU**). There are areas for potential development in respect of ability to respond and commit to opportunities. The need for these developments may become more apparent as ERA evolves to have a more operational focus (as is suggested by the ERA *Draft Strategic Plan 2016 - 2026* (4 April 2016) (**Strategic Plan**)).

Alternative governance structure

3.3. The review considered the following alternative governance structures:

- (a) a body corporate under the regional subsidiary provisions of the *Local Government Act 1999* (SA) (**LG Act**); and
- (b) an incorporated association under the *Associations Incorporation Act 1995* (SA).

3.4. A comparison of governance models suggests that the replacement of the current governance model with either alternative may result in a loss of the flexibility which is

a strength of the current governance model. Although each of the incorporated options would address the issue of legal capacity, the ability to provide the objectives of ERA (which focus on flexible opportunity identification and implementation) may be compromised by a more formalised governance structure.

4. Conclusions

- 4.1. ERA's current governance framework is a flexible platform for regional collaborations.
- 4.2. The flexibility of the current system is likely to be compromised by replacing the current Steering Committee / ERA Mayors and CEOs Group structure with an incorporated structure. Our conclusion is that adopting an incorporated structure for ERA will not enhance (and may even diminish) ERA's effectiveness.
- 4.3. A governance framework which incorporates the Steering Committee / ERA Mayors and CEOs Group structure with bespoke governance frameworks for particular initiatives and projects, will enable the flexibility of the current governance framework to be preserved. This hybrid approach (see Part F) is reflective of the governance framework which has developed in response to ERA opportunities.
- 4.4. A key issue identified through the meeting of ERA Mayors and CEOs on 23 November 2016 was the need for ownership of and commitment to ERA projects. Our view is that addressing these issues is a matter of governance process, rather than governance structure.
- 4.5. We recommend that, rather than approaching the enhancement of ERA's governance framework from the perspective of structural change, governance processes be the focus of ERA's attention. We recommend that the MOU be revised to:
 - (a) take into account ERA's evolution and the Strategic Plan; and
 - (b) provide a basis for the hybrid governance model.
- 4.6. The governance framework should also include processes for the coordination of ERA activities, strategic planning, business case development and assessment, reporting and performance monitoring and evaluation. ERA processes which are well integrated with the governance frameworks of ERA Councils may be more effective and efficient.
- 4.7. For a more directed regional focus, we suggest the ERA Councils will also need to more closely align their respective strategic plans and further this common approach through ERA. The ability of councils to achieve this alignment will be influenced by a variety of social, economic and political factors.

Part A: Introduction

5. Context

5.1. ERA is a collaboration between:

- City of Burnside
- City of Campbelltown
- City of Norwood Payneham & St Peters
- City of Prospect
- City of Unley
- Town of Walkerville.

5.2. The collaboration is based on a MOU developed in November 2008. ERA aims to:

- improve cooperation, collaboration and coordination across member Councils
- establish a robust operational framework to deliver effective and efficient services
- be successful in attracting State and federal government funding for regional initiatives
- increase awareness and the influence of ERA within the three spheres of government.

5.3. Under the strategic guidance of the ERA Mayors and CEOs Group, ERA Councils have undertaken a wide range of initiatives which have prioritised long-term future planning, efficiencies and cost savings and positioning eastern Adelaide more strongly with State and Commonwealth governments. Various shared services arrangements are in place between ERA Councils. Current initiatives include those focused on active aging, smart region and sustainable water.¹

5.4. The current objectives of ERA are focused on the identification of opportunities and the facilitation of collaborations between ERA Councils. The existing framework is flexible and well suited to meeting these objectives.

One of ERA's main assets is the collaborative nature of its members' relationships, which allow for new ideas and initiatives to be raised and actioned quickly. This fluidity contributes to the social capital 'glue' which makes the group interesting and provides value to members who can suggest ideas at any stage – rather than waiting for a formal planning cycle.²

5.5. The Strategic Plan suggests that ERA is intending to adopt a more operational focus in the future, particularly in respect of shared services. The assessment of potential governance frameworks has taken this intended shift into account.

5.6. There are other collaborations between councils in the eastern region of Adelaide. The City of Burnside, Campbelltown City Council, City of Norwood Payneham & St

¹ ERA, 'ERA Mayors and CEO Group' available at http://era.sa.gov.au/ceo_group.html.

² KPPM Strategy, *ERA Future Directions: Documentation of Discussion and Direction from the ERA Future Directions Workshops* (21 October 2014), 47.

Peters, City of Prospect and Town of Walkerville are the constituent councils of the Eastern Health Authority (EHA). The EHA also provides services in the council area of the City of Unley. East Waste provides waste services to its constituent councils: the Adelaide Hills Council, the City of Burnside, Campbelltown City Council, City of Norwood, Payneham & St Peters, City of Mitcham; and the Town of Walkerville.

6. Purpose of this report

6.1. ERA is exploring options for a more formal governance structure.

6.2. In this report:

- (a) Part B: identifies a framework for reviewing the current and alternative governance models, including an objective for the ERA governance model and the factors in achieving the objective;
- (b) Part C: assesses the current governance model against this objective;
- (c) Part D: considers options for a more formal structure constituted either as a regional subsidiary or incorporation association;
- (d) Part E: compares the current and alternative governance models in respect of the factors relevant to achieving the governance objective;
- (e) Part F: proposes a hybrid governance model as a means of retaining the strengths of the current governance structure while addressing areas for development; and
- (f) Part G: sets out the conclusions of the review.

7. Methodology

7.1. The methodology for the governance review is set out in detail in Schedule 1.

7.2. We conceptualise governance broadly and suggest that the following description is apt in the ERA context:

*Governance is about the rules of collective decision-making in settings where there are a plurality of actors or organisations and where no formal control system can dictate the terms of the relationship between these actors and organisations.*³

7.3. Governance systems are comprised of:

- (a) structural elements (who are the participants, how are they structured and how do they interact);
- (b) operational elements (what are the processes which enable the system of governance to operate to achieve its objective); and

³ Chhotray and Stoker, *Governance Theory and Practice: A Cross-Disciplinary Approach* (2009), 3 cited in Edwards, Halligan, Horrigan Nicoll, *Public Sector Governance in Australia* (2012), 11.

(c) maintenance elements (how does the governance system remain fit-for-purpose in a changing environment).

7.4. The focus of the current review is the structural element. We have, however, drawn on our analysis of the current and alternative structural models to provide some observations relevant to governance more broadly.

Part B: Governance review framework

8. Value and risk assessment

- 8.1. A value and risk assessment has been undertaken for each governance option.
- 8.2. On 23 November 2016, we attended a meeting with the ERA Mayors and CEOs. Various points of view regarding the nature of a governance framework for ERA were expressed. These ranged from support for the current, unincorporated model through to support for a more structured and potentially incorporated approach.
- 8.3. By considering the discussion at this meeting and the materials provided to us by the ERA Councils for the purpose of this review, we suggest that the objective of the governance structure is to enable the identification and securing of benefits for communities within the ERA Council areas on a collaborative basis (**Governance Objective**).
- 8.4. The factors relevant to achieving this objective are described below.
 - **Enable discussion and collaboration between the ERA Councils:** Our observation is that ERA is intended to enable the ERA Councils to identify and explore opportunities for collaboration between all or some of the councils. An objective of any governance structure should consequently be to facilitate this discussion and collaboration.
 - **Provide certainty of commitment for collaborative ERA projects:** The issue of commitment of ERA Councils to projects (or the withdrawal of that commitment prior to project commencement) appears to be a historic issue which could be addressed through the governance framework.
 - **Enable ERA to be agile with respect to assessing and, where appropriate, taking up opportunities:** The ability to take up opportunities can be compromised where a governance structure does not enable a timely assessment and actioning of an opportunity.
 - **Enable the execution of legally binding arrangements:** ERA is currently limited due to its lack of legal personality. Of particular significance, is ERA's inability to execute legally binding arrangements, such as funding agreements.
 - **Enable mandate to be effectively satisfied:** The current mandate of the ERA is objectives set out in the MOU and the Strategic Plan.
 - **Be efficient and cost effective:** Governance arrangements should be efficient and cost effective to ensure that ERA does not create an unjustifiable burden on the ERA Councils. Costs should be shared equitably.
 - **Avoid inflexible governance requirements:** Governance arrangements which are inflexible may hamper ERA in the achievement of its objectives.
 - **Avoid unwarranted financial burden:** The financial commitments of ERA Councils to a governance structure should be efficient and commensurate with the community benefit of implementing that governance structure. Financial risk and unwarranted expense should be mitigated where practicable.

- **Enable public confidence:** Governance structures should ensure public confidence through accountability, transparency and effectiveness. Close alignment with the strategic direction of the ERA Councils will also foster public confidence.

8.5. These factors form the basis of a comparative assessment of the governance options. Ratings are given to each option on the basis of its capacity to satisfy the factor represented by:

Satisfies	Partially satisfies	Doesn't satisfy
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9. Alignment with strategic direction of ERA Councils

9.1. The statutory role of councils focuses upon service delivery to the community within the council area.⁴ In performing statutory roles and functions, councils are required to observe principles including:

- (a) participating with other councils, and with State and national governments, in setting public policy and achieving regional, State and national objectives; and
- (b) giving due weight, in all plans, policies and activities, to regional, State and national objectives and strategies concerning the economic, social, physical and environmental development and management of the community.⁵

9.2. Each ERA Council has a strategic plan or plans in place for economic and community development within its council area. Collaborations and partnership are mentioned in the strategic and planning documents of each of the ERA Councils.

9.3. While each ERA Council references ERA in its strategic planning documentation, it is only the City of Prospect which incorporates a detailed discussion of ERA.⁶ This discussion appears premised upon the economic development of the City of Prospect and ERA being synonymous.⁷ Aligning economic development across all ERA Councils with economic development in an ERA Council area emphasises a regional strategic focus.

9.4. The ERA Councils emphasise different aspects and outcomes of the ERA relationship. For example:

- (a) the City of Burnside references the ERA water project, improved cost efficiencies and regional land use planning;⁸
- (b) the City of Campbelltown references exploring new technologies which create greater opportunities for the Council service delivery;⁹

⁴ Sections 6, 7 and 8, LG Act.

⁵ Sections 8(c) and 8(d), LG Act.

⁶ City of Prospect, *Strategic Economic Development Plan 2014 – 2018*, 7.

⁷ City of Prospect, *Strategic Economic Development Plan 2014 – 2018*, 10.

⁸ City of Burnside, *Be the Future of Burnside: Our Strategic Community Plan 2016 – 2026*, 4, 11 and 15.

⁹ Campbelltown City Council, *Towards 2020: Strategic Plan 2010 – 2020* (2011), 28.

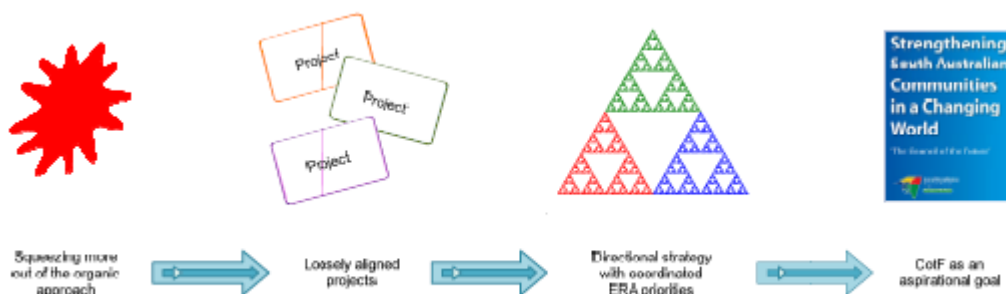
- (c) the City of Norwood Payneham and St Peters references the regional climate change adaption strategy;¹⁰
- (d) the City of Prospect references economic development, influence when applying for grant funding, potential savings in procurement, the eastern region local aging strategy and resource sharing and collaborative service delivery;¹¹
- (e) the City of Unley references the ERA public lighting tender, the regional climate change adaption strategy, ERA economic development portfolio business advisory services and technology projects;¹² and
- (f) the Town of Walkerville references the ERA water project and resource sharing opportunities.¹³

This highlights the breadth of activities facilitated through ERA.

9.5. Understandably each ERA Council portrays ERA and its achievements and activities from the point of view of the priorities for the particular council, council area and community. The aspects of ERA which are relevant to an ERA Council and its community will depend on alignment with the council's strategic plan for the council's area. Our view is that a flexible governance model is required to accommodate the range of ERA activities referenced by ERA Councils as being important to their involvement in ERA.

9.6. ERA Councils attended a workshop facilitated by KPPM in August 2014. During that workshop the ERA Councils described their activities as being on the left hand side of the spectrum depicted in Diagram 1.

Diagram 1: Spectrum of regional collaboration¹⁴



¹⁰ City of Norwood Payneham and St Peters, *2016-2017 Annual Business Plan*, 42

¹¹ City of Prospect, *Strategic Economic Development Plan 2014 – 2018*, 10; City of Prospect, *Annual Business Plan 2016 – 2017*, 51; City of Prospect, *Strategic Plan 2012 – 2016*, 1.3.1 and 5.7.

¹² City of Unley, *2016-17 Annual Business Plan & Budget*, 5; City of Unley, *Environmental Sustainability Strategy*, 19; City of Unley, *2012-15 Business and Economic Development Strategy*, 7 and 18.

¹³ Town of Walkerville, *Annual Business Plan 2016 -17*, 25; Town of Walkerville, *2016-2020 Living in the Town of Walkerville: a strategic community plan*, 15.

¹⁴ KPPM Strategy, *ERA Future Directions: Documentation of Discussion and Direction from the ERA Future Directions Workshops* (21 October 2014), 7.

- 9.7. Our review suggests that ERA is moving towards the right of the continuum, but there is a mix of organic approach, loosely aligned projects and directional strategy. The preparation of the Strategic Plan and the pursuit of projects and initiatives aligned with whole of region objectives (Aging, Smart Cities, Water Sustainability) demonstrate a more structured approach. Our view is that a mixed approach can be effective for delivering ERA's objectives provided that appropriate governance frameworks are put in place for the component parts and these governance frameworks 'speak to each' other.
- 9.8. For ERA to move more fully to the directional strategy aspect of the continuum, we suggest that there would need to be greater alignment between ERA Councils with respect to strategic development and that this would then be reflected in the strategic priorities of ERA and resultant projects. An 'embedding' of ERA in the strategic plans of the ERA Councils will enhance the regional focus of ERA Councils and the alignment of initiatives across the ERA region.
- 9.9. Seamless and specific links between ERA Councils and ERA should promote a 'regional' culture. Consequently, strategic alignment between ERA and ERA Councils should enable a greater regional focus to be taken by ERA Councils. However as indicated below, the current statutory framework for local government in South Australia may limit the degree to which the region can be prioritised over the council area.

10. Regional collaboration

- 10.1. In November 2013 the Local Excellence Expert Panel delivered the *Strengthening South Australia Communities in a Changing World* report (**Council of the Future Report**). A recommendation from the panel's review of the local government sector was for increased focus on effective arrangements for regional collaboration, while ensuring that the 'local' in local government was safeguarded. The recommendation reflects a tension that can emerge between the local responsibility of a council to its council area and collaboration on a regional basis.
- 10.2. The LG Act does not preclude regional collaborations. However, the mandate of councils under the LG Act focuses strongly on the council area with an incidental attention to regional collaboration. The statutory focus of councils is relevant to the form and delivery of regional collaborations. The regional subsidiary model is the only model for regional service delivery provided in the LG Act. The Local Government Association of South Australia (**LGA**) has identified amendments to the LG Act which could facilitate regional collaboration between councils.¹⁵
- 10.3. Innovative regional collaborations can be pursued by councils within the framework of the LG Act, provided that the links between the collaboration and the welfare of the council area are apparent.

¹⁵ LGA, *Regional Governance Framework – Consultation Outcomes March 2016*; see also LGA Local Excellence Panel, *Towards the Council of the Future* (June 2013).

Part C: Existing governance structure

11. Description

Objectives of ERA

- 11.1. The MOU identifies the objectives of ERA as being:
- (a) identifying opportunities to work in partnership for the purposes of progressing agreed social, economic, environmental, cultural and other related priority outcomes for the respective local communities and the eastern metropolitan region of Adelaide as a whole;
 - (b) working together for the purposes of identifying specific initiatives for joint action in order to achieve improved service delivery arrangements at the regional and local level, including options to achieve more effective and efficient coordination of service delivery arrangements and to address gaps and opportunities in service delivery;
 - (c) facilitating the identification and development of innovative approaches to working in partnership with Federal and State Government and their respective agencies, through the councils working collaboratively to promote new models of resource sharing and the delivery of services and programs which may have broader applicability across local government;
 - (d) sharing information relevant to the attainment of the objectives of the memorandum of understanding on an open and equitable basis;
 - (e) promoting an effective and efficient approach to funding and resource sharing issues, with the objective of achieving cost effective outcomes for the ERA Councils and their respective communities; and
 - (f) contributing reasonable resources and expertise to any agreed project or process.
- 11.2. These objectives are focused on information sharing and the identification of opportunities. The Strategic Plan suggests that ERA is evolving to have a more operational focus, particularly in the area of shared services.

Structure of ERA

- 11.3. ERA is an unincorporated collaboration between the member councils. ERA has no legal personality and, therefore, cannot enter into legally binding agreements. ERA does not in a legal capacity represent or act as agent of the ERA Councils.
- 11.4. A Steering Group comprised of the CEOs of the ERA Councils meets monthly. The functions of the Steering Group are to:
- (a) pursue and achieve the objectives set out in the MOU;
 - (b) ascertain the kinds of opportunities and resource sharing and service delivery projects that could be pursued by the ERA Councils;

- (c) identify and resolve legal or governance issues arising from proposed opportunities, projects and processes under the MOU;
- (d) consider and recommend the basis for council funding contributions to projects and processes identified under the MOU;
- (e) recommend consultation procedures, timetables and (indicative) budgets and to fix responsibilities for tasks;
- (f) identify and where appropriate seek funding and support from other levels of government; and
- (g) meet on a quarterly basis with the ERA Mayors to report progress and achievement, discuss strategic and policy issues of importance to the Eastern Region and reach agreement on a common approach to issues.

Resourcing

- 11.5. The 'hosting' of ERA occurs on a rotational basis with the chair of ERA being the Mayor of the host council. The Mayor and CEO of the council responsible for 'hosting' ERA are the spokespeople for ERA for that calendar year.
- 11.6. A secretariat for ERA is provided by a contracted third party jointly funded by the ERA Councils.
- 11.7. The costs of the current governance model are low. The current model consists of a base contribution to cover administrative costs, with any additional costs arising from ERA-badged projects being contributed by the participating councils. Hosting by a different council each spreads the accommodation costs across councils on a rotational basis. Approximately \$14,000 per annum is expended by the ERA Councils jointly on the secretariat services.

Legal and financial liability

- 11.8. ERA does not have its own legal identity. Consequently, financial and legal liability cannot be assumed by ERA. Any financial or legal liability arising from the activities of ERA would rest with the ERA Councils.
- 11.9. Statutory immunities apply under sections 39 and 121 of the LG Act to protect council members and council employees respectively with respect to honest acts or omissions in the exercise, performance or discharge, or purported exercise, performance or discharge, of powers, functions or duties under the LG Act or other Acts.

12. Assessment

Governance Objective

- 12.1. The current governance framework is well suited to meeting the objectives of ERA under the MOU. The lack of legal capacity is the only factor of the Governance Objective which is not fulfilled by the current framework. There are areas for potential development in respect of ability to respond and commit to opportunities. The need for these developments may become more apparent as ERA evolves to have a more operational focus (as is suggested by the Strategic Plan).

Table 1: Current governance framework

Objectives	Observations
Enable discussion and collaboration	Facilitates discussion among the ERA Councils on opportunities for collaboration.
Certainty of commitment for collaborative projects	Facilitates, but does not mandate commitment for projects.
Agility with respect to opportunities	<p>Monthly ERA CEO meeting enables decisions subject to CEO delegations to be implemented. Decisions requiring council resolution will not be as timely to implement.</p> <p>Current structure does not provide a legal framework to commit to opportunities or employ ERA resources.</p>
Legal capacity	ERA does not have legal capacity. No ability to execute legally binding arrangement on behalf of member councils.
Effective	ERA is an effective means of satisfying the objectives set out in the MOU. If ERA adopts a more operational focus, the existing structure may be a less effective means of satisfying ERA's mandate.
Efficient and cost effective	ERA framework is an efficient forum for achieving ERA's current objectives.
Avoid inflexibility	Current structure is flexible. The commitments under the MOU are not onerous and do not mandate outcomes. Resource commitments for the governance model are moderate, with targeted resources for specific opportunities.
Financial burden	Administration of the ERA governance framework is low cost and does not expose the ERA Councils to financial risk. (Implementation of particular ERA initiatives may have a different financial risk profile).
Ensure public confidence	Current governance structure is transparent, effective to achieve the objective in the MOU and accountable through reports back to councils.

Part D: Alternative governance structures

13. Overview

13.1. The following alternative governance structures have been analysed for the purposes of this review:

- (a) a body corporate under the regional subsidiary provisions of the LG Act; and
- (b) an incorporated association under the *Associations Incorporation Act 1995* (SA).

13.2. Governance options based upon the *Corporations Act 2001* (Cth) have not been assessed given the prohibitions on councils participating in the formation of a company or acquiring shares in a company under section 47(1) of the LG Act. This prohibition precludes participation by a council in either a company limited by guarantee or a company limited by shares. The only exception to this prohibition is participation in a company limited by guarantee established as a national association to promote and advance the interests of an industry in which local government has an interest.¹⁶

14. Regional subsidiary

Description

14.1. Councils are empowered by section 43 of the LG Act to form regional subsidiaries, subject to obtaining the approval of the Minister for Local Government (**Minister**).¹⁷ The process is well understood and has been used on many occasions to establish regional subsidiaries for service delivery or regulatory purposes.

14.2. Aside from the relevant provisions of the LG Act, the regional subsidiary's charter is its key constituent document. The charter needs to accompany the joint application to the Minister by constituent councils for establishment of the regional subsidiary. Effectively, therefore, all constituent councils must be in agreement with the terms of the charter prior to making the application to the Minister.

14.3. Once approved by the Minister, the regional subsidiary has status as a body corporate and is vested with the powers, functions and duties specified in its charter. Care needs, therefore, to be taken in the drafting of the charter to ensure that it supports the intended operation of the regional subsidiary. Specific matters which must be addressed by the charter are set out in Schedule 2 to the LG Act.

14.4. Financial management is provided for through the statutory requirements for the regional subsidiaries budget and internal audit.¹⁸ Statutory requirements to:

- (a) prepare and adopt a business plan; and
- (b) provide financial reports,

¹⁶ Section 47(2)(b), LG Act.

¹⁷ Clause 17, Schedule 2, LG Act.

¹⁸ Clauses 25 and 30, Schedule 2, LG Act.

also enables constituent council oversight of regional subsidiaries.¹⁹ Further oversight mechanisms (such as strategic plans) can be included as requirement under a subsidiary's charter.

Resourcing

- 14.5. The establishment and operating costs for a regional subsidiary will be higher than the costs of the current ERA governance model.
- 14.6. Establishment costs for a regional subsidiary would include the costs of determining and implementing an appropriate governance framework. To comply with the requirements of schedule 2 to the LG Act, a charter would need to be prepared and be agreed by the ERA Councils prior to seeking the Minister's approval to establish the regional subsidiary.
- 14.7. Operational costs for a regional subsidiary are likely to be higher than the operational costs of the current governance model. A board of management will need to be established. Depending on the composition of this board there may be sitting fees for board members.
- 14.8. Ongoing governance requirements to comply with the LG Act and charter (eg audit requirements) will be more costly than administering the governance requirements of the current model.
- 14.9. A regional subsidiary may have dedicated staff. Wages and on-costs will ultimately depend upon the number of staff employed and their experience or expertise. A regional subsidiary may also require permanent accommodation, rather than hosting on a rotational basis.

Legal and financial liability

- 14.10. A regional subsidiary is incorporated and can assume financial and legal liabilities. Clause 31(1), Schedule 2 to the LG Act provides that the liabilities of a regional subsidiary are guaranteed by the constituent councils. Any financial or legal liability arising from the activities of ERA would, therefore, ultimately rest with the ERA Councils.
- 14.11. A statutory immunity applies under clause 38, Schedule 2 to the LG Act to protect regional subsidiary board members with respect to honest acts or omissions in the exercise, performance or discharge, or purported exercise, performance or discharge, of the member's or subsidiary's powers, functions or duties under the LG Act or other Acts.

Governance Objective

- 14.12. A regional subsidiary would provide an incorporated structure for the pursuit of opportunities and employment of resources. There may be a tension in framing the object and functions of a regional subsidiary in manner which is specific enough to be performance assessed and accountable, but sufficiently broad to flexibly identify and evaluate opportunities.

¹⁹ Clauses 24 and 28, Schedule 2, LG Act; *Local Government (Financial Management) Regulations 2011*.

Table 2: Regional subsidiary

Objectives	Observations
Enable discussion and collaboration	Would enable discussion and collaboration in respect of the objects and functions of the regional subsidiary. This is likely to be less holistic than the current governance framework.
Certainty of commitment for collaborative projects	Projects committed to by the regional subsidiary would bind the councils in terms of responsibility for liabilities without the matters being considered and committed to individually by each council.
Agility with respect to opportunities	Opportunities within the mandate of the regional subsidiary could be pursued and secured quickly in comparison to securing commitment from each of the ERA Councils.
Legal capacity	Would be incorporated and have legal capacity.
Effective	A regional subsidiary should be effective within the parameters of the mandate reflected in its charter.
Efficient and cost effective	Can be efficient and cost effective depending on mandate and resourcing. Resourcing is likely to be greater than under the current governance model (see paragraphs 14.5 to 14.9).
Avoid inflexibility	Regional subsidiary would be more structured than the current framework. There may be less opportunity for flexibility and innovation.
Financial burden	ERA Councils would be responsible for the liabilities of the regional subsidiary. This is riskier than the current framework due to the ability of the subsidiary to incur liability independently of the decisions of the councils. The financial management framework under the LG Act will lessen financial exposure.
Ensure public confidence	Governance structure of a regional subsidiary should be transparent, effective to achieve its objectives and accountable through reports back to councils. However, the ability of the regional subsidiary to be accountable will be dependent on a clear mandate, its governance structure and resourcing.

Value of adopting an alternative governance framework

14.13. A regional subsidiary must be established and operate in accordance with the governance framework provided or in the LG Act. This is more structured than the current governance framework. A regional subsidiary would have a board of management appointed by the constituent councils. The board would be responsible for making strategic decisions in the best interests of the regional subsidiary, subject to the joint direction of the ERA Councils. A decision carried by a majority of votes at a meeting of the board of management is a decision of the board.

14.14. Service delivery by a regional subsidiary appropriately resourced and focused may provide more effective or efficient collaborative operational outcomes across the ERA

Council area. The operational costs of a regional subsidiary are likely to exceed those of the current governance model (see paragraphs 14.5 to 14.9). By dedicating resources to particular service delivery, the regional subsidiary should be focused in its activities.

- 14.15. A regional subsidiary would be incorporated and could, therefore, enter into legally binding arrangements. The ability to enter into legally binding arrangements within the mandate of the regional subsidiary may facilitate more agile business decisions (in comparison to a governance model which requires resolution or action by six councils). The degree to which the regional subsidiary could act independently of its constituent councils would need to be agreed and reflected in the regional subsidiary's charter.
- 14.16. As a legal entity independent of the ERA Council, a regional subsidiary could not legally bind an ERA Council (unless it was acting as an agent of the council). However, the ERA Councils would be responsible for the liabilities assumed or incurred by the subsidiary by operation of the LG Act (see discussion below).
- 14.17. The board of management could include independent members with particular skills or expertise. Agreement of the constituent councils would be required regarding the constitution of the board of management and the manner in which members are appointed.

Potential risk and burden on ERA Councils

- 14.18. The current governance framework has particular strengths in respect of enabling discussion and collaboration, flexibility and ensuring public confidence. A regional subsidiary would be focused on achieving its object and undertaking its functions. This may not be conducive to broad discussion regarding emerging opportunities for collaboration across ERA Councils. Discussions or issues and challenges would again focus upon the purposes of the regional subsidiary, rather than having a broader whole-of-region focus. Depending on its mandate, the subsidiary may pursue initiatives of interests of all ERA Members, but may be more limited in respect of pursuing matters of interest to smaller groups of ERA Councils.
- 14.19. Although a regional subsidiary could be more agile than the current ERA governance framework with respect to implementing opportunities, a regional subsidiary may be a less flexible method of implementing opportunities. Again, this is because the regional subsidiary would be specifically focused and this focus would determine its approach to implementing opportunities. In comparison, the current ERA governance structure enables some or all ERA Councils to collaborate on shared initiatives by adopting the structure most suited to the particular initiative. This seems a particular strength of the current governance model given the broad objectives of ERA under both the MOU and Strategic Plan.
- 14.20. There should be no loss of public confidence through the delivery of ERA initiatives by a regional subsidiary, rather than the ERA Councils directly. An appropriate governance model for a regional subsidiary which is properly resourced and implemented should be accountable, transparent and effective. Care needs to be taken in this respect, however, with regard to the purpose for which the regional subsidiary is formed and operates.
- 14.21. The charter of a regional subsidiary can be amended. The standard approach is for amendment to be unanimously agreed by the constituent councils. In respect of

some regional subsidiaries, this has led to significant delays with charter amendments. This could have the flow on effect of inflexibility, if it is considered desirable to alter the object or functions of the subsidiary after its establishment. There is the potential for a dispute resolution process included in a regional subsidiary charter to provide for the resolution of disputes in respect of amendments of amendments to the charter. This could facilitate amendment in the absence of unanimous agreement.

14.22. While theoretically, a regional subsidiary could be established with broad functions focused on collaboration and opportunity identification, we suggest that a regional subsidiary is better suited to a focused object and functions. This is arguably reflected in section 43 of the LG Act which permits councils to establish regional subsidiaries to:

- (a) provide a specified service or services or carry out a specified activity; or
- (b) perform a statutory function of the councils.

14.23. Regional subsidiaries with a mandate to deliver a particular service or regulatory outcome operate within defined parameters. The success of the regional subsidiary to achieve a well-defined object can be assessed and oversighted by its constituent councils. A broad mandate to identify and pursue opportunities may lead to accountability issues where ERA Councils ultimately disagree with the direction taken by the board of management of the regional subsidiary.

14.24. Another issue to consider, however, is that the regional subsidiary will be more independent of the ERA Councils in its decision-making and operations. ERA Councils would have less direct involvement in the strategic direction or day-to-day operations of a regional subsidiary. Regional subsidiaries are subject to the joint direction and control of the Constituent Councils.²⁰ This provides a mechanism for oversight of the regional subsidiary which is effective so long as the Constituent Councils are unanimous in the direction to be given.

14.25. The liabilities of a regional subsidiary are guaranteed by its constituent councils.²¹ Governance safeguards around strategic planning, budget and expenditure would be incorporated into the governance framework for the regional subsidiary, however, ultimately there is a risk that a regional subsidiary will incur or assume liabilities which then need to be met by the constituent councils.

14.26. The funding of the regional subsidiary would need to be met by the ERA Councils. Without a detailed understanding of the functions of the regional subsidiary it is not possible to determine the level of funding required.

14.27. Various funding models could be adopted. Again, the appropriateness of these would be dependent upon the nature of the functions to be performed by the regional subsidiary. For example, it may be appropriate to fund a regional subsidiary formed to replace the current ERA governance structure on a prorated ratepayer basis on the assumption the achievement of the objectives benefit ratepayers similarly across all ERA Councils. By comparison, if the regional subsidiary was formed for the purpose

²⁰ Clause 26, Schedule 2, LG Act.

²¹ Clause 31, Schedule 2, LG Act.

of providing shared services to the ERA Councils, a user pays funding model could be developed.

- 14.28. The application of competition laws to a regional subsidiary established to provide a particular service may be different to the application of those laws to councils providing those services directly.

15. Incorporated association

Description

- 15.1. Associations may be incorporated under the Associations Incorporation Act. To be eligible for incorporation the association must be formed for one of the prescribed purposes.²² These purposes include '*establishing, carrying on, or improving a community centre, or promoting the interests of a local community or a particular section of a local community*'. ERA could establish an incorporated association with this purpose to undertake collaboration across the council areas.
- 15.2. An association with a principal or subsidiary object of securing profit for members of the association or engaging in trade or commerce is ineligible for incorporation, except with the approval of the South Australian Corporate Affairs Commission. An incorporated association can itself make a profit, but that profit cannot be distributed to its members either during the life of the association or on winding up.
- 15.3. There is a limited ability for an incorporated association to engage in commercial activities. The buying or selling of goods or services where the transactions are ancillary to the principal objects of the association will not violate the prohibition on engaging in trade or commerce. Transactions with non-members (other than spouses, domestic partners, children or parents of members) must:
- (a) not be substantial in value or number;
 - (b) must be intended to provide financial support to the association in a manner directly related to the objects of the association; or
 - (c) must consist of charging admission fees to functions organised for the promotion of the objects of the association.
- 15.4. The governance framework for an incorporated association consists of the provisions of the Associations Incorporation Act and the rules of the association. The rules are able to be amended by special resolution (unless the rules of the association provide otherwise).²³ The ERA Councils could be the members of the incorporated association and appoint members to the association's committee. The constitution of the committee and mechanism for appointing members would need to be agreed between the ERA Councils.
- 15.5. Except as provided in the rules of the association, the members are not responsible for the debts and liabilities of an incorporated association.²⁴

²² Section 18(1), Associations Incorporation Act.

²³ Section 24(1), Associations Incorporation Act.

²⁴ Section 21(2), Associations Incorporation Act.

15.6. Incorporated associations are subject to regulatory oversight by the South Australian Corporate Affairs Commission.

Resourcing

15.7. The establishment and operating costs for an incorporated association to fulfil ERA's mandate will be higher than the costs of the current ERA governance model.

15.8. Establishment costs would include the costs of determining and implementing an appropriate governance framework. This would include the preparation of the rules of the association.

15.9. Operational costs for an incorporated association are likely to be higher than the operational costs of the current governance model (but similar to the operational costs of a regional subsidiary with a similar mandate). A committee for the association would need to be established. Depending on the composition of this committee there may be sitting fees for committee members.

15.10. Ongoing governance requirements to comply with the Associations Incorporation Act (eg audit requirements) will be more costly than administering the governance requirements of the current model.

15.11. As with the regional subsidiary model, staffing and accommodation costs are likely to be higher than under the current governance model.

Legal and financial liability

15.12. An incorporated association can assume financial and legal liabilities. Members of an incorporated association will only be liable to contribute to the debts and liabilities of the association to the extent provided for under the rules of the association. Despite this legal position, there could be pressure placed on councils to guarantee the liabilities of an incorporated association formed by the ERA Councils.

Governance Objective

15.13. An incorporated association would also provide a legal structure for the pursuit of opportunities and employment of resources. Statutory limitations in respect of the formation and operation of incorporated associations may compromise an association's ability to satisfy the Governance Objective.

Table 3: Incorporated association

Objectives	Observations
Enable discussion and collaboration	Regular meetings of the committee of the incorporated association could discuss collaboration opportunities. The committee could discuss implementation of activities. Discussion and action would be tied to the purposes of the association as stated in its rules.
Certainty of commitment for collaborative projects	Initiatives likely to be implemented by groups of ERA Councils rather than the association. Level of commitment to particular initiatives would still be dependent on individual council commitment.
Agility with respect to opportunities	Could be agile depending on resourcing and focus, but has

	limitations in respect of activities in trade or commerce.
Legal capacity	Would be incorporated and have legal capacity.
Effective	An incorporated association should be effective within the parameters of the mandate reflected in its rules (however there are inherent limitations on associations which may mean that the mandate is not sufficient to achieve the Governance Objective).
Efficient and cost effective	Can be efficient and cost effective depending on mandate and resourcing. Resourcing is likely to be greater than under the current governance model (see paragraphs 15.7 to 15.11).
Avoid inflexibility	There is an inherent inflexibility in the governance structure given the eligibility requirements to incorporate an association.
Financial burden	ERA Councils will be legally insulated from the liabilities of an incorporated association, subject to the association's rules. Practically, the councils could be exposed to these liabilities and would have less ability to control assumption of liability than under the current model. The costs of administering the association will depend on its mandate.
Ensure public confidence	An incorporated association should theoretically be able to operate in a transparent, accountable and effective manner. However, there may be a public perception that an association is outside of the broader governance framework for local government.

Value of adopting an alternative governance framework

15.14. The key advantage of establishing an incorporated association is its ability to enter into legally binding agreements. Unless the rules provided otherwise, the ERA Councils as members of the incorporated association would have no legal liability for the debts of the incorporated association. In reality, however, there is likely to be political or commercial pressure with respect to councils guaranteeing the liabilities of the association, particularly if the association was wound up.

Potential risk and burden on ERA Councils

15.15. Public perception of an incorporated association may differ from service delivery being provided by the ERA Councils directly or through a regional subsidiary.

15.16. A funding model for the incorporated association would need to be agreed between the ERA Councils. As with a regional subsidiary, the structure of this model would be dependent upon the nature of the functions to be performed by the association.

15.17. While there is the potential for an incorporated association to be agile with respect to identifying and securing opportunities, the association will be focused on achieving its purpose under its rules. This may be inflexible if expressed narrowly, but not effective to achieve specific outcomes if expressed broadly.

15.18. In comparison to a regional subsidiary where the assets of the subsidiary are held on behalf of the constituent councils, an incorporated association holds assets on its own

account. If the incorporated association is wound up, there is a prohibition on the distribution of the assets of the association to members, former members or associates of members or former members of the association.²⁵ The only exception to this prohibition is, with the consent of the Corporate Affairs Commission, distribution to members of the association if those members are also incorporated associations that have identical or similar aims to the associations which is being wound up.²⁶ A Supreme Court order can be sought in respect of the distribution of surplus assets of an incorporated association.

²⁵ Section 43(1), Associations Incorporation Act.

²⁶ Section 43(1a), Associations Incorporation Act.

Part E: Comparison of options

16. Assessment

- 16.1. A comparison of the current governance model and the two options assessed in Part D suggests that the replacement of the current governance model with either alternative may result in a loss of the flexibility which is a strength of the current governance model. Although each of the incorporated options would address the issue of legal capacity, the ability to provide the objectives of ERA (which focus on opportunity identification and implementation) may be compromised by a more formalised governance structure.
- 16.2. In order to deliver against a mandate either a regional subsidiary or an incorporated association will need to have functions which are likely to be more defined than the role of the Steering Committee under the MOU. We recommend that the current flexibility of the ERA governance framework be preserved as an appropriate means of fostering innovative collaboration. There are elements of the ERA governance framework, however, which we recommend be addressed through the adoption a hybrid model. We discuss this further in Part F.

Table 4: Comparison of governance models

Objectives	Existing governance framework	Regional subsidiary	Incorporated association
Enable discussion and collaboration	Facilitates discussion among the ERA Councils on opportunities for collaboration.	Would enable discussion and collaboration in respect of the objects and functions of the regional subsidiary. This is likely to be less holistic than the current governance framework.	Regular meetings of the committee of the incorporated association could discuss collaboration opportunities. The committee could discuss implementation of activities. Discussion and action would be tied to the purposes of the association as stated in its rules.
Certainty of commitment for collaborative projects	Facilitates, but does not mandate commitment for projects.	Projects committed to by the regional subsidiary would bind the councils in terms of responsibility for liabilities without the matters being considered and committed to individually by each council.	Initiatives likely to be implemented by groups of ERA Councils rather than the association. Level of commitment to particular initiatives would still be dependent on individual council commitment.
Agility with respect to opportunities	Monthly ERA CEO meeting enables	Opportunities within the mandate of	Could be agile depending on

	<p>decisions subject to CEO delegations to be implemented. Decisions requiring council resolution will not be as timely to implement.</p> <p>Current structure does not provide a legal framework to commit to opportunities or employ ERA resources.</p>	<p>the regional subsidiary could be pursued and secured quickly in comparison to securing commitment from each of the ERA Councils.</p>	<p>resourcing and focus, but has limitations in respect of activities in trade or commerce.</p>
Legal capacity	<p>ERA does not have legal capacity. No ability to execute legally binding arrangement on behalf of member councils.</p>	<p>Would be incorporated and have legal capacity.</p>	<p>Would be incorporated and have legal capacity.</p>
Effective	<p>ERA is an effective means of satisfying the objectives set out in the MOU. If ERA adopts a more operational focus, the existing structure may be a less effective means of satisfying ERA's mandate.</p>	<p>A regional subsidiary should be effective within the parameters of the mandate reflected in its charter.</p>	<p>An incorporated association should be effective within the parameters of the mandate reflected in its rules (however there are inherent limitations on associations which may mean that the mandate is not sufficient to achieve the Governance Objective).</p>
Efficient and cost effective	<p>ERA framework is an efficient forum for achieving ERA's current objectives. If ERA develops a more operational focus (eg shared services) an alternative model may be warranted.</p>	<p>Can be efficient and cost effective depending on mandate and resourcing. Resourcing is likely to be greater than under the current governance model.</p>	<p>Can be efficient and cost effective depending on mandate and resourcing. Resourcing is likely to be greater than under the current governance model.</p>
Avoid inflexibility	<p>Current structure is flexible. The commitments under the MOU are not onerous and do not mandate outcomes. Resource commitments for the governance model are moderate, with targeted resources for specific opportunities.</p>	<p>Regional subsidiary would be more structured than the current framework. There may be less opportunity for flexibility and innovation.</p>	<p>There is an inherent inflexibility in the governance structure given the eligibility requirements to incorporate an association.</p>

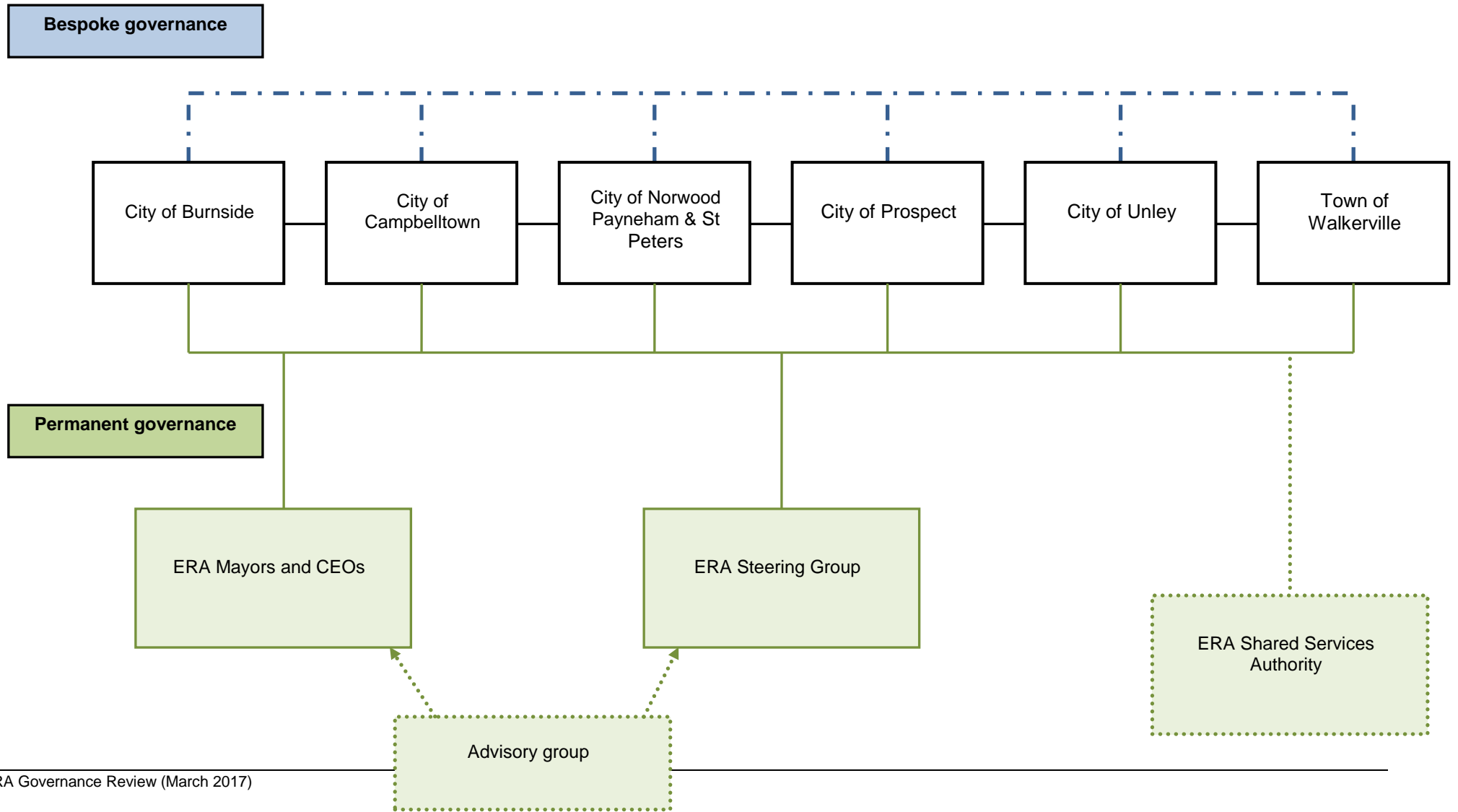
Financial burden	Administration of the ERA governance framework is low cost and does not expose the ERA Councils to financial risk. (Implementation of particular ERA initiatives may have a different financial risk profile).	ERA Councils would be responsible for the liabilities of the regional subsidiary. This is riskier than the current framework due to the ability of the subsidiary to incur liability independently of the decisions of the councils. The financial management framework under the LG Act will lessen financial exposure.	ERA Councils will be legally insulated from the liabilities of an incorporated association, subject to the association's rules. Practically, the councils could be exposed to these liabilities and would have less ability to control assumption of liability than under the current model. The costs of administering the association will depend on its mandate.
Ensure public confidence	Current governance structure is transparent, effective to achieve the objective in the MOU and accountable through reports back to councils.	Governance structure of a regional subsidiary should be transparent, effective to achieve its objectives and accountable through reports back to councils. However, the ability of the regional subsidiary to be accountable will be dependent on a clear mandate, its governance structure and resourcing.	An incorporated association should theoretically be able to operate in a transparent, accountable and effective manner. However, there may be a public perception that an association is outside of the broader governance framework for local government.

17. Description

- 17.1. Our recommendation is that a hybrid governance model be adopted for ERA which allows for a flexible permanent governance structure which would be supplemented by bespoke governance for particular collaborations between ERA Councils. This governance model is depicted in Diagram 2. The model is not fundamentally different from the model currently utilised by ERA in structure. We, however, recommend that processes and procedures be developed and implemented to support the governance model. Systems of governance comprise not only structural elements, but also address operational governance and the maintenance of the governance system. A comprehensive governance framework which addresses the structural, operational and maintenance aspects could be developed. Australian and international guidance in respect of governance frameworks for the public, private and not-for-profit sectors could be drawn upon for this purpose.²⁷
- 17.2. Governance systems should build on strengths and address areas for development which become apparent as entities or organisations evolve. The current governance model is well-suited to identifying opportunities for collaboration among ERA Councils. The analysis and comparison of governance models in Parts D and E of this report suggest that shifting the governance of ERA from the current informal model to either a regional subsidiary or incorporated association is likely to result in current governance strengths being diminished or removed.
- 17.3. A hybrid model will enable stability and flexibility through the permanent elements of the governance structure and a methodology for determining bespoke governance arrangements for particular collaborations.
- 17.4. The appropriate funding mechanism for ERA under this governance model would be dependent upon the permanent and bespoke elements implemented. An approach to funding could be based on a principle that the permanent elements are paid for by ERA Councils in equal proportions or on a pre-agreed proportional basis, whereas a bespoke element is separately funded by the councils participating in the bespoke element on a basis appropriate for the particular project or initiative.

²⁷ Standards Australia, *AS 8000-2003 Corporate governance - Good governance principles*; International Federation of Accountants (IFAC) and the Chartered Institute of Public Finance and Accountancy (CIPFA), *International framework: Good governance in the Public Sector* (July 2014); Australian Institute of Company Directors, *Good governance principles and guidance for not-for-profit organisations* (2013).

Diagram 2: Hybrid governance model



ERA Governance Review (March 2017)

Permanent governance

Steering Group and ERA Mayors and CEOs

- 17.5. The permanent elements of the governance frameworks reflect the current governance structure under the MOU. The existing framework promotes information sharing and opportunity identifying across the ERA Councils. The key elements of this permanent framework are the monthly meetings of the Steering Group and the quarterly meetings of ERA Mayors and CEOs.
- 17.6. Forums for the open sharing of views, strategies and opportunities appear to us to be pivotal to the rationale for ERA. We recommend that these are preserved in a revised governance structure.
- 17.7. We recommend that the MOU be reviewed and revised to reflect the direction being taken by ERA as set out in the Strategic Plan and incorporate the other outcomes of this review adopted by the ERA Councils. Key issues to consider in this review include:
- (a) establishment of a multipart governance framework, including:
 - (i) identification of core principles/values that will underpin the governance framework as a whole; and
 - (ii) relationship between each part;
 - (b) links between the MOU and the Strategic Plan;
 - (c) consideration of the governance arrangements between ERA and the ERA Councils;
 - (d) the sufficiency of resources allocated to ERA under the MOU; and
 - (e) membership of ERA.
- 17.8. An issue which arose in respect of the Waterproofing Eastern Adelaide project was securing the commitment of ERA Councils to the initiative in a time frame which was suitable for securing funding for the project. Despite general support for the project among ERA Councils during the initiation and investigation phases, at the time of project commitment some councils determined not to implement the project.
- 17.9. Strategies for securing binding council commitment within appropriate timeframes could be incorporated into the governance framework. These strategies, however, cannot overcome the risk that councils will decide not to commit to ERA initiatives (or to withdraw from ERA initiatives). Independent decision making by councils is integral to the current system of local government under the LG Act.
- 17.10. We suggest that the first of these strategies should be a more explicit statement as to the governance relationship between the ERA forums and the ERA Councils. Depending on the nature of the ERA initiative being progressed, different governance arrangements could apply to the exploration of the opportunity and the seeking of council commitment. For example, an initiative between two ERA Councils to share an employee resource could be able to be actioned by CEOs and be reported to the

council. In comparison, a project which triggers a prudential report under section 48 of the LG Act is likely to require commitment sanctioned by council resolution.

- 17.11. A decision making pattern which involves optimistic support for a proposal until the time of commitment (at which time support is withdrawn) is one which is familiar in many spheres. An objective reason for this is that often the details of the commitment are not fully known or expressed until the decision point is reached. It is also often only at the point of commitment that sufficient consideration is given to risk and reward. In essence the decision is more real when decision making will lead to a binding commitment.
- 17.12. Conceptualising large or complex ERA projects as having distinct phases: initiation and investigation, implementation and review, enables early participation in an initiative without the larger commitment which may be required for the entire project. We understand that a phased approach of this type was adopted for the Waterproofing Eastern Adelaide project.²⁸
- 17.13. For projects requiring council resolution (particularly to secure third party support for a project), there could be a value in adopting strategies to bring decision points forward to avoid complications if councils opt out of a project. Standard reports could be provided by ERA to ERA Councils at predetermined points in the process of considering initiatives. By adopting a reporting template that allows for the identification of regional and council specific issues, potential barriers can be identified and potentially removed prior to a binding decision making point being reached.
- 17.14. A legally binding partnership agreement or heads of agreement, for example, may be a means of securing commitment between ERA Councils prior to arrangements with third parties. For an agreement to secure commitment, it needs to be unqualified. For this reason, prudential reporting and community consultation (to the degree relevant to a project) should be undertaken prior to seeking the binding commitment.
- 17.15. As part of its governance model, ERA could also develop agreed processes for progressing projects with defined decision points. These processes would need to incorporate statutory processes and have a timeline which was sufficient to accommodate each council's internal governance processes. The business case framework identified in the Strategic Plan could be a process incorporated into these processes. The aim of the processes would be to streamline consideration of projects across ERA Councils and have agreed timeframes for commitment.

ERA Shared Services Authority

- 17.16. Given the Strategic Plan's focus on shared service delivery, an ERA Shared Services Authority is also depicted in Diagram 2 as being an aspect of the permanent governance model. To effectively deliver shared services to the ERA Councils either through direct service provision by employees of the entity or as a coordinator of third party service providers, this entity will need legal capacity to contract. Given the comparison of options for incorporated entities in Part D and E of this report, our recommendation is that a regional subsidiary be used for this purpose.

²⁸ Steering Group meeting (23 February 2017).

17.17. Our view is that ERA would only consider establishing a shared service regional authority if and when there was a positive business case for the provision of identified shared services to ERA Councils and this would most effectively be delivered through a dedicated entity. While we have included this entity in the permanent governance structure, we suggest that options for shared services could be pursued without the establishment of a dedicated service entity. These options could be explored through the development of the regional service delivery framework identified in the Strategic Plan.

Advisory group

17.18. ERA may wish to consider establishing an advisory group or groups to assist in the identification of opportunities and the formulation of strategies. Advisory groups could provide specific input into priority areas for ERA (such as aging, water security and smart cities) on the basis of particular expertise or experience.

17.19. There is no specific ability under section 41 of the LG Act for councils to jointly form committees. An advisory group established as a reference point for ERA would fall outside of the LG Act and would not be able to hold any delegation from the ERA Councils.

Bespoke governance

17.20. Diagram 2 also provides for 'bespoke governance'. One of the strengths of the current governance model is that opportunities are not precluded by prescriptive governance requirements. As commented upon in Part D of this report, regional subsidiaries and incorporated associations are likely to be more prescriptively mandated to ensure that they can be effectively managed and their performance assessed. The current governance model enables creativity and innovation which may be stymied in a more formal governance structure.

17.21. In our view, there is a need within the ERA governance framework for flexibility as to the means for realising opportunities and delivering projects. ERA's broad remit is conducive to innovation within a broad sphere of council and community initiatives. Consequently, a broad range of delivery methodologies may be appropriate each with varying governance characteristics. While some projects may warrant a formalised approach, this will not be relevant to all ERA initiatives.

17.22. Governance processes in respect of strategic planning, business case development and assessment, reporting and performance monitoring and evaluation can bring a more structured approach to project assessment, planning and implementation without moving to an incorporated structure. We suggest that this include the ability to assess the governance needs for a particular initiative and implement these cost effectively and efficiently.

17.23. Once two or more ERA Councils determine to pursue an identified opportunity then consideration would be given to the means for realising the opportunity. The means of formalising arrangements will also vary depending on the nature of the opportunity. There are a variety of mechanisms available to the ERA Councils, including agency arrangements, resource sharing agreements, memorandum of understanding and regional subsidiaries.

17.24. ERA projects are already delivered through bespoke governance models. For example, the ERA waterproofing eastern Adelaide project is being delivered through

a regional subsidiary formed by the City of Burnside, the City of Norwood Payneham and St Peters and the Town of Walkerville.²⁹ Other projects are ascribed to a lead ERA Council.³⁰ Historically, ERA has established portfolio groups which have fulfilled their terms of reference and then been disbanded.³¹

18. Assessment

Governance Objective

- 18.1. Table 5 sets out comments on the hybrid model in respect of the factors relative to the Governance Objective.

Value of adopting a hybrid governance framework

- 18.2. Our view is that a hybrid framework will preserve the strengths of the current governance model, while providing a platform for the incorporation of other governance elements for specific purpose. These additional governance elements would be developed to achieve specific and appropriate outcomes in respect of particular ERA initiatives. The adoption of governance mechanisms attuned to particular initiatives should be cost effective and efficient.

Potential risk and burden on ERA Councils

- 18.3. The permanent governance elements will incur similar costs to the current ERA governance framework, until such time (if any) that additional elements such as a shared services authority or advisory groups are added. We recommend that a cost-benefit analysis be undertaken to identify the resource implications of incorporating additional elements into the governance structure. It may be that the costs of establishing and operating a regional subsidiary for shared services, for example, will only be justified if there is a business case which illustrates that this model for delivering shared services will result in savings for councils over time. This evaluative process would also consider other potential governance models for achieving the aims of shared service delivery (eg standard form resources sharing agreements).
- 18.4. The bespoke elements of the governance framework could take a variety of forms. These cannot be costed in the abstract, but again should be subject to a cost-benefit analysis as a component of their evaluation.
- 18.5. Aside from cost, the key risk may relate to coordination between projects or activities. We suggest that this risk can be mitigated by determining within the MOU the relationship between projects undertaken by ERA Councils and the core principles/value which underpin these initiatives.

²⁹ ERA, *Waterproofing Eastern Adelaide: Project Overview*; *ERA Water Regional Subsidiary Charter 2015* (gazetted 30 July 2015: 3588).

³⁰ ERA, *Economic Development – Action Plan – 2013/2014 to 2016/2017*.

³¹ KPPM Strategy, *ERA Future Directions: Documentation of Discussion and Direction from the ERA Future Directions Workshops* (21 October 2014), 3.

Table 5: Hybrid model

Objectives	Existing governance framework	Regional subsidiary	Incorporated association	Hybrid model
Enable discussion and collaboration	Facilitates discussion among the ERA Councils on opportunities for collaboration.	Would enable discussion and collaboration in respect of the objects and functions of the regional subsidiary. This is likely to be less holistic than the current governance framework.	Regular meetings of the committee of the incorporated association could discuss collaboration opportunities. The committee could discuss implementation of activities. Discussion and action would be tied to the purposes of the association as stated in its rules.	Preserves strength of current governance framework
Certainty of commitment for collaborative projects	Facilitates, but does not mandate commitment for projects.	Projects committed to by the regional subsidiary would bind the councils in terms of responsibility for liabilities without the matters being considered and committed to individually by each council.	Initiatives likely to be implemented by groups of ERA Councils rather than the association. Level of commitment to particular initiatives would still be dependent on individual council commitment.	Processes could be developed and implemented to streamline decision making and commitment.
Agility with respect to opportunities	Monthly ERA CEO meeting enables decisions subject to CEO delegations to be implemented. Decisions requiring council resolution will not be as timely to implement. Current structure does not provide a legal framework to commit to opportunities or	Opportunities within the mandate of the regional subsidiary could be pursued and secured quickly in comparison to securing commitment from each of the ERA Councils.	Could be agile depending on resourcing and focus, but has limitations in respect of activities in trade or commerce.	Bespoke governance approaches and resources may assist in making responses agile. Arrangements can be developed which are appropriate to the opportunity being pursued. This flexibility is in keeping with the current ERA governance framework. Not

	employ ERA resources.			limited in the manner of an incorporated association.
Legal capacity	ERA does not have legal capacity. No ability to execute legally binding arrangement on behalf of member councils.	Would be incorporated and have legal capacity.	Would be incorporated and have legal capacity.	The issue of legal capacity can be dealt with by the establishment of regional subsidiaries for particular purposes where this is an appropriate governance model for the particular initiative. Agency arrangements between ERA Councils may also be appropriate in some circumstances.
Effective	ERA is an effective means of satisfying the objectives set out in the MOU. If ERA adopts a more operational focus, the existing structure may be a less effective means of satisfying ERA's mandate.	A regional subsidiary should be effective within the parameters of the mandate reflected in its charter.	An incorporated association should be effective within the parameters of the mandate reflected in its rules (however there are inherent limitations on associations which may mean that the mandate is not sufficient to achieve the Governance Objective).	The hybrid model attempts to capitalise on both flexibility and focus by retaining the Steering Group and ERA Mayors and CEOs meetings, but supplementing these with more structured governance arrangements where this is appropriate for the particular initiative.
Efficient and cost effective	ERA framework is an efficient forum for achieving ERA's current objectives. If ERA develops a more operational focus (eg shared services) an alternative model may be warranted.	Can be efficient and cost effective depending on mandate and resourcing. Resourcing is likely to be greater than under the current governance model.	Can be efficient and cost effective depending on mandate and resourcing. Resourcing is likely to be greater than under the current governance model.	The current ERA framework is an efficient forum for achieving ERA's current objectives. A hybrid model will also be effective provided that each constituent part of the model is focused on achieving particular outcomes.

Avoid inflexibility	Current structure is flexible. The commitments under the MOU are not onerous and do not mandate outcomes. Resource commitments for the governance model are moderate, with targeted resources for specific opportunities.	Regional subsidiary would be more structured than the current framework. There may be less opportunity for flexibility and innovation.	There is an inherent inflexibility in the governance structure given the eligibility requirements to incorporate an association.	The hybrid model is intended to retain the flexibility of the current governance framework.
Financial burden	Administration of the ERA governance framework is low cost and does not expose the ERA Councils to financial risk. (Implementation of particular ERA initiatives may have a different financial risk profile).	ERA Councils would be responsible for the liabilities of the regional subsidiary. This is riskier than the current framework due to the ability of the subsidiary to incur liability independently of the decisions of the councils. The financial management framework under the LG Act will lessen financial exposure.	ERA Councils will be legally insulated from the liabilities of an incorporated association, subject to the association's rules. Practically, the councils could be exposed to these liabilities and would have less ability to control assumption of liability than under the current model. The costs of administering the association will depend on its mandate.	The financial burden on ERA Councils will depend on the initiatives pursued and the councils' intentions with respect to cost recovery.
Ensure public confidence	Current governance structure is transparent, effective to achieve the objective in the MOU and accountable through reports back to councils.	Governance structure of a regional subsidiary should be transparent, effective to achieve its objectives and accountable through reports back to councils. However, the ability of the regional subsidiary to be accountable will be dependent on a clear mandate, its governance structure and resourcing.	An incorporated association should theoretically be able to operate in a transparent, accountable and effective manner. However, there may be a public perception that an association is outside of the broader governance framework for local government.	A hybrid model should be accountable, transparent and effective.

Part G: Conclusions

19. Assessment

- 19.1. ERA's current governance framework is a flexible platform for regional collaborations.
- 19.2. The flexibility of the current system is likely to be compromised by replacing the current Steering Committee / ERA Mayors and CEOs Group structure with an incorporated structure.

20. Recommended approach

- 20.1. A governance framework which incorporates the Steering Committee / ERA Mayors and CEOs Group structure with bespoke governance frameworks for particular initiatives and projects, will enable the flexibility to be preserved.
- 20.2. The governance framework should include processes for the coordination of ERA activities, strategic planning, business case development and assessment, reporting and performance monitoring and evaluation.
- 20.3. For a more directed regional focus, we suggest the ERA Councils will also need to more closely align their respective strategic plans and further this common approach through ERA. The ability of councils to achieve this alignment will be influenced by a variety of social, economic and political factors.

Schedule 1: Methodology

Step 1: Project initiation

We attended a meeting of ERA Mayors and CEOs on 23 November 2016. Following this meeting, documentation was provided by each of the ERA Councils.

Step 2: Objectives

On the basis of the meeting on 23 November 2016 and the documentation provided to us, we identified the objective described in Part B of the report.

Step 3: Analyse the existing governance structure

We reviewed the MOU and existing governance structure to identify the strengths in the existing system with respect to delivering on the objectives. Areas for improvement through an alternative governance structure were also identified. This analysis is set out in Part C of this report.

Step 4: Identify options

Alternative governance models were identified being:

- a body corporate under the regional subsidiary provisions of the LG Act
- an incorporated association under the Associations Incorporation Act.

Step 5: Analysis

Each of the alternative options was described and evaluated to determine its relative ability to deliver the Governance Objective. A multi-criteria analysis comprised of the factors relevant to achieving the Governance Objective was used to undertake this comparative analysis of the alternative options. The current governance model was used as a base case in this analysis to determine the relative merits of retaining an informal structure.

Each alternative option was assessed to:

- determine the benefits of moving from an informal alliance to a structured regional entity
- identify potential risk and burden on ERA Councils in respect of the credible options.

Our evaluation included consideration of:

- the implementation requirements for each alternative
- the capacity of alternative options to:
 - maintain the strengths of the current governance system
 - address areas of improvement in respect of the current governance system
 - provide value to ERA Councils
- the alignment of the governance system / framework with member councils existing strategic directions
- potential financial investment
- consistency with leading practice governance in terms of policies and procedures.

Step 6: Report preparation

A draft report was prepared and provided to the Steering Group on 17 February 2017 for consideration and comment. The draft report was presented to the Steering Group on 23 February 2017.

Step 7: Presentation of the final report

A final report was prepared taking into account the feedback of the Steering Group. The final report will be presented to the ERA Mayors and CEOs Group on 22 March 2017.

Schedule 2: References

Legislation / statutory instruments

ERA Water Regional Subsidiary Charter 2015 (gazetted 30 July 2015)

Local Government Act 1999 (SA)

Competition and Consumer Act 2010 (Cth)

Other materials

Australian Institute of Company Directors, *Good governance principles and guidance for not-for-profit organisations* (2013).

City of Burnside, *Be the Future of Burnside: Our Strategic Community Plan 2016 – 2026*

Campbelltown City Council, *Towards 2020: Strategic Plan 2010 – 2020*

City of Norwood Payneham and St Peters, *2016-2017 Annual Business Plan*

City of Prospect, *Strategic Economic Development Plan 2014 – 2018*

City of Prospect, *Annual Business Plan 2016 – 2017*

City of Prospect, *Strategic Plan 2012 – 2016*

City of Unley, *2016-17 Annual Business Plan & Budget*

City of Unley, *Environmental Sustainability Strategy*

City of Unley, *2012-15 Business and Economic Development Strategy*,

Edwards, Halligan, Horrigan Nicoll, *Public Sector Governance in Australia* (2012)

ERA *Draft Strategic Plan 2016 - 2026*

ERA, *Waterproofing Eastern Adelaide: Project Overview*

ERA, *Economic Development – Action Plan – 2013/2014 to 2016/2017*

International Federation of Accountants (IFAC) and the Chartered Institute of Public Finance and Accountancy (CIPFA), *International framework: Good governance in the Public Sector* (July 2014)

KPPM Strategy, *ERA Future Directions: Documentation of Discussion and Direction from the ERA Future Directions Workshops* (21 October 2014)

LGA, *Regional Governance Framework – Consultation Outcomes March 2016*

LGA Local Excellence Panel, *Towards the Council of the Future* (June 2013)

Standards Australia, *AS 8000-2003 Corporate governance - Good governance principles*;

ERA Governance Review (March 2017)

Town of Walkerville, *Annual Business Plan 2016 -17*

Town of Walkerville, *2016-2020 Living in the Town of Walkerville: a strategic community plan*



MEMORANDUM OF UNDERSTANDING
OF THE
EASTERN REGION ALLIANCE

[insert ERA Council logos]

Dated

2017

MEMORANDUM OF UNDERSTANDING

Between:

CITY OF BURNSIDE

and

CAMPBELLTOWN CITY COUNCIL

and

CITY OF NORWOOD PAYNEHAM & ST PETERS

and

CITY OF PROSPECT

and

CITY OF UNLEY

and

TOWN OF WALKERVILLE

(collectively '**ERA Councils**')

INTRODUCTION

- A. Each party is a council under the *Local Government Act 1999 (Act)*.
- B. Under the Act, the functions of a council include planning at the local and regional level for the development and future requirements of its area. A council must in the performance of its roles and functions seek to ensure that council resources are used fairly, effectively and efficiently.
- C. In this memorandum, the ERA Councils agree to work together as a group known as the Eastern Region Alliance for the purposes of achieving improved service delivery and other outcomes for their respective communities.
- D. This memorandum refers to the collective council areas of the ERA Councils as the Eastern Region.

TERMS

1. Objectives of this memorandum

The ERA Councils agree that the objectives of this memorandum are to:

- (a) identify opportunities to work in partnership for the purposes of progressing agreed social, economic, environmental, cultural and other related priority outcomes for their respective local communities and the Eastern Region;
- (b) work together for the purposes of identifying specific initiatives for joint action in order to achieve improved service delivery arrangements, efficiencies and cost savings at a regional and local level, including options to achieve more effective and efficient co-ordination of service delivery arrangements and to address gaps and opportunities in service delivery;
- (c) facilitate the identification and development of innovative approaches to working in partnership with federal and State governments and their respective agencies, through the ERA Councils working collaboratively to promote new models of resource sharing and the delivery of services and programs which may have broader applicability across local government;
- (d) share information relevant to the attainment of the objectives of this memorandum on an open and equitable basis;
- (e) promote an effective and efficient approach to funding and resource sharing issues, with the objective of achieving cost effective outcomes for the ERA Councils and their respective communities; and
- (f) contribute reasonable resources and expertise to any ERA Project or process under this memorandum.

2. Collaboration

The ERA Councils agree to collaborate to:

- (a) improve co-operation;
- (b) develop more effective working relationships;
- (c) identify joint actions, including regional strategic planning, resource sharing and the procurement of goods and services on a best value basis; and
- (d) address strategic priorities in the Eastern Region.

3. Governance

3.1 Strategic Plan

The ERA Councils agree to maintain a Strategic Plan to prioritise and guide the Eastern Region Alliance's activities.

3.2 Host Council

- (a) Each ERA Council will act as the 'Host Council' for a twelve month period on a rotational basis.

- (b) The Mayor and Chief Executive Officer (**CEO**) of the Host Council will be the spokespersons for the Eastern Region Alliance and ERA Projects.
- (c) The Host Council will provide amenities and facilities for meetings contemplated by this memorandum.

3.3 Steering Group

- (a) The CEOs of each ERA Council will form the Steering Group. The CEO or a person appointed as the Acting CEO of an ERA Council will be that council's representative on the Steering Group.
- (b) The functions of the Steering Group are to:
 - (i) discuss and determine through agreement how to achieve the objectives of this memorandum through the CEOs' operational responsibilities and statutory authority;
 - (ii) ascertain the opportunities for resource sharing and service delivery projects and processes that could be provided on a best value basis to utilise council resources more efficiently;
 - (iii) identify and resolve any legal or governance issues arising from any proposed opportunities, projects and processes arising under this memorandum;
 - (iv) identify the potential for the ERA Councils to align governance policies, procedures and practices insofar as these relate to the objectives of this memorandum;
 - (v) initiate and undertake investigations and evaluations of projects as contemplated in clause 4.2;
 - (vi) oversee the implementation of the Strategic Plan; and
 - (vii) identify and, where appropriate, seek funding and support from other levels of government.
- (c) The Steering Group will meet at least once each calendar month (other than in January) at a mutually convenient time.
- (d) Meetings of the Steering Group must be held in person and will occur at a mutually convenient place as determined by the Steering Group.
- (e) A quorum for any meeting of the Steering Group is four.
- (f) Any two Steering Group members may call a special meeting of the Steering Group upon reasonable notice and with provision of an agenda.
- (g) The CEO of the Host Council will be the chairperson of the Steering Group.
- (h) The chairperson, through the secretariat, will be responsible for the preparation and distribution of the agenda for meetings of the Steering Group and any subsequent administrative actions.
- (i) The Chairperson will chair the Steering Group meetings and must have available:

- (i) the minutes of the last meeting;
 - (ii) this memorandum; and
 - (iii) any documents being developed by the Steering Group in the performance of its functions.
- (j) Decisions of the Steering Group are made by consensus. Any statement made by a council representative at a meeting is only binding upon their council if the statement is supported by a resolution recorded in the council's minutes.
- (k) Minutes of a meeting will be distributed to all members of the Steering Group within a reasonable time after the meeting. Minutes need not be signed and, unless a council representative gives notice of errors or omissions within five working days after the minutes are received, the draft minutes will be deemed to be correct. The minutes are the only recognised record of the meeting.

3.4 ERA Mayors

- (a) The Steering Group will meet on a quarterly basis with the Mayors of the ERA Councils to:
- (i) report progress and achievements of the Eastern Region Alliance;
 - (ii) discuss strategic and policy issues of importance to the Eastern Region; and
 - (iii) identify potential approaches to issues.
- (b) Each ERA Mayor will, in conjunction with their council's CEO:
- (i) inform their council of the activities of the Eastern Region Alliance (including by tabling the ERA biannual report);
 - (ii) advocate for a regional perspective to be considered where relevant to council decision-making; and
 - (iii) raise potential projects identified by their council for discussion at the quarterly meeting.

4. Projects

4.1 ERA Projects

- (a) ERA Projects which are being undertaken as at the date of the memorandum are listed in the Schedule.
- (b) From the date of this memorandum, additional ERA Projects will be adopted in accordance with the process set out in this clause 4.

4.2 Investigation of projects

- (a) Projects will be selected for investigation and evaluation by the Steering Group.
- (b) Investigation of a project will include (as appropriate) consideration of:

- (i) potential benefits;
 - (ii) potential risks;
 - (iii) implementation processes, milestones, timing and responsibilities;
 - (iv) governance arrangements and documentation; and
 - (v) indicative project cost and cost contribution.
- (c) If following an investigation, a project is considered by the Steering Group as being suitable for evaluation, an assessment will be undertaken by applying the ERA Business Case Framework (developed for the purposes of the Strategic Plan).
- (d) The outcome of a project evaluation will be reported to each of the ERA Councils with a recommendation as to whether or not the project as a whole, or the next project phase, should be adopted as an ERA Project.

4.3 Adoption of ERA Projects

- (a) Each ERA Council will consider the project evaluation provided under clause 4.2(d) and either:
- (i) formally resolve whether or not it will participate in the project or project phase (including accepting the governance framework for the project); or
 - (ii) identify the matters which would need to be investigated or determined in order for the council to resolve whether to participate in the project.
- (b) Each ERA Council will notify the Host Council in writing of the outcome of the Council's consideration under clause 4.3(a).
- (c) Where all ERA Councils resolve to participate in a project, the Steering Group will take the necessary steps to implement the governance framework for the project.

4.4 Branding of ERA Projects

- (a) The ERA Councils agree that only projects or initiatives:
- (i) which are listed in the Schedule; or
 - (ii) in which all ERA Councils resolve to participate,
- will be badged as 'ERA Projects' (unless otherwise agreed by all ERA Councils in respect of a specific project).
- (b) Projects or initiatives may be pursued under this memorandum in phases (eg investigation phase, implementation phase). A project phase to which all ERA Councils are participating may be badged as an 'ERA Project' during that phase.
- (c) The ERA Councils agree that the ERA logo will only be used for ERA Projects (unless otherwise agreed by all ERA Councils in respect of a specific project).

5. Funding

5.1 The ERA Councils agree to jointly fund in equal shares:

- (a) a secretariat to:
 - (i) support the Steering Group; and
 - (ii) assist with the implementation of projects and initiatives undertaken in connection with this memorandum; and
- (b) the investigation and evaluation of projects.

5.2 The ERA Councils agree to contribute to ERA Projects in equal shares, except where another funding model for a specific ERA Project has been determined and agreed to by the ERA Councils.

5.3 The ERA Councils agree that if an ERA Council fails to satisfy a funding obligation under this clause 5 that council's membership of ERA will terminate. In these circumstances, the terminated council will remain liable for funding commitments:

- (a) under this memorandum for a period of twelve months after the date of termination; and
- (b) for each ERA Project for the duration of the project or initiative in accordance with the funding arrangements for that project or initiative,

unless otherwise agreed by the Steering Group.

6. About this memorandum

6.1 The terms of this memorandum reflect the genuine intent and commitment of the ERA Councils.

6.2 This memorandum does not create a partnership or relationship of agency between the ERA Councils.

6.3 This memorandum may only be amended by written agreement of all ERA Councils.

7. Approval by elected members

This memorandum is conditional upon each ERA Council in formal meeting and by resolution, ratifying its execution.

8. Withdrawal and termination

8.1 Any ERA Council may withdraw from this memorandum by notifying the other ERA Councils in writing. Notice under this provision will specify a date on which the withdrawal will be effective being no sooner than twelve months after the date on which the notice is provided.

8.2 Withdrawal from an ERA Project will be subject to the terms and conditions set out in the documentation governing the specific ERA Project. The ERA Councils acknowledge that withdrawal from this memorandum does not result in withdrawal from any ERA Project in which the withdrawing council is a participant (unless this

consequence is expressly provided for in the documentation governing the ERA Project).

8.3 An ERA Council notifying its intention to withdraw from this memorandum agrees that it remains liable for any funding commitments:

- (a) under this memorandum until the date on which the withdrawal is effective; and
- (b) for each ERA Project for the duration of the project or initiative in accordance with the funding arrangements for that project or initiative,

unless otherwise agreed in writing by the ERA Councils.

8.4 On receiving notification of a withdrawal under clause 8.1, the other ERA Councils will meet to discuss whether to terminate this memorandum.

9. Membership

9.1 The membership of the Eastern Region Alliance will only be expanded with the unanimous agreement of the ERA Councils.

9.2 An acceding member must have its accession to this memorandum ratified in a formal meeting by resolution of its council.

9.3 Where clauses 9.1 and 9.2 are satisfied, the acceding member is an 'ERA Council' under the terms of this memorandum.

Executed as a memorandum of understanding.

The common seal of the City)
of Burnside was affixed in the)
presence of:)

David Parkin
Mayor

Paul Deb
Chief Executive Officer

The common seal of the)
Campbelltown City Council)
was affixed in the presence of:)

Simon Brewer
Mayor

Paul Di Iulio
Chief Executive Officer

The common seal of the City)
of Norwood Payneham & St)
Peters was affixed in the)
presence of:)

Robert Bria
Mayor

Mario Barone
Chief Executive Officer

The common seal of the City)
of Prospect was affixed in the)
presence of:)

David O'Loughlin
Mayor

Cate Hart
Chief Executive Officer

The common seal of the City)
of Unley was affixed in the)
presence of:)

Lachlan Clyne
Mayor

Peter Tsokas
Chief Executive Officer

The common seal of the)
Corporation of the Town of)
Walkerville was affixed in the)
presence of:)

Raymond Grigg
Mayor

Kiki Magro
Chief Executive Officer

SCHEDULE: ERA PROJECTS

The ERA Projects being undertaken as at the date of this memorandum are:

- Economic Development
- Resilient East
- Regional Planning Boards

Strategic Plan

2016 - 2026

Vision

Adelaide's Eastern Metropolitan Councils working together to better serve their communities.

Mission

To secure a sustainable lifestyle, excellent services and facilities for our communities and to advance the interests of Adelaide's Eastern Metropolitan Region.

Strategic Plan

Introduction

The Eastern Region Alliance (ERA) is a group of six eastern Adelaide Councils that collaborate for the benefit of their local communities and the region as a whole, based on a Memorandum of Understanding developed in 2008 (and updated in 2017). The ERA Councils are the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect, Unley, and the Town of Walkerville. The region generally enjoys higher than average income levels, quality urban form and amenity, and good economic and social opportunity.

ERA Councils, under the strategic guidance of the ERA Mayors and CEOs, have worked together collaboratively on a wide range of initiatives, some inclusive of all ERA Councils, some targeted at the needs of subgroups of Councils, and others in partnership with non-ERA Councils. Priorities have encompassed long-term future planning (e.g. water initiatives and economic development), efficiencies and cost savings (e.g. corporate services) and positioning Eastern Adelaide more strongly with State and Commonwealth Government. ERA Councils maintain direct affiliation with the Local Government Association of South Australia. Similarly, ERA Councils can work on projects with other ERA Councils without ERA involvement or endorsement, and can work with Councils outside of the Eastern Adelaide region. Most importantly, while this strategy includes exploration of future structure, ERA Councils are clear that ERA is not a conduit to amalgamation.

One of ERA's greatest assets is the collaborative nature of its member relationships, which allow for ideas and initiatives to be raised and actioned quickly. This fluidity contributes to the social capital 'glue' which makes the group interesting and provides value to ERA Councils who can initiate projects as needed. This flexible approach worked very well in the early years of ERA and contributed to good working relationships. However, with ERA now developing into a more mature organisation, is it timely to develop a Strategic Plan so that the time and financial investment of ERA Councils can drive greater efficiencies, improved capability and better services to Eastern Adelaide communities.



The Eastern Region

Within ERA the resident population is 199,122, while the 2011 census showed that those employed within ERA's boundaries number 103,084. The economic contribution of ERA is estimated to be \$9.72 billion, approximately 10.4% of the Gross State Product, making ERA a significant force within Greater Metropolitan Adelaide.

Since signing an MOU in 2008, the six ERA Councils have been working towards improved co-operation, resource sharing, more effective working relationships and joint actions to agree and address strategic priorities between any two or more of the six councils.

With the goal of securing a sustainable lifestyle, excellent services and facilities for its constituent communities, ERA aims to:

- *Improve cooperation, collaboration, and coordination across the ERA Councils.*
- *Establish a robust operational framework to deliver effective and efficient services*
- *Be successful in attracting state and federal government funding for regional initiatives.*
- *Increase awareness, and the influence, of ERA within the three spheres of government*

The CEOs of the six Councils meet monthly to discuss issues of mutual interest, while the Mayors and CEOs meet quarterly. Chairing of these meetings is rotated annually, alphabetically by Council name.



1. Governance Framework

2. Influence

3. Regional Services and Programs

4. Engagement

Strategic Plan

A strong, purposeful, high achieving collaboration that enjoys active participation and support within ERA Councils, and provides an excellent ROI to ratepayers

What do we want these goals to achieve?

<i>Goals</i>	<i>Objectives</i>
<i>1. Governance framework</i>	<i>Within two years, ERA Councils will review ERA's governance framework with the aim of ensuring that the framework is appropriate and effective for the achievement of ERA's objectives.</i>
<i>2. Influence</i>	<i>ERA Councils will have a 'place at the table' with LGA, State and Commonwealth Government in policy formation that affects eastern Adelaide.</i>
<i>3. Regional services and programs</i>	<i>Regional service delivery programs will be managed by the ERA Councils, delivering cost-effective services within an accountable governance framework.</i>
<i>4. Engagement</i>	<i>Elected Members, Council Staff and our communities will recognise ERA for the quality and cost-effectiveness of shared services for local government in this region.</i>

Within two years, the ERA Councils will review ERA's governance framework with the aim of ensuring that the framework is appropriate and effective for the achievement of ERA's objectives.

<i>Action</i>	<i>Outcome</i>	<i>KPIs</i>
1 The ERA Councils will review ERA's governance structure to ensure that the structure remains appropriate and effective for the achievement of ERA's objectives.	The governance framework is agreed by all ERA Councils and any changes to the framework are implemented.	2016/17: LGA R&D funding has been sought to enable engagement of external resources to undertake a review of ERA's structure. 2018/20: The structure, membership, operating arrangements and resources have been identified and agreed.
2. The Strategic Plan sets out actions and directions and is regularly reviewed to ensure ERA is responsive in a dynamic environment.	'Achievements against the Strategic Plan' is a standing agenda item, and the Plan undergoes a formal 'rolling review' tied to the Local Government election cycle.	2019/20 and 2023/24: A review of achievements, new influences, and new opportunities has been conducted, and the Strategic Plan extended for the forthcoming decade.
3. A 'directions' workshop to underpin the delivery of the Strategic Plan will be undertaken within 12 months after the conclusion of each periodic election.	The mechanisms for discussion, debate and progress monitoring will be kept relevant and fresh.	A workshop will address the question "is this the best way of working?" within 12 months after the conclusion of a periodic election, and implement changes if required.
4. A Business Case Framework will be developed to assist in the evaluation & tendering of regional service delivery initiatives including, but not limited to, Waste, Health, HR, WHS, IT, Payroll and Regional Development Assessment Panel.	ERA Councils are in agreement about the criteria to be used by the CEOs group to assess potential projects, and ERA Councils continue to support efficiency gains in key operational areas. ERA Councils are committed to resource sharing.	2015/16: Business Cases for key projects are produced, and project implementation is approved by the CEOs.

5. Processes for structural secondment, professional and career development are developed and implemented.	Improved career development opportunities are available, reducing the cost of key employee turnover, and making the region an 'employer of choice' for Local Government.	Agreements are in place for secondment and staff development, and CEOs are encouraging staff participation.
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ERA Councils will have a 'place at the table' with LGA, State and Commonwealth Government in policy formation that affects eastern Adelaide.

<i>Action</i>	<i>Outcome</i>	<i>KPIs</i>
1. Demonstrable cohesiveness saves ERA Councils' time through facilitating information sessions by Agency Heads and other key stakeholders.	Agencies understand regional strengths and issues and receive coordinated feedback about the implications of State and Commonwealth policies and initiatives.	Opportunities for presentations to individual Councils are extended to all ERA Councils.
2. Monitor and coordinate the provision of interpretation of State and Commonwealth policy and consultation drafts for ERA Councils.	ERA Councils are informed about new policy agendas and 'calls for comment', and ERA facilitates a regional response where appropriate.	A mechanism is in place to provide timely information about policy and initiatives, and facilitate a regional response where this provides benefit to ERA Councils.
3. Demonstrate leadership in Local Government in South Australia by working with State Government in the achievement of key agendas.	State Government consults with ERA Councils, ensuring opportunities for response to emerging policy agendas.	ERA Councils influence the design and implementation of State Government agendas to ensure the best outcome for Eastern Adelaide communities.
4. Monitor and provide value to State and Commonwealth Government reform agendas.	Knowledge, delivery capacity, and sound partnering ethos is valued.	2020/21: ERA provides the opportunity for local knowledge sharing, funded service delivery, and intergovernmental collaboration.

<p>5. ERA Projects are showcased regularly at Local Government events eg ALGA, LGA AGM.</p>	<p>There is increased awareness of ERA activities at state and national levels.</p>	<p>2020/21: At least one presentation per annum on ERA initiatives is given at both state and national levels. 2020/21: The ERA Councils are represented on Local Government boards.</p>
<p>6. ERA's biannual report is included in agendas of ERA Councils.</p>	<p>There is greater awareness of and among Elected Members and residents.</p>	<p>Biannual report is presented after Mayors and CEOs meetings.</p>

The Strategy

3. Regional Services and Programs

Regional service delivery programs will be managed by the ERA Councils, delivering cost-effective services within an accountable governance framework.

<i>Action</i>	<i>Outcome</i>	<i>KPIs</i>
1. Priority projects including Ageing, Smart Region and Water Security will continue.	A consistent effort is applied across the region for the benefit of the ERA Councils and their communities.	Projects demonstrate achievement against their individual plans.
2. Scheduled review and renewal of existing contractual arrangements (e.g. East Waste and EHA) .	The design and implementation of the new structure benefits from sunset arrangements with existing service contracts.	2016/17: A review of regional contracts determines timelines for key decisions about the use of ERA Council subsidiaries for regional services.
3. Assess the feasibility of a regional approach to programs (such as Economic Development or Rec and Sport Assets), with a single regional manager rather than duplication of management roles in a number of ERA Councils.	Integrated regional programs will provide stronger direction, save management costs, and better position the region to attract grant funding.	2018/19: At least one regional program has been developed and is operating, with monitoring and review processes in place.
4. A regional service delivery framework is established and focuses on key areas including: economic development, waste, health, back of house, civil works, tree pruning, payroll, call centre, records management and street sweeping.	There are increased efficiencies and ROI for ERA Councils and demonstrable benefits for ratepayers.	2016/17: As opportunities present themselves, all ERA Councils consider membership of regional services initiatives such as EHA and East Waste. 2020/21: A regional service delivery framework is adopted and enacted.

4.

Engagement

The Strategy

Elected Members, Council Staff and our communities will recognise ERA for the quality and cost-effectiveness of shared services for local government in this region.

<i>Action</i>	<i>Outcome</i>	<i>KPIs</i>
1. ERA Councils include regional implications as a standing item on all Council reports.	Staff and Elected Members are required to think regionally.	2016/17: All Council reports include discussion of regional implications.
2. ERA Councils will produce and promote a biannual update report to inform Elected Members and Council staff about ERA's activities and achievements.	Council staff and Elected Members know about the ERA's goals and achievements and support further development of regional initiatives.	2016/17: A process is in place for regular updates including the biannual reports.
3. ERA Councils will develop a communications and reporting plan to provide transparency and promote regional benefits to communities and stakeholders.	Constituent communities and stakeholders understand the value of regional initiatives and encourage Councils to progress this approach.	2016/17: The communications plan has been developed, endorsed and implemented. 2017/18: ERA's branding is used to promote regional projects.
4. Council staff are engaged with ERA's projects and portfolio areas. Mayors and CEOs actively participate in ERA.	ERA's projects provide professional development, succession and leadership opportunities, and staff think regionally in designing and delivering Council services.	2017/18: All Council staff are aware of ERA and how their specific roles are influenced by regional initiatives. The biannual report details meeting attendances.

<p>5. Implement shared services initiatives to achieve cost efficiencies and increased service levels for ERA Councils.</p>	<p>ERA Councils pursue operational efficiencies and projects leading to reductions in red tape and providing a direct benefit to our communities.</p>	<p><i>2015/16:</i> ERA Councils demonstrate leadership in shared services outcomes. <i>2019/20:</i> ERA Councils implement a range of shared service programs.</p>
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KPI Summary

<i>Financial year ending</i>	<i>Action</i>
Ongoing / Annual	<p>1.3 A workshop will address the question "is this the best way of working?" within 12 months after the conclusion of a periodic election, and implement changes if required.</p> <p>1.5 Agreements are in place for secondment and staff development, and CEOs are encouraging staff participation</p> <p>2.1 Opportunities for presentations to individual Councils are extended to ERA Councils</p> <p>2.2 A mechanism is in place to provide timely information about policy and initiatives, and facilitate a regional response where this provides benefit to ERA Councils</p> <p>2.3 The ERA Councils influence the design and implementation of State Government agendas to ensure the best outcome for Eastern Adelaide communities</p> <p>2.6 Biannual report is presented after Mayors and CEOs meetings</p> <p>3.1 Projects demonstrate achievement against their individual plans</p>
2015/16	<p>1.4 Business Cases for key projects are produced, and project implementation is approved by the CEOs</p> <p>4.5 The ERA Councils demonstrate leadership in shared services outcomes</p>
2016/17	<p>1.1 LGA R&D funding has been sought to enable engagement of external resources to undertake a review of ERA's structure</p> <p>3.2 A review of regional contracts determines timelines for key decisions about the use of the ERA Council subsidiaries for regional services</p> <p>3.4 As opportunities present themselves, all ERA Councils consider membership of regional service initiatives such as EHA and East Waste</p> <p>4.1 All ERA Council reports include discussion of regional implications</p> <p>4.2 A process is in place for regular updates including biannual reports</p> <p>4.3 The communications plan has been developed, endorsed and implemented</p>

2017/18	1.1 The structure, membership, operating arrangements and resources have been reviewed and agreed. 4.3 ERA's branding is used to promote regional projects
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Strategic Plan

<i>Financial year ending</i>	<i>Action</i>
	4.4 All Council staff are aware of the work of ERA and how their specific roles are influenced by regional initiatives 4.4 The biannual report details meeting attendances
2018/19/20	1.1 The reviewed structure, membership, operating arrangements and resources have been implemented 3.3 At least one regional program has been developed and is operating, with monitoring and review processes in place
2019/20	1.2 A review of achievements, new influences, and new opportunities has been conducted, and the Strategic Plan extended for the forthcoming decade 4.5 ERA Councils implement a range of shared service programs
2020/21	2.4 ERA provides the opportunity for local knowledge, funded service delivery, and inter-governmental collaboration 2.5 At least one presentation per annum on the ERA initiatives is given at both state and national level 2.5 The ERA Councils are represented on Local Government boards 3.4 A regional service delivery framework is adopted and enacted.
2023/24	A review of achievements, new influences, and new opportunities has been conducted, and the Strategic Plan extended for the forthcoming decade

DECISION REPORT

REPORT TITLE: PRELIMINARY YEAR END FINANCIAL
REPORT – JUNE 2017

ITEM NUMBER: 957

DATE OF MEETING: 28 AUGUST 2017

AUTHOR: LETA NORTHCOTT

JOB TITLE: ACTING MANAGER FINANCE AND
PROCUREMENT

EXECUTIVE SUMMARY

This report provides Council with a preliminary view of Council's financial performance to budget for the year ended 30 June 2017, and proposes changes to the 2017-18 Budget to account for the 2016-17 requested carry forwards.

The City of Unley's preliminary 2016-17 Operating Surplus before Capital is \$4.6m which is \$2.3m favourable to budget. Further, after Council's capital financial performance is taken into account, the net lending result is favourable to budget by \$3.1m, after allowing for the impact of the requested carry forwards of \$1.4m where expenditure is still required in 2017-18.

A positive cash flow of \$37k has also been realised for the year. This has resulted in a reduction of \$279k in the Short Term Draw Down Facility and together with fixed term principal repayments of \$1m has reduced borrowing liabilities by \$1.2m for the year. Borrowings are \$6.3m at the end of June 2017.

It should be noted that further impact on Council's operating and net lending result is possible following the finalisation of Council's statutory accounts and subsequent audit. The finalisation of the accounts will address matters including asset revaluation, finalisation of Brown Hill Keswick Creek and Centennial Park transactions as well as depreciation and other asset adjustments. The external auditors are scheduled to commence the Audit process in early September 2017.

RECOMMENDATION

That:

1. The report be received.
2. Preliminary End of Year Results for 2016-17 be noted.
3. Carry forward projects from 2016-17 totalling a net amount of \$1.4m (Attachment 8 to Item 957/17) be approved.

4. The revised budgeted Uniform Presentation of Finances reflecting a Budget Operating Surplus of \$2.8m before Capital Revenue and revised Net Borrowings of \$2.5m as summarised in Attachment 9 to Item 957/17 for the 2017-18 financial year be adopted.
 5. The total estimated borrowings at the end of June 2017 (Attachment 4 to Item 957/17) of \$6.3m be noted.
-

1. RELEVANT CORE STRATEGIES/POLICIES

- Organisational Strategy/Goal
 - 5.3 Good Governance and Legislative Framework
 - 5.5 A financially sustainable approach to business and planning activity.

2. DISCUSSION

The purpose of this report is to provide Council with a preliminary view of the actual financial performance compared to budget for the year ending 30 June 2017 in a timely manner, and to seek approval to carry forward approved budget funding to the 2017-18 financial year.

Funding Result compared to budget

The preliminary operating result for the year ending 30 June 2017, is \$2.3m favourable to budget. The net expenditure for capital projects is also favourable to budget, \$2.2m. Both of these positive outcomes has resulted in the level of borrowings at the end of the year being considerably less compared to the budget forecast.

	Actual YTD \$'000	Budget YTD \$'000	YTD Variance Fav/(Unfav) \$'000	Proposed Carry Forwards \$'000	Variance Adjusted for Carry Forwards \$'000
Operating income	47,041	45,922	1,119	-	1,119
Operating expenditure	41,087	42,074	988	75	913
Funding surplus before Projects	5,954	3,847	2,107	75	206
Net expenditure - Operating projects	1,319	1,569	249	110	139
Operating Surplus after Projects	4,635	2,278	2,356	185	2,171
Net expenditure - Capital projects	13,743	15,967	2,224	1,242	982
Net Lending / (Borrowing) for Financial Year					3,153

All major items in the table above are favourable to budget for the financial year. Further explanation on these items is included in Attachments 1 to 4 of the report.

Attachments 1-3

The City of Unley's preliminary 2016-17 net lending result is still favourable to budget by \$3.1m, after allowing for the impact of proposed carry forwards where expenditure is still required in 2017-18.

Attachment 4

Statement of Financial Position

	Actuals June 2017 \$'000	Budget June 2017 \$'000	Movement \$'000
Assets	580.8	585.2	(4.4)
Liabilities - Borrowings	(6.2)	(14.4)	8.2
Other Liabilities	(11.4)	(9.8)	(1.6)
Net Assets (Liabilities)	563.2	561.0	2.2

There are no issues in relation to the Statement of Financial Position, with the overall net assets position favourable to budget by \$2.2m. Borrowings, at \$6.3m including the short term drawdown facility are favourable to budget by \$8.1m. This is a reduction of \$1.3m compared to 30 June 2016.

Cash Flow Position

	Actuals June 2017 \$'000	Budget June 2017 \$'000	Movement \$'000
Net Flows from Operating	14,787	9,218	5,569
Net Flows from Investing Activities	(13,732)	(15,956)	2,224
New Flows from Financing Activities	(1,018)	6,738	(7,756)
Net Change in Cash Position	37	0	37

As noted in the Statement of Financial Position at 30 June 2017, overall borrowings are favourable to budget by \$8.1m of which \$1.4m relates to proposed carry forwards. Further detail and discussion is included in Attachment 4.

Both Operational and Capital cash flows were favourable to budget for the year resulting in a better than anticipated cash position and no new borrowing required for the year. This results in a favourable cash flow position to budget of \$37k taking into account the reduction in fixed term borrowing of \$1m.

Summary of Financial Performance Indicators Refer Attachments 1-4.

Operating Result

Attachment 1

How well did we manage our Operating Income compared to Budget?	Favourable to Budget
How well did we manage our Operating Expenditure compared to Budget?	Favourable to Budget

Operating Projects

Attachment 2

Overall, how well did we manage our Operating Projects?	Favourable to Budget
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Capital Works

Attachment 3

Overall, how well did we manage our Capital Works Budget?	Favourable to Budget
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Cash Flow and Borrowings

Attachment 4

How well did we manage our cash flow and borrowings?	Favourable to Budget
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Cash flow Statement

Attachment 6

Statement of Financial Position

Attachment 7

Annual Investment Performance

Year	RBA cash rate for June	LGFA Weighted Average Return	NAB Weighted Average Return	Overall Weighted Average Return	\$ Total Investment Earnings for Year	Budget for Year
2014-2015	2.00%	2.36%	2.85%	2.61%	\$11k	\$5k
2015-2016	1.75%	1.88%	2.38%	2.00%	\$10k	\$12k
2016-2017	1.5%	1.75%	2.00%	1.75%	\$19k	\$12k

In accordance with Council's Treasury Management Policy and Section 140 of the Local Government Act, a council must review the performance of its investments at least annually.

Given that Council is utilising its short term drawdown facility throughout the year, Council's investments are kept at a minimum during the year. As such the focus of treasury management has been on minimising interest expense and maintaining appropriate working capital rather than investment return.

As a result, interest earnings largely relate to:

- Cash balances being transferred to an overnight investment account from Council's general bank account with NAB, and
- Where grants and other funds are placed directly with the Local Government Financial Authority (LGFA).

Both the NAB and LGFA investments are in accordance with Council's Treasury Management Policy.

As shown in the table above, revenue from investments was favourable to the budget for the 2016-17 year. This is a result of having a positive cash flow during the year where the short term drawdown facility was zero.

Centennial Park Preliminary Results

Centennial Park Cemetery Authority's (CPCA) 2016-17 financial statements are to be presented to the Centennial Park Audit and Risk Management Committee Meeting on 21 August 2017. At this time the preliminary financial statements show a Net Surplus of \$264k compared to a \$492k budgeted loss for the 2016-17 financial year. Council accounts for 50% of the Centennial Park result in the City of Unley's financial statements. This result takes into account liability guarantee payments of \$200k to constituent councils for the 2016-17 financial year.

Carry Forward Requests

Each year, Council may have a number of projects or initiatives that for a number of reasons are not finalised by the end of the financial year. Reasons for this may include:

- Lengthy tender processes and/or contract negotiations
- Delays due to inclement weather
- Projects spilt over 2 or more years where an estimate has been made as to how much is spent in each financial year or
- Delays as a result of community consultation

The requests for projects to be carried forward are reviewed in line with Council's Carry Forward Administration Policy.

The list of carry forward requests totalling \$1.426m consists of:

- \$75k for Operating Expenditure
- \$110k for Operating Projects Expenditure, and
- \$1.24m for incomplete capital works projects.

All carry forward requests have been reviewed to ensure funding is remaining to be carried forward. A detailed proposed Carry Forward list from 2016-17 has been attached for Members' consideration.

Attachment 8

The proposed carry forwards are reflected in the revised Proposed Funding Statement for the year ending 30 June 2018.

Attachment 9

3. ANALYSIS OF OPTIONS

Option 1 – The report be received, Preliminary End of Year Results for 2016-17 be noted and that:

Carry forward projects from 2016-17 totalling a net amount of \$1.4m (Attachment 8 to Item 957/17) be approved.

The revised budgeted Uniform Presentation of Finances reflecting a Budgeted Operating Surplus of \$2.838m before Capital Revenue and revised Net Borrowings of \$2,502m as summarised in Attachment 9 to Item 957/17, for the 2017-18 financial year be adopted.

The total estimated borrowings at the end of June 2017 (Attachment 4 to Item 957/17) of \$6.3m be noted.

This option will ensure that the budget for incomplete projects is available to complete these projects in 2017-18.

As these projects' budgets were approved in 2016-17, the majority of these carry forward projects already have contractual commitments entered into prior to 30 June and/or expenditure incurred subsequent to 30 June.

Option 2 – The report be received, Preliminary End of Year Results for 2016-17 be noted and that:

Carry forward projects from 2016-17 totalling a net amount of \$1.4m (Attachment 8 to Item 957/17) be amended:

The revised budgeted Uniform Presentation of Finances for the 2017-18 financial year, adjusted for the above carry forward amendments, be adopted.

This will result in some carry forward projects not being completed.

4. RECOMMENDED OPTION

Option 1 is the recommended option.

5. POLICY IMPLICATIONS

There are no policy implications.

6. ATTACHMENTS

1. Operating Result (Excluding Projects)
2. Operating Projects
3. Capital Works
4. Cash Flow and Borrowings
5. Overall Funding Statement
6. Cash Flow Statement
7. Statement of Financial Position
8. Proposed Carry Forward list from 2016-17
9. Proposed Budgeted Uniform Presentation of Finances for the year ending 30 June 2018.

7. REPORT AUTHORISERS

<u>Name</u>	<u>Title</u>
Nicola Tinning	Acting General Manager Business Support and Improvement
Peter Tsokas	Chief Executive Officer

OPERATING RESULT (Excluding Projects) Attachment 1

Operating Income compared to Budget

Favourable to Budget

	Actual YTD \$'000	Budget YTD \$'000	YTD Variance Fav/(Unfav) \$'000	Proposed Carry Forwards \$'000	Variance Adjusted for Carry Forwards \$'000
Operating income					
Rates	38,585	38,593	(8)	-	(8)
Statutory income	1,606	1,489	117	-	117
User charges	1,655	1,613	42	-	42
Grants, subsidies and contributions	4,208	3,464	743	-	743
Other income	987	763	224	-	224
Total Operating Income	47,041	45,922	1,119	-	1,119

End of Year Result

Income is favourable by \$1.119k (2.4%) compared to budget year to date. The key items are:

Statutory Income \$117k favourable to budget

- Parking enforcement, as a result of changes to clearway/bike lane times on Greenhill Road and Anzac Highway by DPTI
- Development Services, application fees have been more than expected

Grants, subsidies & contributions \$743k favourable to budget

- Half of the financial assistance grant funding for 2017-18 was paid in advance (May 2017), \$593k
- Grant funding for Dementia Friendly Training (\$25k) and contributions for the ERA Resilient East Coordinator (\$100k) was invoiced in June. These two projects were scheduled for 2017-18 financial year.

Other income \$224k favourable to budget

- Income as a result of parking fine recoveries received from the State Government Fines Enforcement Recovery Unit, (\$52k) has been higher than expected.
- Unbudgeted income was received for street sweeping in the Burnside area (\$50k), however this is offset with an increase in expenditure.
- Income was received as a result of damage to Council infrastructure (\$43k), this was offset with matching expenditure
- Income was received as a result of sales for community event bins, and the higher than expected sale of recyclables (\$25k)

The majority of the variance relates to grant income received in advance, most of the other items are one-off type savings.

OPERATING RESULT (Excluding Projects) Attachment 1

Operating Expenditure compared to Budget

Favourable to Budget

	Actual YTD \$'000	Budget YTD \$'000	YTD Variance Fav/(Unfav) \$'000	Proposed Carry Forwards \$'000	Variance Adjusted for Carry Forwards \$'000
Operating expenditure					
Total Employment costs	17,661	17,769	109	-	109
Materials, contracts and other expenses	16,205	16,677	473	75	397
Depreciation and amortisation	6,912	6,912	-	-	-
Finance costs	310	716	406	-	406
Total Operating Expenditure	41,087	42,074	988	75	913

End of Year Result

A favourable expenditure variance has occurred for the year of \$988k (2.35%) and \$75k has been requested as carry forwards. Details of the carry forward requests are listed in Attachment 8.

The key items include:

- Employment costs, as a result of vacancies spread across the organisation during the course of the financial year
- Waste management, the contract is complex and has varying factors which contribute the cost of the service. This has in turn led to a conservative view of the allocation of funding required. The total saving this year amounts to \$185k, and \$150k has been identified as an on-going saving which has been factored into the preparation of the 2017-18 Budget
- Council makes a number of contributions to various initiatives which have resulted in a saving of \$108k. \$53k relates to heritage grants not claimed (including \$20k to the Capri Theatre) and \$24k savings where current Grant Agreements have expired. In 2017-18, the amount for grant agreements has been redirected into the Community Impact Grants program which has been endorsed by Council.
- The corporate training budget was not fully expended this financial year \$72k. A training program is currently being developed.
- Council previously engaged external internal audit services, however a review of this program over the past year has led to the employment of a Risk Officer. This Risk Officer will manage risk, internal audit and insurances as a function, thus providing Council better value for money.
- The cost of fuel continues to be less than expected, \$63k. \$26k has been identified as on-going savings and has been included in the 2017-18 budget.
- The funding required for water for the year was less than expected, \$43k. There are a number of contributing factors, these include; the price of water increased, our usage of mains water decreased by 15% compared to the previous year (a number of unseasonal rain events occurred over summer) and the connection of additional Council reserves to the recycled water network.

In addition, savings in finance costs of \$406k have been realised as a result of the favourable cash flow result. This has meant lower balances for the cash advance facility during the year and no requirement to access new borrowings within the financial year.

OPERATING PROJECTS (Excluding Projects) Attachment 2

Operating Projects compared to Budget

Favourable to Budget

	Actual YTD \$'000	Budget YTD \$'000	YTD Variance Fav/(Unfav) \$'000	Proposed Carry Forwards \$'000	Variance Adjusted for Carry Forwards \$'000
Operating projects					
Income	154	97	56	-	56
Expenditure	1,473	1,666	193	110	83
Net expenditure - Operating projects	1,319	1,569	249	110	27

End of Year Result

A favourable net variance has occurred for the year of \$249k, and \$110k of this has been requested for carry forwards.

Income

Additional income was received to offset matching expenditure for the Unley Gourmet Gala (\$28k) and an unbudgeted contribution was received for the Age Friendly Strategy Project (\$27k) for Unley Legends – Young at Heart project.

Expenditure

The expenditure has a favourable variance of \$193k, and there is \$110k proposed for carry forward for the following projects:

- Goodwood Groove - \$5k
- Undergrounding of Goodwood Road – Stage 2 - \$105k

Capital Works compared to Budget

Favourable to Budget

City of Unley Capital Works Summary as at June 2017					
	Actual YTD \$'000	Budget YTD \$'000	YTD Variance Fav/(Unfav) \$'000	Proposed Carry Forwards \$'000	Variance Adjusted for Carry Forwards \$'000
Income Total	900	771	128	-	128
Expenditure					
New Capital	5,912	7,375	1,463	674	789
Replacement Capital	8,731	9,363	632	568	65
Expenditure Total	14,643	16,738	2,095	1,242	854
Net Capital Projects Expenditure	13,743	15,967	2,224	1,242	982

End of Year Result

A favourable net expenditure variance has occurred for the year of \$2.224m (this variance has contributed to no new borrowings during 2016-17). However, \$1.242m has been requested as carry forwards which reduces the variance to \$982k.

Capital Income

Capital income was favourable to budget by \$128k. SA Water contributed \$68k towards the Kenilworth Road Drainage project and more income was received through the sale of light fleet and minor plant items than expected.

New Capital Expenditure

The favourable variance is \$1.4m, and \$674k of this been requested as a carry forward.

The following key items are noted for the balance of \$789k:

- The Goodwood Road Streetscape & Way Finding Strategy Delivery, throughout the second half of the year this project has indicated that the full funding allocation for may not be required. The project is soon to be complete, a request to carry forward of funds has been received, and an amount of \$400k has been confirmed as not required
- The Brown Hill Keswick Creek project did not require the funding allocation for the minor capital spend planned in 2016-17 as grant funding previously promised was finally received, \$277k.
- King William Road kerb build outs changed from a design/construct project to design only. A carry forward request has been received for construction in 2017-18 and an amount of \$56k has been confirmed as not required.
- There are other smaller amounts of funding that wasn't required across a number of projects.

Replacement Capital Expenditure

The majority of the favourable variance, \$632k relates to carry forward requests.

Cash flow and borrowings compared to Budget

Favourable to Budget

	Actuals as at June 2017 \$'000	Budget as at June 2017 \$'000	Movement \$'000
Rate receipts	38,389	37,417	972
Other receipts	9,562	8,625	937
Operating payments to suppliers & employees	(33,165)	(36,823)	3,658
Net Cash flows from Operating	14,787	9,218	5,569
Capital related receipts	900	771	129
Capital Expenditure on Assets	(14,643)	(16,738)	2,095
Loans Made to Community Groups	0	0	0
Repayment of Loans from Community Groups	11	11	0
Net Flows from Investing Activities	(13,732)	(15,956)	2,224
New Borrowings	0	7,756	(7,756)
Repayment of Loans	(1,018)	(1,018)	0
Net Flows from Financing Activities	(1,018)	6,738	(7,756)
Net Change in Cash, Investments & Drawdown	37	0	37
Cash & Investments	(25)	217	(242)
Short Term Drawdown	(1,888)	(2,167)	279
Fixed Term Loans	(4,448)	(12,204)	7,756
Total Borrowings	(6,336)	(14,371)	8,035
Net	(6,361)	(14,154)	7,793

Cash Flows

Both Operational and Capital cash flows were favourable to budget for the year resulting in a lower balance for the Cash Advance Facility and no requirement to access new borrowings within the financial year. The 2016-17 Budget had forecast total new borrowings at \$7.756m.

Short Term Draw Down

As a result of the better than budgeted cash flow position, the short term draw down facility was reduced by \$279k from the previous year to be \$1.8m at 30 June.

Other Borrowings (Fixed Term)

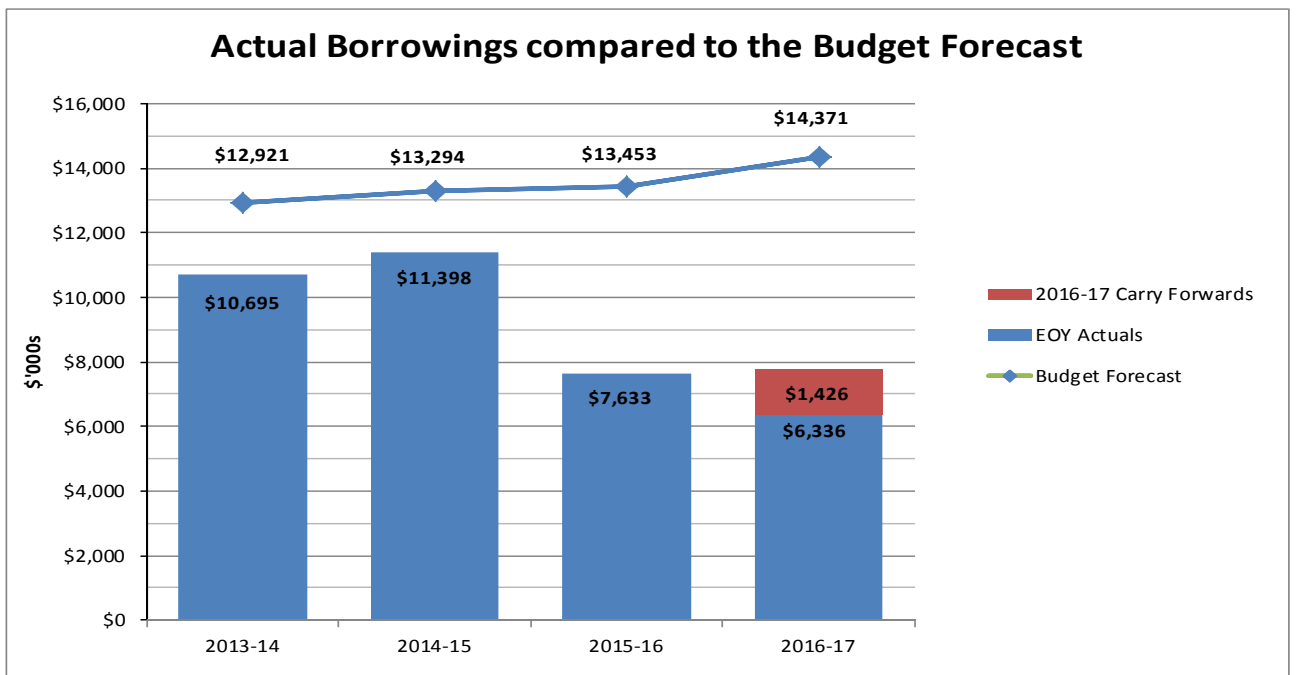
Principal repayments of \$1,018k for the year have reduced Fixed Term Loans to \$4.45m at the end of the year compared to \$5.5m at June 2016.

Together with the short term draw down facility, overall borrowings are \$6.3m, \$8m less than budgeted at 30 June 2017.

Community Loans

The Swimming loan repayment due in December 2016 is still currently unpaid. Council is currently in communications with the club in regards to payment owed of \$1,000.

End of Year Comparison to Budget



As shown in the graph above, over the last 4 years the Actual End of Year Borrowings is lower compared to Budget.

For the year ended 2016-17 the actual borrowings is \$6.3m, which is \$8m lower than the forecast position of \$14.4m.

Key influences include:

- Better operating result than budget before projects of \$2.3m
- New and Replacement capital savings of \$854k, income of \$128k
- Carry forwards of \$1.4m
- Advance payment of grants \$725k received in 2016-17
- Movement for Trade & Other Payables (Creditors) \$1.2m increase
- Movement for Trade & Other Receivables (Debtors) \$1.8m decrease

The City of Unley

Overall Funding Statement
for the year to date ended June 2017

	Actual YTD \$'000	Budget YTD \$'000	YTD Variance Fav/(Unfav) \$'000	Proposed Carry Forwards \$'000	Variance Adjusted for Carry Forwards \$'000
Operating income					
Rates	38,585	38,593	(8)	-	(8)
Statutory income	1,606	1,489	117	-	117
User charges	1,655	1,613	42	-	42
Grants, subsidies and contributions	4,208	3,464	743	-	743
Other income	987	763	224	-	224
Total Operating Income	47,041	45,922	1,119	-	1,119
Operating expenditure					
Total Employment costs	17,661	17,769	109	-	109
Materials, contracts and other expenses	16,205	16,677	473	75	397
Depreciation and amortisation	6,912	6,912	-	-	-
Finance costs	310	716	406	-	406
Total Operating Expenditure	41,087	42,074	988	75	913
Funding surplus/(deficit) before Projects	5,954	3,847	2,107	75	2,032
Project Summary					
Operating projects					
Income	154	97	56	-	56
Expenditure	1,473	1,666	193	110	83
Net expenditure - Operating projects	1,319	1,569	249	110	139
Funding Surplus before Capital	4,635	2,278	2,356	185	2,171
Capital projects					
Income	900	771	128	-	128
Expenditure	14,643	16,738	2,095	1,242	854
Net expenditure - Capital projects	13,743	15,967	2,224	1,242	982
Total Operating projects and capital works program (net)	15,062	17,535	2,473	1,352	1,122
Depreciation and amortisation	6,912	6,912	-	-	6,912
Net Lending / (Borrowing) for Financial Year	(2,196)	(6,776)	4,580	1,427	3,153
Operating Surplus after Projects	4,635	2,278	2,356	185	2,171

The figures in this paper have been rounded and consequently individual sub-totals, whilst being correct, may differ slightly from the sum of the rounded amounts.

The City of Unley

Cash Flow Statement

as at 30 June 2017

\$ '000	2017
Cash Flows from Operating Activities	
<u>Receipts</u>	
Operating receipts	47 931
Investment Receipts	20
<u>Payments</u>	
Operating payments to suppliers & employees	32 821
Finance Payments	344
Net Cash provided by (or used in) Operating Activities	14 787
Cash Flows from Investing Activities	
<u>Receipts</u>	
Amounts Received Specifically for New/Upgraded Assets	544
Sale of Replaced Assets	356
Repayments of Loans by Community Groups	11
<u>Payments</u>	
Expenditure on Assets	14 643
Loans to Community Groups	0
Net Cash provided by (or used in) Investing Activities	(13 732)
Cash Flows from Financing Activities	
<u>Receipts</u>	
Proceeds from borrowings	0
<u>Payments</u>	
Repayments of Borrowings	1 018
Net Cash provided by (or used in) Financing Activities	(1 018)
Net Increase (Decrease) in Cash Held	37
Cash & Cash Equivalents at beginning of period	(1 950)
Cash & Cash Equivalents at end of period	(1,913)
Cash & Short Term Investments	(25)
Short Term Borrowings	(1 888)
Cash & Cash Equivalents at end of period	(1,913)

The City of Unley

Statement of Financial Position

as at 30 June 2017

\$ '000	2017
ASSETS	
Current Assets	
Cash and Cash Equivalents	(25)
Trade & Other Receivables	2,389
Other Financial Assets	12
Total Current Assets	2,376
Non-Current Assets	
Financial Assets	18
Equity Accounted Investments in Council Business	11,037
Infrastructure, Property, Plant & Equipment	567,334
Total Non-Current Assets	578,388
TOTAL ASSETS	580,764
LIABILITIES	
Current Liabilities	
Trade & Other Payables	8,189
Borrowings - Short Term Drawdown	1,888
Borrowings - Fixed Term	2,211
Provisions	2,350
Total Current Liabilities	14,637
Non-Current Liabilities	
Borrowings - Fixed Term	2,237
Provisions	538
Other Non-Current Liabilities	219
Total Non-Current Liabilities	2,994
TOTAL LIABILITIES	17,632
Net Assets	563,132

Proposed 2016-17 Carry Forward List

Operating Expenditure

Cost Centre/Project	Request	Comments
Customer Experience Program – 1123	70,000	Internal building works are required in the Contact Centre at the Civic Centre to address a number of identified WHS issues (access and security), \$40k. The installation of customer self-service kiosks in the community centres & libraries was delayed due to IT connectivity delays by an external provider.
Digital Reboot Literacy Program – 1643	5,100	Grant funding was received late in the financial and the expenditure will occur in the next budget period.
Total Operating Expenditure Proposed Carry Forwards	75,100	

Operating Projects

Cost Centre/Project	Request	Comments
Goodwood Groove – 202600	5,000	The Goodwood Road Association requested that allocation of this sponsorship from Council be used as a contribution to the official celebration to signify the completion of the Goodwood Road Streetscape Project. This is planned to occur in October 2017.
Undergrounding of Goodwood Road – Stage 2	105,000	The undergrounding of power lines is complete but a number of access pits need to be adjusted to the new footpath level. The cost of this adjustment is based on a 50:50 cost share with SAPN and couldn't be done until paving had been completed. Compensation to be paid to private land owners for SAPN easements.
Total Operating Projects Expenditure Proposed Carry Forwards	110,000	

New Capital Projects

Cost Centre/Project	Request	Comments
King William Road Trader Association - 202503	7,600	The Association received funding for a wall mural that was planned and approved. Before work commenced, the leasing agent informed the association the building was going to be sold and approval for installation had been removed. A new location has been identified and the work will be undertaken in 2017-18.
Glen Osmond Road Association - 202507	7,000	The Association received funding to upgrade a bench and bins. There was a delay in completion as DPTI was required to remove a bench so the works could be carried out. This will be completed in 2017-18
Goodwood Road Free Public Wi-Fi Initiative - 202649	69,000	This project has been postponed as a direct result of the streetscape project. Investigations into various options have commenced to ensure optimal access and value.
Implementation of Public Lighting & Energy Opportunities - 202352	25,300	Project start was delayed to allow an appropriate gap between the previous ERA procurement process and to better understand the LGA proposal.
KWR Master Plan Kerb Build Outs – 202624	50,000	Project scope changed from construction of build outs to design services by Council on January 23 2017 and design contract delayed by Council. Contract awarded June 2017.
Public Art Strategy Implementation – 202502	25,600	The installation of the art in the precinct was delayed due the delay in the streetscape project. Installation has commenced and is expected to be complete by the end of this month (August).
Goodwood Road Streetscape & Way Finding Strategy Delivery - 202376	250,000	The majority of the project is complete. However, there is some minor rework to occur (SAPN access pits) and the Duratherm stencils to be installed in remaining side streets. This work is expected to be completed by September 2017.
LATM Implementation	121,000	Construction contract including final

		asphalt and line marking being reworked and will be completed in September 2017.
COU Cycling & Walking Plan	30,000	The work to be undertaken in Musgrave St has been delayed due to the negotiation of an agreement between DPTI and Council. The agreement is expected to be finalised by the end of September 2017, after which construction can proceed.
Safety Works – Goodwood Primary School (Resident Win Program) – 202629	60,000	Delay due to withdrawal of Goodwood Primary from deed. New agreement with DPTI finalised. Planning underway programmed for construction Nov 2017
Rugby/Porter Bikeway – Stage 1 – 202648	28,500	The original design work for Young/Porter intersection (approved in February) at this intersection has been subject to a review by Council over the last few months of the financial year. Construction is expected to be completed by October.
Total New Capital Expenditure Proposed Carry Forwards	674,000	

Replacement Capital Projects

Cost Centre/Project	Request	Comments
Reserves & Open Space Capital Replacement – 202639	120,000	The Unley Oval playground renewal project suffered a delay due to a fire at the supplier's factory. Unfortunately the ordered equipment had to be re-manufactured. This project has now been completed.
Roads Capital Replacement – 202640	11,600	Leader Street construction has been completed but these funds have been held back to cover the contractual warranty and maintenance period required for project.
IT Asset Replacement Program	436,000	The IT asset replacement program was delayed but is well underway. The delay was a direct result of two issues; the design specifications took longer than expected (future systems architecture

		needed to be considered) and the preference to source through an industry wide supplier panel being established wasn't finalised till this calendar year. This program of work will be completed by the end of this calendar year as planned.
Total Replacement Capital Expenditure Proposed Carry Forwards	567,600	

Summary of Carry Forwards

Uniform Presentation of Finances Category	2016-17 Amount	2015-16 Amount
Operating Expenditure	75,100	60,180
Operating Projects	110,000	158,789
Expenses – Sub Total	185,100	218,969
New Capital	674,000	789,158
Replacement Capital	567,600	1,183,634
Total Proposed Carry Forwards	1,426,700	2,191,761

The Carry Forward requests for 2017-18 is 35% less than the previous year 2016-17 or by \$765,061.

The City of Unley

Proposed Budgeted Uniform Presentation of Finances

For the year ended 30 June 2018

\$ '000	2018		
	Original Budget 2017-18	Carry Forwards	Proposed Revised 2017-18 Budget
Income	47,245	-	47,245
Expenses	44,222	185	44,407
Operating Surplus / (Deficit)	3,023	(185)	2,838
Net Outlays on Existing Assets			
Capital Expenditure on Renewal and Replacement of Existing Assets	(7,674)	(568)	(8,242)
Depreciation, Amortisation and Impairment	7,122	-	7,122
Proceeds from Sale of Replaced Assets	229	-	229
	(323)	(568)	(891)
Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets	(4,225)	(674)	(4,899)
Amounts received specifically for New and Upgraded Assets	450	-	450
Proceeds from Sale of Surplus Assets	645	-	645
	(3,130)	(674)	(4,449)
Net Lending / (Borrowing) for Financial Year	(430)	(1,427)	(2,502)
Net Financial Liabilities at Beginning of Year	(19,813)		(13,821)
Decrease / (increase) in Other	90		90
Net Financial Liabilities at End of Year	(20,153)		(16,233)

The figures in this report have been rounded and consequently individual sub-totals, whilst being correct, may differ slightly from the sum of the rounded amounts.

INFORMATION REPORT

REPORT TITLE: COUNCIL ACTION RECORDS
ITEM NUMBER: 958
DATE OF MEETING: 28 AUGUST 2017
AUTHOR: CAROL GOWLAND
JOB TITLE: EXECUTIVE ASSISTANT TO CEO & MAYOR

EXECUTIVE SUMMARY

To provide an update to Members on information and actions arising from resolutions of Council.

RECOMMENDATION

MOVED:
SECONDED:

That:

1. The report be noted.
-

COUNCIL ACTION REPORTS - ACTIONS TO AUGUST 2017

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
COUNCIL	876	<p>Notice of Motion - Cr Salaman re Unley Road - 1. Council supports, in principle, the 2002 Unley Road Upgrade as initially approved by the Government of the day, but updated as necessary.</p> <p>2. The administration seek support from the Minister for Transport to give the project official endorsement.</p> <p>3. The administration request that the Department re-convene the former project team, which included the then Transport SA, their consultants and Unley Council.</p> <p>4. The assistance of the local member, David Pisoni be sought. 5. Early enquiries be made into the availability of Federal funding for the project. 6. A report be brought to Council as soon as is practical with recommendations on fine tuning the approved 2002 plans, a review of the 2002 consultation results and the desirability of re-consulting on Stage 2 of the Upgrade Plan, prior to proceeding to the Stage 3 consultation round.</p> <p>7. The Unley Road Association be informed of the decision.</p>	General Manager City Development	It is suggested that this matter be put on hold until after the State Election. There is no prospect of change in position by the current Government.
	1044	<p>Unley Oval Upgrade Plans</p> <p>Recommendation 2</p> <p>Recommendation 3</p> <p>Recommendation 4</p> <p>Recommendation 5</p> <p>Recommendation 6</p> <p>Recommendation 7</p> <p>Recommendation 8</p> <p>Recommendation 9</p>	General Manager Economic Development & Planning	ONGOING. Report to be presented to Council in July providing an update. COMPLETED

COUNCIL ACTION REPORTS - ACTIONS TO AUGUST 2017

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
	1221	<p>Unley Central Precinct Plan - 2. The concepts outlined in the Draft Unley Central Precinct Plan (Attachment 1) be adopted as the long term vision for the precinct and a community engagement process be undertaken to communicate the vision.</p> <p>3. A Statement of Intent be prepared seeking approval from the Minister to undertake a Development Plan Amendment of the District Centre Zone, in accord with the recommendations of the Plan.</p> <p>4. Work continue on investigating modifications to traffic flows in the local area to achieve an outcome that improves the pedestrian experience of Oxford Terrace and that prioritises walking and cycling in the precinct.</p> <p>5. A streetscape design for the entrance of Oxford Terrace from Unley Road be prepared.</p> <p>6. Administration investigate the feasibility of establishing a Precinct Authority to guide the development of the Unley Central Precinct.</p>	Director Strategic Projects	All tasks completed except Oxford Terrace streetscape. Council voted not to continue with that. COMPLETED.
	38	<p>Urban Corridor Development - 246-252 Unley Road Hyde Park - 2. The Development Assessment Commission be advised that Council generally supports the redevelopment of the Cremorne Plaza site, but requests the matters raised in this report be given further consideration as part of the assessment process.</p> <p>3. Council delegate to the Chief Executive Officer or his nominee(s) the authority to negotiate appropriate outcomes with the developer in regard to public realm upgrade, zone boundary interface, car parking provision and encroachments.</p>	General Manager City Development	No further action. COMPLETED

COUNCIL ACTION REPORTS - ACTIONS TO AUGUST 2017

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
	467	<p>Resilient East Climate Change Adaptation Plan - 2. Council gives in principle endorsement of the Resilient East Regional Climate Change Adaptation Plan (Attachment 1). 3. Council endorses Adelaide City Council's continued involvement in the Resilient East Regional Climate Change Adaptation project partnership. 4. Council notes that the Resilient East Project Steering Group will continue to oversee the project and develop recommendations for the ongoing governance and implementation framework for project partners, including councils and State Government. 5. A subsequent report be presented to Council outlining the priority projects, partners, and funding expectations included in the Resilient East Regional Climate Change Adaptation Plan.</p>	General Manager City Development	Waiting on a report from Resilient East before preparing a further report to Council.
	522	<p>Parkside on Street Parking - 2. Subject to approval from DPTI of the concept, community engagement on (pay for use) parking bay indentation along Greenhill Road be supported. 3. Further investigation into the introduction of Smart Parking technology occur, and if the proposal looks to have promise, a report be provided to a future meeting regarding a trial in the Parkside area. 4. A report outlining the outcome of the above community engagement be presented to Council as soon as the results are available.</p>	General Manager City Development	DPTI supports the Greenhill Road parking option in-principle and community engagement to occur with affected stakeholders in September 2017. Currently options are being worked out for smart parking solutions. A further report to Council in November 2017.
	584	Millswood Sporting Complex Detailed Design		This Item has now been reintroduced to Council and was the subject of a report to Council on 14 August 2017. COMPLETED

COUNCIL ACTION REPORTS - ACTIONS TO AUGUST 2017

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
	744	<p>Notice of Motion Councillor Rabbitt re Vacant Land at 251 Goodwood Road - 1. Administration investigates ownership of the vacant land at 251 Goodwood Road, Kings Park (believed to be owned by the Department of Planning Transport and Infrastructure).</p> <p>2. On the basis of 1. above being confirmed, Administration requests the transfer of ownership of this land to the City of Unley 'gratis', on the basis that council will maintain the land in a tidy state.</p> <p>3. Administration prepares a concept plan and costing for a low maintenance, dry garden area that would provide an additional 'green space', enhance the western approach to the Millswood Train Station and hopefully discourage the regular dumping of rubbish at the site.</p> <p>4. Administration identifies funding sources as part of the 2017/18 budget process.</p>	GM City Development	Letter sent to DPTI in May 2017 formally requesting the transfer of ownership. Follow up letter sent in August 2017 requesting information. Telephone call followed and a response is now expected later this month.
	769	<p>Rugby and Porter Streets Bike Route Upgrades - 2. Infrastructure changes as outlined in Attachment 1 be approved for implementation with the amendment that at the Young Street/Porter Street intersection the stop bars are moved into the intersection as far as possible to improve safety. 3. The Mayor and CEO be given authority to enter into a co-funding agreement with DPTI to enable the project works to be undertaken.</p> <p>4. Consideration be given to undertaking Stage 2 works as part of the 2017/18 budget consideration.</p>	GM City Development	The works have been included in the 2017/18 budget for implementation. COMPLETED
	772	<p>Proposed Road Opening Western Corner of Blyth and Nelly Streets Parkside - 2. Council accept the gift of the small piece of land on the western corner of Blyth and Nelly Street, Parkside, and undertake the process under the Roads Opening and Closing Act 1991, to transfer this piece of land to public road, at Council's expense. 3. Subject to the response to the Community Consultation process, the Chief Executive Officer and Mayor be approved to sign and Seal where necessary, any documents to complete the roads opening process.</p>	GM City Development	Undertake full Road Opening process - this may take up to 12 months to complete. Process initiated and progressing as planned.

COUNCIL ACTION REPORTS - ACTIONS TO AUGUST 2017

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
	773	<p>Proposed Road Closure of Pieces of Rugby Street (Haslop Reserve) and Cremorne Street Malvern - 1. The report be received. 2. In accordance with the process under the Roads Opening and Closing Act 1991 that sections of the public roads known as Rugby Street (currently known as Haslop Reserve) and Cremorne Street, Malvern be closed as a public road and a Certificate of Title be issued in the ownership of Council. 3. Subject to the response to the Community Consultation process to close portions of Rugby Street and Cremorne Street, Malvern (currently known as Haslop Reserve), the CEO and Mayor be approved to sign and Seal where necessary, any documents to complete the roads closing process. 4. The sections of the public road proposed to be closed be excluded from the classification of community land. 5. Notice of this resolution, be published in the Government Gazette in accordance with S193 (6) (a) of the Local Government Act. 6. Administration discuss with the Department of Education and Child Development their interest in purchasing this portion land or contributing towards the cost of the land transfer.</p>	GM City Development	Undertake full Road Opening process - this may take up to 12 months to complete. Discussions have occurred with Department Education and Child Development (DECD) regarding their interest in acquiring or leasing the land. DECD is considering their position. Process initiated and progressing as planned.
	799	<p>42 Ferguson Avenue and Ferguson Avenue Reserve Myrtle Bank - Proposed Land Swap and Road Closure</p>	GM City Development	Surveyor and Conveyancer engaged by property owner and task underway. Works process commenced and progressing to plan.

COUNCIL ACTION REPORTS - ACTIONS TO AUGUST 2017

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
	840	<p>Street Lighting Project - 2. Council, in partnership with Campbelltown Council, and any other interested councils, endorses the Administration to commence a Street Lighting Infrastructure Project, including a tender process, to find an alternative lighting solution for their councils that will lead to the realisation of a combination of benefits covering reduced lighting costs, improved service levels and improved environmental outcomes.</p> <p>3. The scope of the project will not only include a change-over to LED for most/ all street lights, but also the use of smart technology opportunities in selected precincts/ strips.</p> <p>4. The Local Government Association (LGA) be informed that both the Cities of Unley and Campbelltown have considered the LGA's business case regarding LED lighting, and support, in principle, the establishment of a local government subsidiary for public lighting services, but do not at this point commit to using the subsidiary to manage both Councils' lighting infrastructure.</p>	GM City Development	<p>The project has commenced with the appointment of a Probity Advisor and development of a draft technical specification to secure the support of an expert in street lighting solutions.</p> <p>Some neighbouring Councils have been contacted to explore their level of interest in the project.</p> <p>The LGA has been advised that in principle both Councils support the establishment of a local Government subsidiary to look after public lighting.</p>
	864	<p>MOTION ON NOTICE – COUNCILLOR SCHNELL RE PARKING PERMITS Council review its policy on paid residential parking permits across the whole city.</p>	GM City Development	This is to be reviewed as part of the Parking Policy review scheduled for the 17-18 Financial Year.

COUNCIL ACTION REPORTS - ACTIONS TO AUGUST 2017

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
	863	MOTION ON NOTICE – COUNCILLOR SALAMAN RE FUTURE USE OF VACANT LAND AT 41 OXFORD TERRACE UNLEY That: 1. Administration investigates options (including planning considerations) for ongoing use of the land, including as a car park area for City of Unley staff. 2. Administration prepares a concept plan and costing for low maintenance car park area that identifies the number of parks available and considers drainage, pavement type and lighting and accessibility. 3. Administration identify existing car parks that will likely be freed up as a result of relocating a number of staff parks to 41 Oxford Terrace (ie current onstreet parking or reallocation of spaces within the Civic precinct rear car park area. 4. Administration identifies funding sources.	GM City Development	Administration is currently working to investigate and identify appropriate options and associated costs. Anticipate September Report to Council.
	858	SHARED STREET CONCEPT – NAIRNE TERRACE FORESTVILLE That: 1. The report be received. 2. Council endorse Option 1 - “The enhanced shared street concept as outlined in Attachment 1 to Item 858/17, “Concept Option 1 – Retain Footpath”, for the purpose of public consultation.	GM City Development	Residents have been notified of intended improvements. Upgrade will be undertaken early in 2018 as part of 2017/18 Capital Works Program. COMPLETED
	882	YOUNG AND PORTER STREETS INTERSECTION – BIKE ROUTE CHANGES 1. The report be received. 2. Changes to the Young and Porter Streets intersection as outlined in Attachment 2 be incorporated in the final design. 3. Tenders be called for the construction of the endorsed works. 4. Residents in the vicinity of the Young and Porter Streets intersection be advised of Council’s decision.	GM City Development	Residents have been notified of the Council decision, the works are scheduled for September 2017. COMPLETED

COUNCIL ACTION REPORTS - ACTIONS TO AUGUST 2017

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
	883	<p>UNLEY OVAL IMPROVEMENT PLAN</p> <p>2. The revised proposal to develop only the player facilities component and new canteen becomes the new preferred Grandstand Upgrade option.</p> <p>3. \$300 000 be included in the 2017/18 budget as the initial Council contribution to the project.</p> <p>4. At the time of receiving confirmation that grant funding from the AFL and SA Government has been secured, Administration be authorised to immediately commit a further \$1.5 million to the project, brought forward from future years of the four year financial plan.</p> <p>5. Administration seek opportunities for additional grant funding in the lead up to the State election in 2018.</p> <p>6. Following appropriate community engagement, a forty year (non-exclusive) lease be offered to Sturt Football Club over the new facilities in accordance with Councils Property Management Policy.</p> <p>7. Administration be delegated the authority to enter into necessary contracts to deliver the project.</p>	Director Strategic Projects	Grant application being prepared. Due by 9 October 2017.
	907	<p>AMENDMENT TO FEES AND CHARGES SCHEDULE -</p> <p>2. The Administration amend the 2017-18 Fees and Charges Schedule adopted 26 June 2017 (and any other documents where the fee appears) with the correct fee, effective from 1 July 2017 to correct the following typographical errors:</p> <ul style="list-style-type: none"> • “Temporary Hoarding on Council Roads”. The Fees and Charges Schedule states \$93.50 per m2/week, however it should read \$93.50 per 10m2/week. • “Bin on Street/Skip/Shipping Container approval”. The Fees and Charges Schedule is correct but it should state for a maximum of 7 Days. • “Town Hall – Including Kitchen hire hourly rate (minimum of 4 hours) – Monday to Friday”. The fee is correct however there should be no minimum amount of hours 	GM Business & Service Improvement	Schedule updated. COMPLETED

COUNCIL ACTION REPORTS - ACTIONS TO AUGUST 2017

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
	908	<p>BROWNHILL KESWICK CREEK REGIONAL SUBSIDIARY - 2 Council endorses the recommendations submitted from the Brown Hill Keswick Creek - Project Steering Group relating to the role (Operational Model) and membership of BHKC Regional Subsidiary that:</p> <ul style="list-style-type: none"> • The preferred operational model for the BHKC Regional Subsidiary be Option 2- Construct and maintain SMP assets only. • The Regional Subsidiary Board be comprised of independent and skills based members to deliver the outcomes of the BHKC Stormwater Management Plan, for the duration of the project, with a membership of five - four independent members plus the Chair. • A nominations Committee be established, with a representative from each council, to select the board members and the nominations be presented to the five catchment councils. <p>3. Council notes that:</p> <ul style="list-style-type: none"> • The recommendations, as presented by the BHKC Project Steering Group, will be considered by the other four partner catchment councils (Cities of Adelaide, Burnside, Mitcham, and West Torrens). • The BHKC Project Steering Group will present a draft charter for consideration and review to each Council, seeking to advance the charter to the Minister for approval and gazettal. • The timeline of 28 February 2018 has been set by the Stormwater Management Authority for the formation of a Regional Subsidiary. • Works associated with the detention basin within the South-East Park Land (Park 16 – Victoria Park), are 	GM City Development	All Catchment Councils passed the recommended motion. Work is now proceeding on the preparation of a Draft Charter for each Council's consideration. This work is expected to be completed by October/ November 2017.

ITEM 959

MOTION ON NOTICE FROM COUNCILLOR HUDSON RE DRONES

Councillor Hudson moved a motion without notice at the 24 July 2017 meeting of Council which was not accepted by the Presiding Member. This now becomes a Motion on Notice and is detailed below.

Motion:

The Administration provides information to Elected Members outlining the aviation regulations that apply to flying of drones.

Officer's Comments

The operation of an Unmanned Aerial Vehicle (UAVs or drone) is governed by the Civil Aviation Safety Regulations 1988 including standard operating procedures (CASR), which were recently modified in relation to the use of small drones (less than 2kg). Operating a drone outside of the regime can be an offence attracting significant penalties and there are many aspects and implications arising from the use of drones relating to privacy, WHS, inappropriate use, public safety and more.

Council has no role in relation to the administration or enforcement of the CASR; legally how and when you fly in the air is under federal law.

The launching of a drone for a commercial purpose from Unley Streets is therefore illegal if the person launching the drone does not hold a certificate issued by the Civil Aviation Security Authority (CASA) authorising them to operate the drone. The operation of a drone is subject to detailed regulation under the CASR. Enforcement of the CASR and certifications issued under those regulations is a matter for CASA.

If Council attempted to regulate operation of a drone by a permit issued under section 222 of the Local Government Act 1999 or through bylaws, it would risk being invalid for reasons of constitutional inconsistency. Current bylaws expressly indicate that the bylaw dealing with the take-off from and landing of aircraft on local government land is subject to the provisions of the Civil Aviation Act.

ITEM 960

MOTION OF WHICH NOTICE HAS BEEN GIVEN

NOTICE OF MOTION FROM COUNCILLOR SALAMAN RE SPOT RE-ZONING AND THE INNER & MIDDLE CORRIDOR (SITES) DEVELOPMENT PLAN AMENDMENT BY THE MINISTER

Councillor Salaman has given notice of intention to move the following motion at the Council meeting to be held on Monday 28 August 2017:

1. The State Planning Commission, Minister for Planning, the Minister for Local Government and the Premier of South Australia be advised that the City of Unley is totally opposed to the practice of “spot rezoning”. The recent Minister for Planning initiated “spot rezoning” as part of the Inner & Middle Metropolitan Corridor (Sites) Development Plan Amendment currently under consideration in the City of Unley, and elsewhere in Adelaide, has caused major concern to this council. It is clear from the public submissions received that many further adhoc property owners are agitating for similar “spot rezoning” opportunity. There should be no “spot rezoning” and if any additional areas were to be contemplated for zone change they must be subject to a full Development Amendment Plan process and public consultation.
2. The Minister for Planning be reminded of his policy statements that it is Council’s responsibility to control their future development by “getting the Development Plan correct” to the extent that they need reduced input at development approval stage.
3. This Council reaffirms its belief that “spot rezoning” will lead to a fragmented development outcome, and poor proper or orderly urban planning practice.
4. The Leader of the Opposition be advised of this motion and invited to explain his policy on “spot rezoning” in Development Plan Amendments.

OFFICER’S COMMENTS

Proper and orderly planning practice involves logical comprehensive area investigations for coherent and equitable outcomes. Spot rezoning has not been favoured due to the resulting likely adhoc and inconsistent outcomes.

The previous proposed Inner and Middle Metropolitan Corridor Development Plan Amendment in 2015 addressed extensive lengths of corridors. This raised other issues with the extent of the area for potential development. This created the probability of adhoc sites, rather than consolidated precincts, being developed by market opportunity in the shorter and medium terms.

The current Inner and Middle Metropolitan Corridor (Sites) Development Plan Amendment (2017) proposals, at least in Unley, affords an extension of existing corridor zones or reasonable areas to avoid isolated “spot rezoning”.

The selection of these precincts, and exclusion of other locations and sites, has created the situation of other property owners missing out on potential opportunity. These other sites now being raised following public consultation for consideration are adhoc, isolated, less suitable and pre-mature locations for consolidated growth. Their rezoning will come in time as need and proper investigation occurs.

To possibly include any additional sites or locations for re-zoning beyond the current DPA scope should be subject to appropriate investigation, need, full DPA process and in particular public consultation. Less than this would not be appropriate public policy management.

ITEM 961
QUESTIONS ON NOTICE FROM COUNCILLOR HUDSON RE
DARDANELLES MONUMENT

The following Questions on Notice have been received from Councillor Hudson.

Questions

1. *When was Council's unanimous motion of July 24th regarding Unley's view of the future of the Dardanelles Cenotaph relayed to the ACC? If not, why not, If so, when?*

Answer

The Motion on Notice from Councillor Hudson was presented to the Council meeting on Monday 26 June. The motion was 'Carried Unanimously'.
Following Council's resolution the Mayor met with the Lord Mayor and advised him of the Council's position and motion.

2. *When, if any, was there a written response from the ACC?*

Answer

There was no formal response from Adelaide City Council. An email was received from Councillor Wilkinson to the Mayor on 24 July, advising that the motion was going to Adelaide City Council on 25 July and that Councillor Hudson was speaking.

3. *If such a document exists, why has it not, to date, been made available to UCC members?*

Answer

Not applicable.

4. *Is it a fact that protocol from the ACC requires would-be representatives to register by close of business on the Thursday before the Council meeting to be given approval/acceptance of their wish to address Council?*

Answer

Administration will clarify with Adelaide City Council regarding their protocols.

5. *At the close of the required notice-time is it true that no such request had been lodged or acceded to?*

Answer

We are unable to comment on this as it is a matter relating to Adelaide City Council and their procedures.

6. *Was any notice given to UCC by the ACC administration that there were to be two opponents to Unley's bid over the memorial?*

Answer

No.

7. *Has Unley ever laid claim to sole ownership of the memorial as stated by one of the above-mentioned opposition representatives, and surprisingly unchallenged by the Lord Mayor or Councillors? If so, when?*

Answer

No such claims have been made as far as the current Administration are aware. This would require further investigation.

QUESTIONS WITHOUT NOTICE

TITLE: QUESTIONS WITHOUT NOTICE
ITEM NUMBER: 962
DATE OF MEETING: 28 AUGUST 2017
ATTACHMENTS: NIL

Mayor to ask the Members if there are any questions without notice.

CORRESPONDENCE

TITLE: CORRESPONDENCE
ITEM NUMBER: 962
DATE OF MEETING: 28 AUGUST 2017
ATTACHMENTS: 1. CORRESPONDENCE RECEIVED

The correspondence from

- Ms Anne Wharton re Significant and Regulated trees
- Hon Geoff Brock re Financial Assistance Grants
- Ian Hunter MLC re Native Vegetation Regulations 2017
- Sturt Football Club re funding
- Hon John Rau MP re acknowledgement of letter
- Adelaide and Mt Lofty Ranges Natural Resources Management Board re proposed NRM levy for 2017/18
- Letter from Unley resident re community gardening
- Ms Anne Wharton email enclosing copy of letter to Minister for Planning
- Letter from Unley CEO to Ms Anne Wharton re trees

be noted.

Mr. Peter Tsokas, Chief Executive, and
Mr. Lachlan Clyne, Mayor,

City of Unley,
PO Box 1
Unley SA 5061

28th June 2017

Dear Sirs

We are writing to you in relation to the issue of preservation of Significant and Regulated trees in the City of Unley.

As you know, we have made a number of representations to Council on this issue in recent months – both in person and in writing. In this letter, we wish to canvass several proposals that we believe will assist Council and the community in retention of healthy Significant and Regulated trees. We strongly believe that finding a way to achieve this will contribute to the Council's excellent Tree Strategy – by introducing a degree of control over trees on private land.

Our proposals are:

Council to commission arborist reports at proponent's expense.

We have been closely involved in opposing action by the current owner of 47 Fairford Street, Unley, to remove at least one of the River Red gums at that property. Various arborist reports have been commissioned – both by the proponent and Council. In our view, the arborist report commissioned by the proponent appears weighted towards removal of the tree and does not accurately reflect the true situation.

Our proposal is that when an arborist report is required for a future DAP application, Council itself should commission the report from a panel of approved arborists, rather than the proponent. The cost of the report should continue to be at the proponent's expense. The advantages of this approach are that:

- it introduces transparency and independence in the reports.
- Council will no longer have to pay for arborist reports of its own on contentious matters. This may save some costs.

We understand that a change of this nature requires changes to the relevant planning regulations. **We recommend that you consider, either directly or through the Local Government Association, initiating this changed approach.**

Council to include tree skills on the Development Assessment Panel (DAP).

We understand that the present DAP does not have any member who has primary skills relevant to tree assessments. This means that proposals to remove trees as part of developments will be the subject of decision by a Panel with limited background knowledge or real-life experience in managing risk associated with trees.

Our view is that trees in Unley – as outlined in the Tree Strategy – provide a range of valuable services of an environmental and economic nature. Significant and regulated trees – generally amongst the larger trees – are particularly important.

We know that Council understands the value of green assets and has made significant investments in them. For example, over recent years it has made significant capital investments in parks (such as the Katharine Street purchase and development, and the significant refurbishment of a number of parks) and in greenways such as Windsor Street and the stormwater drain redevelopment through Parkside. The rationale for these investments (and their ongoing maintenance) is the value that they bring to the community. Included in that value is an element of property value and amenity.

In a similar way, private citizens gain significant property value and amenity from trees and other green assets on or close to their property. Equally, property owners and neighbours can lose substantial property and amenity value if larger trees (such as Significant and Regulated trees) are removed. As things stand, the negative effects of removal of green assets does not appear to be a factor in decisions made by the DAP.

We believe that getting the balanced decisions on developments would be aided if the DAP had at least one member with a professional background which covered green assets. Examples of professionals with this background might include landscape architects or botanists. **We recommend that Council includes at least one member with a professional background in green assets on the DAP, at the earliest opportunity.**

We would appreciate the opportunity to meet with you to discuss these proposals.

Yours sincerely,

Anne Wharton and Peter Croft, *Grow Grow Grow Your Own* group
Mark Patterson, *Save Unley Trees Campaign*
Ros Islip and Warren Jones, *FOCUS (Friends of the City of Unley Society Inc)*

Cc: Mr Don Palmer, Deputy Mayor

Anne Wharton

MALVERN SA 5061

Email: anne@growgrowgrow.com.au

Phone: [0800000000](tel:0800000000)

Peter Croft

Email: peter@growgrowgrow.com.au

Phone: [0800000000](tel:0800000000)



Mayor Lachlan Clyne
Corporation of the City of Unley
PO Box 1
UNLEY SA 5061

Dear Mayor Clyne *Lachlan*

On 23 May 2017, Senator Hon Fiona Nash, Commonwealth Minister for Local Government and Territories advised that the Australian Government would bring forward the payment of 50 percent of the 2017-18 Financial Assistance Grants.

The Minister advised that the brought forward payment of \$1.2 billion across Australia would be made in 2016-17 to give councils immediate access to funds to commence new projects and to benefit from the interest on additional cash in the bank. The brought forward payment was forwarded to councils by the SA Local Government Grants Commission on 8 June 2017.

South Australia's share of the brought forward payment is \$78 million, which includes \$58 million in General Purpose Grants and \$20 million in Identified Local Road Funding.

Corporation of the City of Unley has received a total of \$593,626, comprising \$402,936 in General Purpose Grants and \$190,690 in Identified Local Road funding.

The brought forward payment of the 2017-18 Financial Assistance Grants has been distributed amongst councils based on the 2016-17 recommendations of the South Australian Local Government Grants Commission, which were approved by the Commonwealth Minister and myself in August 2016.

The remaining pool of 2017-18 Financial Assistance Grants will be distributed in four instalments based on the approved recommendations of the South Australian Local Government Grants Commission.

The Commission's recommendations assess each council's capacity to provide services to their communities compared to the State average. Payment of the remaining 2017-18 grants will be adjusted to account for the Commission's approved recommendations.

Minister for Regional Development
Minister for Local Government

Level 17, 25 Grenfell Street Adelaide SA 5000 | GPO Box 2557 Adelaide SA 5001 DX 667
Tel 08 8226 1300 | Fax 08 8226 0316 | pir.sa.MinisterBrock@sa.gov.au



I expect to receive the Grants Commission's 2017-18 recommendations in mid-July and the approval of the Commonwealth Minister is expected in August 2017. An adjustment will be made to cash payments made to each council to account for the brought forward payment.

Should you have any further queries about this process, please contact the Commission's Executive Officer, Mr Peter Ilee on telephone 7109 7148 or by email at grants.commission@sa.gov.au.

Yours sincerely



Hon Geoff Brock MP
Minister for Regional Development
Minister for Local Government

19 July 2017

cc Mr Peter Tsokas
Chief Executive Officer

7.41.1

STATE GOVERNMENT FUNDING		②
Commonwealth		
Application		
Doc. no.	24 JUL 2017	Class. AC/12
For Information		
C GOWLAND		

NATIVE VEGETATION ACT (8)	
20 JUL 2017	CLASS. ACUMC
C GOLOWAND	

17SEC810776



Government of South Australia

The Hon Ian Hunter MLC

Mayor Lachlan Clyne
 City of Unley
 PO Box 1
 UNLEY SA 5061

Dear Mayor Clyne

I write to inform you of the new *Native Vegetation Regulations 2017* and Significant Environmental Benefit (SEB) transition, to acknowledge the crucial role that councils play in managing roadside vegetation and to encourage you to review your Roadside Vegetation Management Plan - or start planning to develop one.

Roadside native vegetation is one of South Australia's most valuable assets. In many areas it is the only remaining native vegetation in a cleared landscape, providing conservation corridors for native animal and plant species and contributing significantly to the natural beauty of our state.

Over the past two years the *Native Vegetation Regulations 2003* have been reviewed as part of a routine 10-yearly review. Consequently, new regulations were developed to improve clarity and simplify the processes for clearing native vegetation.

After significant public and stakeholder engagement, the *Native Vegetation Regulations 2017* (the Regulations) commenced on 1 July 2017, along with the Native Vegetation Council's (NVC) new approach to SEB offsets.

The new system will provide proponents, including local councils, with:

- a streamlined clearance approval and offsetting process within a single transaction, supported by a new native vegetation online portal;
- greater focus on high impact activities through a risk-based approach;
- improved consistency in how SEB offsets are determined; and
- increased flexibility for proponents in delivering offsets.

Minister for Sustainability, Environment and Conservation
 Minister for Water and the River Murray
 Minister for Climate Change

Level 10, 81-95, Waymouth Street Adelaide SA 5000 | GPO Box 1347 Adelaide SA 5001
 Tel (08) 2151 5680 | Fax (08) 833 21561 | Email minister.hunter@sa.gov.au | www.premier.sa.gov.au



I recognise the continuous effort and important role of local government in managing native vegetation, particularly in relation to development approvals, infrastructure and road maintenance. As the Regulations take effect, the Department of Environment, Water and Natural Resources (DEWNR) has extended an invitation, through your Chief Executive Officer, to work with your council to discuss how DEWNR can assist you in managing and protecting native vegetation, particularly relating to roadside maintenance.

Local councils' Roadside Vegetation Management Plans are of particular importance to the transition to the new system. I encourage you to see this update to the Regulations as an opportunity to review your existing management plan or to develop one.

For further information on the Regulations, SEB transition and the changes that affect local councils, DEWNR has extended an invitation to local government staff to learn more at regional training events in July and August.

Further information can be found by visiting the DEWNR website at: www.environment.sa.gov.au/nativevegetation. For any queries relating to the Regulations, SEB transition and managing roadside vegetation, please contact Russell Seaman, Manager, Native Vegetation Branch on 8207 7733.

I look forward to continuing to work with your local council on progressing and managing South Australia's native vegetation.

Yours sincerely



IAN HUNTER MLC

Minister for Sustainability, Environment and Conservation

17/7/2017



26 July, 2017

City of Unley
Attn: Mr. Peter Tsokas
PO Box 1
Unley SA 5061

Dear Peter,

I write on behalf of Sturt Football Club to advise we have received notification that the AFL has allocated \$250,000 in funding towards Stage 1 of the Unley Oval Grandstand Redevelopment Project.

A copy of letter from Ken Gannon, AFL Facilities and Project Manager is attached for your reference.

The Club has been active in sourcing government funding and will use the financial commitment of the AFL as leverage in order to secure such funding.

The Club continues to pursue its own fund raising activities in order to satisfy the Board's financial commitment to the project.

Yours faithfully

Sue Dewing
General Manager Business

STURT FOOTBALL CLUB (7)	
Application No.	
Date	
28 JUL 2017	Class ACM
Signature/Action C GOWARD	



Wednesday, 26 July 2017

Mr Casey Grice
SA Community Football Operations Manager
Adelaide Oval,
War Memorial Drive
North Adelaide, SA 5021

Dear Casey,

Re: Application for AFL support funding from Facilities Development Reserve

Project:
**FDR3SA44 Sturt Football Club – Jack Oatey and Harry J McKay Grandstands
Redevelopment – Stage 1**

I am pleased to be able to confirm the AFL has allocated funding to the above project which has met the standards laid out for FDR3 funding support.

The amount allocated is	\$ 250,000
The total project value as presented	\$2,930,000

The above AFL funds are available for distribution upon the following procedures.

1. Verification from your office that the project is fully funded.
2. SANFL and AFL have agreed with the final plans for the player and umpire amenities especially with regard to:
 - a. Match day umpire facilities
 - b. Unisex standards to enable AFL female football to be played at a high standard.
3. That suitable tenancy rights have been allocated to the Sturt FC
4. Invoice for the above amount directed to the AFL from either Sturt FC or Unley Council as the project principal with the following milestones
 - a. \$125,000 upon the signing of a contract to build with the successful builder after tender.
 - b. \$125,000 after the project as agreed has reached practical completion.

Let me take this opportunity on behalf of the AFL to acknowledge the effort taken by your State for reaching out to enable this project to become reality. I also acknowledge the continuing work of the SA Facilities Committee in establishing the priorities across South Australia for facility development.

Development of Community Facilities and setting high standards was a key strategy in the AFL's Next Generation Plans and is again in this third roll out of FDR Funds in support of grassroots football Clubs. This support is vital as we all move forward with Australia's largest registered participation game.

Best Wishes

Ken Gannon
Community Facilities and Projects Manager

Australian Football League



AFL House 140 Harbour Esplanade Docklands Victoria 3008 Telephone 613 9643 1999 Facsimile 613 96431872
All correspondence to GPO Box 1449 Melbourne Victoria 3001 Australia www.afl.com.au ABN 97 489 912 318

INSTITUTED 1896

The Hon John Rau MP



**Government
of South Australia**

Deputy Premier
Attorney-General
Minister for Justice Reform
Minister for Planning
Minister for Industrial Relations
Minister for Child Protection
Reform
Minister for the Public Sector
Minister for Consumer and
Business Services
Minister for the City of
Adelaide

45 Pirie Street
ADELAIDE SA 5000

GPO Box 464
Adelaide SA 5001
Tel 08 8207 1723
Fax 08 8207 1736

17PLN0638

26 July 2017

Mr Peter Tsokas
Chief Executive Officer
The City of Unley
PO Box 1
UNLEY SA 5061

Dear Mr Tsokas

On behalf of the Minister for Planning, the Hon John Rau MP, I acknowledge receipt of your letter dated 25 July 2017, regarding inner and middle metropolitan corridor (design) and (sites) development plan amendments.

Your correspondence will be brought to the attention of the Minister.

Yours sincerely

A handwritten signature in black ink, appearing to be 'M'.

Office Manager to the
Hon John Rau MP
Deputy Premier
Minister for Planning

Subject: <i>Liaison Planning</i> (2)	
Classification:	
Reference No.:	
Date:	Class.
<i>01 AUG 2017</i>	<i>AG 2017</i>
Signature: <i>C. Gowland</i>	

Mount Lofty Ranges

10 AUG 2017

C. Gonland

Our ref: F0000962601



Government of South Australia
Adelaide and Mount Lofty Ranges
Natural Resources Management Board

Eastwood Office
205 Greenhill Road
Eastwood SA 5063
Tel 08 8273 9100
Fax 08 8271 9585
ABN 91 779 541 621
www.amlrnm.sa.gov.au

3 August 2017

Mr Lachlan Clyne
Mayor
City of Unley
181 Unley Road
Unley, SA 5061

Dear Mr Clyne

Re: Proposed NRM Levy for 2017-18

Thank you for your letter dated 11 May 2017 and 21 June regarding the 2017-18 Adelaide and Mount Lofty Ranges (AMLR) Natural Resources Management (NRM) Board (the Board) levy.

The Adelaide and Mount Lofty Ranges NRM Board Business and Operational Plan 2016-17 to 2018-19 was adopted on 6 April 2016 after extensive community consultation, and details an annual NRM levy increase of 6 per cent in each of the three years covered by this plan to meet a range of increased costs. These include the partial recovery of costs for water planning and management, along with the AMLR NRM Board having new responsibilities for the management of the Patawalonga Gates System.

The percentage of the levy to be raised in a given local government area is equal to the total capital value of all properties in that area as a proportion of the total value of all properties in the Adelaide and Mt Lofty Ranges region. As the basis is capital value there will inevitably be variations in the levy share above or below the regional average.

Contributions to the NRM levy made by ratepayers across the region support the Board to effectively invest with partners and stakeholders to sustainably manage our soils, water, and plant and animal biodiversity. The value of this investment extends across council boundaries and is inclusive of both the metropolitan and rural areas and contributes to assets that the majority of people across the region benefit from, for example, ensuring the sustainability of food production in the Northern Adelaide Plains, Barossa Valley, Adelaide Hills and Fleurieu Peninsula and protecting the quality of water harvested in the Adelaide Hills for the city's water supply.

The Board's runs programs at over 400 schools across Adelaide that helps school/pre-school communities to embed sustainability principles in their learning and management practices. It also manages a program which has helped combat blue-green algal outbreaks in the Torrens Lake for the past four years and supports more than 12,000 volunteers who give up their time to help the environment across the region. The Board funds 11 staff across local Government to help deliver important programs such as the Youth Environmental Council and Leaders Forum. Jointly with councils, the board owns and manages gross pollutant traps, trash racks, floating booms and sediment basins to help remove rubbish from catchments and also upgrades deteriorating septic tanks and trenches to help protect water quality in Adelaide's watershed.

The City of Unley benefits significantly from NRM investment through a range of projects and programs that focus on water management, education and urban sustainability. Specific investment into the City of Unley includes:

- Investment of \$4000 in sustainability course 'Living Smart' attended by 40 residents across two courses
- Adelaide Sustainability Centre: approx. 28 people have attended events from City of Unley between February 2016 and March 2017
- Assistance provided to 155 school staff and 84 students from 14 schools in the City of Unley area with NRM Education activities in 2016-17
- Provided macro invertebrate monitoring activities and involved in long term planning for the City of Unley community mud day (2000 attendees)
- Assisted five schools and one community group with small NRM Grants in 2016-17
- Partner with the City of Unley through Water Sensitive SA
- Investment of \$267,000 into construction of water sensitive water design (WSUD) infrastructure at Wattle Street – Fullarton
- Investment of \$25,000 into City of Unley's WSUD strategic plan
- Investment of \$30,000 into Leader Street WSUD upgrade design
- Investment of \$200,000 into Leader Street WSUD construction
- Partnership with City of Unley in the Brownhill Creek Stormwater Management Plan

The Presiding Member of the Board and/or staff from the Region would be pleased to come and discuss with you and your Council the range of NRM programs and future opportunities to partner with the City of Unley.

Should you have any further concerns please contact Brenton Gear at Natural Resources AMLR on 8273 9100

Yours sincerely



Tony Lines
A/REGIONAL DIRECTOR

Carol Gowland

From: Anne Wharton
Sent: Friday, 4 August 2017 6:11 PM
To: Lachlan Clyne
Subject: Copy of letter to Minister for Planning, Mr John Rau re 47 Fairford Street heritage trees
Attachments: Letter to John Rau after DAP mtg.docx

Dear Lachlan

Please find attached a copy of my recent letter to the Minister for Planning, Mr John Rau. I would be most appreciative if this could be included in Council correspondence.

Kind regards
Anne Wharton

--

Email:
Phone:
Mobile:

"The tree which moves some to tears of joy is in the Eyes of others only a Green thing which stands in the way" - William Blake

28th July 2017

Mr John Rau
Minister for Planning
GPO Box 4674
ADELAIDE SA 5001

Email address: agd@agd.sa.gov.au

Dear Mr Rau

I am writing to express my concern and disappointment at the Development Planning legislation introduced by the SA Government. You have been responsible for this legislation and the regulatory framework which has seen significant changes to the Development Application process. As a consequence of these changes, a magnificent River Red Gum in Fairford Street Unley, is about to be destroyed and a similar River Red Gum alongside it will most likely be destroyed in the near future. These are healthy and highly significant trees and one is heritage listed, yet they have no protection under current legislation.

The Unley Council has on three separate occasions recommended the preservation of these trees. The recommendations, based on expert advice, are being ignored. A large number of community members are opposed to the destruction of the trees yet they are denied the opportunity to be heard. The application process for the tree's removal has been conducted in an environment of secrecy. This application process which ignores the wishes of many and favours a select few should not continue. Unley residents demand to know why such a valuable aspect of their heritage can be destroyed without communication or consultation.

I and many supporters have worked tirelessly over the past 3 years to try and preserve these magnificent heritage trees for future generations, all to no avail. The Unley community will lose a valuable part of its heritage with the loss of these wonderful old trees.

I despair of your planning laws and your leadership.

Yours faithfully

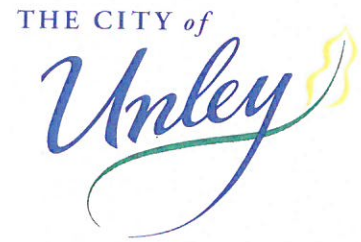
Anne Wharton

Malvern 5061
Phone:
Email:

Cc: Premier Jay Weatherill (cheltenham@parliament.sa.gov.au)
Minister for Environment, Ian Hunter (ministerhunter@sa.gov.au)
Steven Marshall, State Liberal Leader (dunstan@parliament.sa.gov.au)
Shadow Minister for Environment, David Spiers (bright@parliament.sa.gov.au)
Mark Parnell, Leader of SA Greens (mark@markparnell.org.au)

14 August 2017

Ms Anne Wharton



COPY

Dear Ms Wharton

Re: Retention of Regulated and Significant trees in Unley

Thank you for your letter dated 28 June 2017 in relation to the preservation of Significant and Regulated trees within the City of Unley. I apologise for the delay in responding to this letter.

Your letter puts forward two proposals that you believe will assist Council regarding the retention of healthy regulated and significant trees. I have provided some comments on each of these proposals below.

Council to commission arborist reports at the proponent's expense.

Your letter puts forward the proposal that when an arborist report is required for a future DAP application, Council itself should commission the report from a panel of approved arborist rather than the proponent. In addition, the cost of the report should continue to be at the proponent's expense. You have requested that Council consider either directly or through the Local Government Association (LGA) initiate legislative changes to achieve this.

The current planning legislation only requires that the qualifications of a person providing an expert or technical report in relation to a Regulated tree are Certificate 5 in Horticulture (Arboriculture) or a comparable or higher qualification. The requirements put forward in your proposal would require legislative change to bring into effect, and fall under the responsibility of the Minister for Planning.

I intend to place your letter and my response on the August Council agenda to determine whether Council would like to approach the LGA seeking to initiate this legislative change. The LGA Annual General Meeting will take place on 15 and 16 November 2017 and this provides an appropriate opportunity to raise matters requiring legislative change.

Council to include tree skills on the Development Assessment Panel (DAP)

Your letter recommends that Council includes at least one member with a professional background in green assets on the DAP at the earliest opportunity.

The current DAP term expires in March 2018. As part of the planning reform changes under the new *Planning Development and Infrastructure Act (PDIA) 2016* Council is required to establish a new Council Assessment Panel (CAP) by 1 October 2017.

Administration has prepared a report for the August Council meeting that seeks to establish the new CAP. Under the new planning reform requirements, the membership of the CAP cannot exceed 5 members and Council cannot have more than one Elected Member on the CAP. In addition, the PDIA Act requires that all Independent Members of the CAP in the future will need to be accredited professionals.

Under the transitional arrangements for the PDIA Act, the requirements for accredited professionals have been suspended until 01 July 2018. At this time administration is not aware what the new accredited professional requirements will be.

Given the uncertainty with the accredited professional requirements, administration has recommended in its report to the August Council Meeting that the current Independent Members of the DAP be appointed as new Independent Members of the CAP for a short term from 1 October 2017 until 1 October 2018 to align with the accredited professional requirements.

If the accredited professional requirements include professions such as Arborists or Landscape Architects then Council will be in a position to recruit a professional with tree skills when it undertakes the next round of recruitment for the CAP. This is currently anticipated to be in the middle of 2018 if the current recommendation is adopted.

Should you have any further questions I would be pleased to meet with you and discuss the contents of this letter in more detail.

Yours sincerely



Peter Tsokas
Chief Executive Officer

Cc Councillor Don Palmer

DEPUTY MAYOR'S REPORT

TITLE: DEPUTY MAYOR'S REPORT FOR MONTH OF
AUGUST 2017

ITEM NUMBER: 964

DATE OF MEETING: 28 AUGUST 2017

ATTACHMENTS: 1. REPORT

RECOMMENDATION

MOVED:
SECONDED:

That:

1. The report be received.
-

REPORT OF DEPUTY MAYOR

(a) **Items of particular interest, concern or urgency**

Ministerial Corridors DPA- a Clayton's DPA

With one public meeting yet to be held at the time of writing this report, we have seen on display every reason why Councils (in spite of the Ministers protestations) are the best level of Government to conduct DPA's.

The Government's timing of public announcements of their public information sessions was provided on the day of the session. Their announcement of the 2 DPA's was limited to those immediately adjacent the significant sites.

Added to this is the information received at the 3rd public representation meeting that the phone number provided on DPTI's web page on the DPAs was the incorrect number. It was a DPTI number but anyone ringing this number for the purposes of the DPAs was, we are advised, hung up on.

The Minister has in my opinion demonstrated by the joint DPA's currently in the system that he does not understand his own promotion that public consultation should be at the start of the process not the end of the process. With developments awaiting approval of the specific sites DPA this consultation can only be viewed as at the end of the process.

Indeed, what we are seeing with these DPA's is developers wish to develop a given site so they ask to have the zoning changed to accommodate it.

Ministerial Corridors DPA- the public position & Pandora's Box

There were 442 public submissions. Over half of these were focused on Site 7 at Malvern. From memory close to 75 of these wanted to speak at one of 4 meetings.

Of course, in this climate we saw other developers jumping on the band wagon. They wanted their sites rezoned too so they could redevelop in the manner they wished.

This included 3 new sites in the City of Unley being; the Bakery site in Leader Street, 141-148 King William Road, and (a site we all felt would have been included) 43-51 Goodwood Road Wayville.

We also saw developers feeling ambushed on projects already having concept designs, by the design changes being promoted. Particularly the deep planting zones. I speak of the Cremorne Plaza.

The Emotion surrounding Significant Trees

The DAP assessment of many applications for removal of significant trees was the other major activity of the last month.

Many rate payers have demonstrated their angst that we are approving so many trees for the axe in the last 6 months or so. These people are deeply hurt by this activity and have expressed this.

Equally passionate people scared that kids are at risk with trees classed as low risk are haunting social media. These people are of the view that any risk no matter how low is too great when it comes to our kids.

(b) **Functions Attended** (up to the time of writing this report)

These functions/events are in excess of those I would normally attend.

18 July	DAP
19 July	DAP debrief with CEO DAP debrief with affected rate payers
20 July	Site Visit Rosa Street All staff meeting in Town Hall The Day after the Day Art Exhibition Launch
25 July	Clarence Park Neighbourhood Watch CPCC BOM meeting
28/9 July	Mayors and Chairperson Forum
30 July	Mega Nepali Cultural Event
1 August	Unley Business Breakfast Launched Living Choice SALA exhibition
5 August	Jayne Stinson public meetings at Dora Guild Playground and Page Park Goody Saints v Adelaide Uni FC, with Jayne Stinson
8 August	Inner Metropolitan Corridors Ministerial DPA public meeting
10 August	Joint Council, St Augustine's Church DA meeting: change of use Book Launch at Living Choice
15 August	Media Training DAP
16 August	Workshop on Business Permits Inner Metropolitan Corridors Ministerial DPA public meeting
19 August	Goody Saints v Modbury Hawks Premier League Basketball Grand Final
21 August	Inner Metropolitan Corridors Ministerial DPA public meeting
22 August	Unley Gourmet Gala Working Party

I also had a few one on one conversations with members and the CEO and saw a number of ratepayers with concerns to assist.

REPORTS OF MEMBERS

TITLE: REPORTS OF MEMBERS
ITEM NUMBER: 965
DATE OF MEETING: 28 AUGUST 2017
ATTACHMENTS: 1. REPORTS

Council to note the attached reports from Members

1. Councillor Peter Hughes
 2. Councillor Michael Rabbitt
 3. Councillor Bob Schnell
- .
-

(a) Items of particular interest, concern or urgency

(b) Functions Attended

19th – July. Participated in the Centennial Park Committee to finalise the CEO's Performance Review and KPI's.

19th – July. Centennial Park is undertaking Market Research using an Adelaide consultancy business, Square Holes. I attended a Focus Group session as an observer. The session was filmed and viewed live in an adjacent room. Valuable data was obtained.

20th – July. Attended the Council's whole staff meeting in the Town Hall. Instead of live speeches, Mayor, CEO and Managers presented in a video that captured highlights of the year gone. The new 4 Year Plan was also promoted, being a document where every employee can see where their role contributes to our progress.

20th – July. Attended the Unley Museum for a SALA opening for emerging artist Alex Beckinsale. Our Curator, Karen Paris, was an excellent host and gave an excellent introduction to Alex's work. The opening was also an opportunity for guests to experience our history exhibition of *Terrible Tales of Unley*. This exhibition has won Unley the Museums and Galleries Australia National Award for the 2nd consecutive year.

28th – July. Attended the launch of the 20th Annual SALA Exhibition held at the Art Gallery. Excellent speakers recounted the evolution and growth of SALA.

1st – August. Attended the opening of 'Art Expressions' at Living Choice, Fisher Street Fullarton. This year 50 artists are displaying 179 pieces. In addition, during SALA, there are regular twice weekly musical performances. Living Choice continues to develop as a Cultural Hub and Community Centre.

9th – August. Attended the opening of Unley artist, Maggie Cecchin's SALA exhibition at Dare Hair. Maggie was a finalist in Unley's inaugural 'All Connections to Unley' Art Prize in 2016.

12th – August. Attended the Sturt Football Club's pre game lunch (as a guest of the Sturt Bowling Club) to honour John Halbert MBE, AM. John, a local, was recently inducted into the Australian Football Hall of Fame. Sturt won again.

15th – August. Attended the Flag Raising Ceremony at the Town Hall to celebrate Indian Independence Day together with members of the Indian Community which is a fast growing population segment in Unley.

REPORTS OF MEMBERS

TITLE: REPORT FROM COUNCILLOR RABBITT

Inner & Middle Metropolitan Corridor DPAs

I continue to be occupied with the Minister for Planning's Development Plan Amendments - the Corridor (Design) DPA and the Corridor (Sites) DPA.

The Deputy Mayor and I have attended the Public Meetings of the State Planning Commission on 8th August, 16th August and 21st August 2017; Cr Sangster joined us on 12 August. We plan to attend the final meeting on 24th August - 7:00 pm in The Orchid Rooms, SAGE Hotel, 208-226 South Terrace, Adelaide.

There are several *interesting* issues that have come from these meetings. It appears that, in regard to the City of Unley:-

- A number of submissions have been accepted after the close-off date of 25 July;
- While the Minister's proposal was for the 301-305 Unley Road, Malvern site to be rezoned for 5 storeys, the developer now wants 6 storeys;
- A developer has proposed a new site at 95-103 Leader Street, Forestville;
- There is a request to include 141, 147, 149 and 151-153 King William Road, Unley within the Inner and Middle Metropolitan Corridor (Sites) Development Plan Amendment as a 4 storey mixed use development is being proposed for this site;
- The owner of land located on the corner of Goodwood Road and Young Street, Wayville request that the land be added to the Urban Corridor Zone and the High Street Policy Area of that Zone;
- A developer who has produced plans for a 6 storey development at 248 Unley Road, Hyde Park (Cremorne Plaza) is objecting to aspects of the Design DPA, specifically - the Deep Soil Zone, use of painted surfaces above ground level, and buildings of more than 10 dwellings being required to provide a variety of dwelling sizes and number of bedrooms per dwelling.

Functions Attended

1 August

Unley Business Breakfast

With the Deputy Mayor, I attended this event where Rod Jamieson spoke about the importance of Relationship Management.

Apart from hearing of the issues associated with managing a diverse range of relationships, this was a good opportunity to meet people who work, and own businesses within the City of Unley. On this occasion, I met staff from the Adelaide Farmers Market, Southern Cross Homes and the manager of a Credit Control business.

Mercedes Benz – Unley

After the breakfast, I called in and introduced myself to the General Manager of Mercedes Benz - Unley, Mr Drew Ford. He said he was pleased to be in Unley and looked forward to a good relationship with Council and other Unley businesses.

15 August

Media Training

The Deputy Mayor and I attended a 3 hour training session at The Press Gallery.

As Elected Members, at some time most of us will find ourselves in the situation of dealing with the media – print, radio and television. It is important that we have confidence in dealing with issues/questions that may be challenging, and to ensure as best we can, that our comments are not mis-interpreted.

16 August

Unley Museum AGM

I attended the AGM in my capacity as an Elected Member and a Financial Member of the Museum.

It is worth noting that attendances at the Museum have increased by 20% over the last 12 months. Revenue has also increased, predominantly in the area of 'House Histories'. Changes to the layout of the main exhibition area has opened up this space to allow greater flexibility and opportunities for hosting future exhibitions.

A new programme for Sunday activities has been developed and will hopefully be the catalyst for regular and repeat visits to the Museum.

17 August

ICAC Awareness Session

Commissioner Landers QC gave an excellent presentation on the role of the Independent Commissioner Against Corruption (ICAC) / the Office for Public Integrity (OPI).

The Commissioner has launched an online learning environment to provide public officers with flexible learning opportunities. The first online learning course is an ICAC induction program for public officers, which he highly recommends for all Public Officers.

The next Awareness Session will be held on 17 October.

22 August

From Outback to Outerspace – Exhibition Launch

This was a fascinating exhibition covering the development of the Woomera Rocket Range in the 1950s and Australia's involvement in the 'Space Race'.

The exhibition is open until 12 November.

REPORTS OF MEMBERS

TITLE: REPORT FROM COUNCILLOR SCHNELL

GOODWOOD WARD: includes the suburbs of Wayville, Goodwood, Forestville and Everard Park.

Monthly Report, July - August 2017

The list below mostly excludes events and activities that I would normally attend as an Elected Member eg. Council/Committee meetings, Workshops, Briefing sessions, discussions with staff and community events.

At all events attended, any expense incurred was funded by myself.

Wednesday 26 July

Attended the 'Arrival of the Wood' event to launch the 2017 Royal Adelaide Show Woodcutting Competition. I represented the Mayor and Council.

I have attended this event in the past, but this year was the best ever.

Good company, few speeches and generous hospitality.

What made the event special was the invitation to view the freshly cut wood that was stored beneath the Members' Woodcutting Suite and viewing platform.

The wood is *Eucalyptus longifolia*, known by the common name of woollybutt, a tree of the myrtle family myrtaceae native to eastern Australia. The wood was harvested in Victoria. It is stored stacked and covered in wet hay. Each day at the Show the wood is brought from storage to ensure consistency for the wood choppers.

The City of Unley was acknowledged for its generous annual donation of prizes. It was a great evening.

Whilst there I raised the matter of parking issues associated with the Sunday Farmers Market. I suggested that there be improved signage on Leader Street to encourage more visitors to park in the Showground, rather than in residential streets.

Tuesday 01 August

Attended the launch of SALA on Goodwood at Gingers Coffee Studio.

It was the best SALA launch I have attended; the best ever.

Goodwood has that funky vibe that makes such smaller and intimate events that bit more special.

The launch organised by the Goodwood Road Business Association saw about 100 art lovers at Gingers.

Even the speeches were enjoyable.

There were two artists on display ... John Hemmings and Michelle Lee.

John Hemmings had a huge collection of photographs, the exhibition titled 'A Glimpse of Old Iran'. There were absolutely superb. I could easily have bought most of them. They will sell quickly.

Michelle Lee had a collection of wildly coloured modern paintings. There was so much imagery to discover on a close inspection.

I spent time talking with the artists about their works and the inspiration.

After Gingers, I wandered along Goodwood Road and visited most of the venues hosting the SALA art works. There was generous hospitality at the venues. My final stop was at Two Sisters Food and Wine. There I encountered Cr Rufus Salaman and we discussed the merit of the art by Annette Summers. We agreed that it was interesting and highly experimental.

At one of the venues, the business owner commented that they had little choice in the art to be displayed. It was described as a bit of a lucky-dip as to what you get; and its artistic merit.

Wednesday 09 August

Attended an open-air class at Goodwood Primary School, in the School & Community Garden. I spoke to the children and the teacher who were busy in the garden.

Preparations were underway to make a 3D model of the garden for exhibition at the Royal Show. Also, another group of children were making bird nesting boxes that will be installed by Council in trees across Unley. I was pleased to learn that Council had provided materials for making the nesting boxes.

A pleasant afternoon spent in the Goodwood Community Garden.

Thursday 17 August

Attended a street meeting with residents of Nairne Terrace, Forestville and Council staff. It was a good meeting and the residents voiced their concerns about the proposed road and footpath works. All of the concerns were addressed and the modified plan will result in more parking and twice as many street trees. Well done to the staff for their suggestions of feasible options. A modified plan will come to Council for endorsement.

It was a good outcome. At the start of the session there were frowns and unhappy faces. At the end of the meeting there were smiles all round. Everyone was happy :)

Topics of discussion with residents across Unley:

Street trees

4H and 2H parking restrictions

Parking permits

Verge planting

Shared pedestrian and cycle paths

Clearway signs on Goodwood Road

An abandoned car in Everard Park

High rise development

DECISION REPORT

REPORT TITLE: CONFIDENTIALITY MOTION FOR ITEM 967 –
CEO REMUNERATION 2016/17

ITEM NUMBER: 966

DATE OF MEETING: 28 AUGUST 2017

AUTHOR: CAROL GOWLAND

JOB TITLE: EXECUTIVE ASSISTANT TO THE CEO &
MAYOR

PURPOSE

To recommend that Item 967 be considered in confidence at the 28 August 2017 Council meeting and that the Minutes, Report and Attachments referring to this report remain confidential until the item is revoked by the Chief Executive Officer at a future date.

RECOMMENDATION

MOVED:
SECONDED:

That:

1. Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999 the Council orders the public be excluded, with the exception of the following:

Mr P Tsokas, Chief Executive Officer
Ms C Gowland, Executive Assistant to CEO and Mayor
Mr R Altman, Morton Philips consultants

on the basis that it will receive and consider the report on the performance review of the Chief Executive Officer, and that the Council is satisfied that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

because, information contained in this report relates to an individual employee of Council and should not be made available at this time. It would be in the best interest of Council to consider this matter in confidence.

DECISION REPORT

REPORT TITLE: CONFIDENTIALITY MOTION TO REMAIN IN
CONFIDENCE ITEM 967 – CEO
REMUNERATION 2016/17

ITEM NUMBER: 968

DATE OF MEETING: 28 AUGUST 2017

AUTHOR: CAROL GOWLAND

JOB TITLE: EXECUTIVE ASSISTANT TO THE CEO &
MAYOR

PURPOSE

To recommend that the Minutes, Report and Attachment relating to Item 967 remain in confidence at the 28 August 2017 Council meeting until the order is revoked by the Chief Executive Officer.

RECOMMENDATION

MOVED:
SECONDED:

That:

1. The report be received.
2. Pursuant to Section 91(7) and (9) of the Local Government Act:
 - 2.1 The
 - Minutes
 - Report
 - Attachment

remain confidential on the basis that the information contained in this report details information concerning the personal affairs of an employee, and

- 2.2 the minutes, report and attachments will be kept confidential until the item is revoked by the Chief Executive Officer.