

Reference: AF11/861

1st November, 2016

MEMBERS

NOTICE is given that the Corporate and Community Services Committee will meet in the following Meeting Room on the day, date and time as follows:

Corporate and Community Services Committee
(Reception Area - Level 4):

Monday 7th November, 2016 at 5.30 p.m.

An agenda for the meeting is attached.



Mark McSHANE
CHIEF EXECUTIVE OFFICER

CONFLICT OF INTEREST DISCLOSURE FORM

I _____,
(insert name)

have received a copy of the agenda for the ☐ **ordinary** ☐ **special** meeting of the

_____ ☐ Council ☐ Committee ☐ Board
(insert full name of Committee/Sub-Committee/Board)

to be held on: _____
(insert date of meeting)

CONFLICT OF INTEREST DISCLOSURE

I consider that I have a:

☐ **material** conflict of interest pursuant to section 73 (complete and sign below)

☐ **actual** or ☐ **perceived** conflict of interest pursuant to section 74 (complete and sign overleaf)

of the *Local Government Act 1999* ("the LG Act") in relation to the following agenda item:

(insert details - include Agenda Item No, Report Number, Item/Report Subject Title)

which is to be discussed at that meeting.

MATERIAL

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].*

In accordance with section 74(1)(b) I will be leaving the meeting room while the matter is being discussed and voted on.

Signature

Date

In accordance with section 75A(2)(b) I propose ☐ to ☐ not to participate in the meeting in relation to the matter.

ACTUAL

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 interests might lead to a decision that is contrary to the public interest in relation to the agenda item described above].*

Where I have proposed to participate in the meeting I intend to deal with my **actual** 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 actual conflict of interest in a transparent and accountable way].*

OR

PERCEIVED

The nature of the **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].*

Where I have proposed to participate 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

CORPORATE AND COMMUNITY SERVICES COMMITTEE

Meeting to be held on Monday, 7th November, 2016 at 5.30 p.m.

CONTENTS

1. FINANCIAL STATEMENT - as at 31st October, 2016
2. GOVERNANCE – Committees – Strategic Planning Sub-Committee – Minutes of Meeting held 21st September, 2016 – Strategic Planning Sub-Committee Reports 6/2016 and 7/201
3. CORPORATE AND COMMUNITY SERVICES REPORT NO. 71/2016 - Budget Update as at 30th September, 2016 (BR1)
4. CORPORATE AND COMMUNITY SERVICES REPORT NO. 72/2016 - Policy C410 Conduct of Meetings (S92/S90(8))
5. CORPORATE AND COMMUNITY SERVICES REPORT NO. 73/2016 - Policy Review - C265 - Communication with Council Committees
6. CORPORATE AND COMMUNITY SERVICES REPORT NO. 74/2016 - Financial Sustainability - Key Financial Indicators
7. CORPORATE AND COMMUNITY SERVICES REPORT NO. 75/2016 - Major Events - AFL Pre-Season Competition Match - Port Adelaide v Richmond
8. CORPORATE AND COMMUNITY SERVICES REPORT NO. 76/2016 - Elector Representation Review - Recommendation Report

MOTIONS WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE -

9. CONSIDERATION FOR EXCLUSION OF PUBLIC

CORPORATE AND COMMUNITY SERVICES COMMITTEE

Meeting to be held in the Reception Area, Level 4, Civic Centre, 10 Watson Terrace,
Mount Gambier on Monday 7th November, 2016 at 5.30 p.m.

AGENDA

PRESENT: Cr S Meziniec (Presiding Member)
Cr M Lovett, Cr J Lynagh, Cr S Perryman and Cr H Persello

APOLOGY: moved that the apology from be
received.
seconded

COUNCIL OFFICERS: Chief Executive Officer, Mark McShane
Director - Corporate Services, Grant Humphries
Finance Manager, Gary Button
Manager Community Services and Development, Barbara Cernovskis
Manager Governance and Property, Michael McCarthy
Administration Officer – Executive Support, Fiona McGregor

COUNCIL OFFICERS
APOLOGIES:

COUNCIL MEMBERS
AS OBSERVERS:

**WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF
THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP
WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR
INDIGENOUS PEOPLES HAVE WITH THIS LAND.**

MINUTES: moved that the minutes of the previous meeting
held 12th September, 2016 be taken as read and confirmed.
seconded

QUESTIONS:

- (a) With Notice - Nil received
- (b) Without Notice -

1. FINANCIAL STATEMENT – as at 31st October, 2016

2016 be received. moved it be recommended the financial statement as at 31st October,
2016 be received.
seconded

2. GOVERNANCE – Committees – Strategic Planning Sub-Committee – Minutes of Meeting held 28th October, 2016 – Strategic Planning Sub-Committee Reports 6/2016 and 7/2016 (attached) - Ref. AF15/366

moved it be recommended:

- (a) the Minutes of the Strategic Planning Sub-Committee Meeting held on 28th October,
2016 be received;

Corporate and Community Services Committee Agenda, Monday 7th November, 2016 cont'd...

- (b) the following recommendations of the Strategic Planning Sub-Committee be adopted by Council:

1. BEST PEOPLE BEST COMMUNITY - Community Plan - Service Review, Strategic Planning Sub-Committee Report No. 6/2016 - Ref. AF16/185
 - (a) Strategic Planning Sub-Committee Report No. 6/2016 be received and the contents noted.
 - (b) The SWOT's undertaken for all of Council's services be made available for the information and perusal of Council Members and Council Employees via appropriate methods.
2. BEST PEOPLE BEST COMMUNITY - Community Plan - Organisation Structure - Strategic Planning Sub-Committee Report No. 7/2016 - Ref. AF16/185

Strategic Planning Sub-Committee Report No. 7/2016 be received and the contents noted.
3. STRATEGIC PLANNING SUB-COMMITTEE - Scheduled Meeting Dates - Ref. AF15/266
 - (a) The report be received and the up coming important Member meeting dates be noted.

seconded

3. **CORPORATE AND COMMUNITY SERVICES REPORT NO. 71/2016 - Budget Update as at 30th September, 2016 (BR1) - Ref. AF15/461**

moved it be recommended:

- (a) Corporate and Community Services Report No. 71/2016 be received;
- (b) the Budget Update as at 30th September, 2016 as presented with this Report be adopted by Council with all amendments to be made to the 2016/2017 Council Budget.

seconded

4. **CORPORATE AND COMMUNITY SERVICES REPORT NO. 72/2016 - Policy C410 Conduct of Meetings (S92/S90(8)) - Ref. AF11/1950**

moved it be recommended:

- (a) Corporate and Community Services Report No. 72/2016 be received;
- (b) Council hereby adopts updated Council Policy:

C410 – Conduct of Meetings (s92 Code of Practice / s90(8a))

- (c) Council makes the necessary amendments to Council's Policy Manual Index.

seconded

5. CORPORATE AND COMMUNITY SERVICES REPORT NO. 73/2016 - Policy Review - C265 - Communication with Council Committees - Ref. AF11/1950

moved it be recommended:

- (a) Corporate and Community Services Report No. 73/2016 be received;
- (b) Council hereby:
 - (i) Revokes Council Policy C265 – Communication with Council Committees, as attached to this Report;
 - (ii) As a result, makes the necessary amendments to Council's Policy Manual/ Index.

seconded

6. CORPORATE AND COMMUNITY SERVICES REPORT NO. 74/2016 - Financial Sustainability - Key Financial Indicators - Ref. AF11/704

moved it be recommended:

- (a) Corporate and Community Services Report No. 74/2016 be received for information;
- (b) Corporate and Community Services Report No. 74/2016 be referred to Council's Audit Committee for review.

seconded

7. CORPORATE AND COMMUNITY SERVICES REPORT NO. 75/2016 - Major Events - AFL Pre-Season Competition Match - Port Adelaide v Richmond - Ref. AF15/473

moved it be recommended:

- (a) Corporate and Community Services Report No. 75/2016 - Major Events - 2017 AFL Pre-season Competition Match Port Adelaide v Richmond be received;
- (b) Council approve the allocation of \$8,000 in cash and up to the value of \$5,000 in-kind for the 2017 AFL Pre-season Competition Match Port Adelaide v Richmond conditional upon the proponents obtaining funding from all identified sources, any required approvals from relevant authorities, and the match occurring in March 2017;
- (c) Council release the cash component in two instalments as follows:
 - \$4,000 cash on approval
 - The in-kind support is to be reconciled at the conclusion of the event. Any overspend is to be deducted from the remaining cash balance and the final payment amended accordingly.
- (d) Council be acknowledged as sponsor with appropriate, agreed signage and use of corporate logo on marketing and promotional material;
- (e) Council be provided with a copy of the final event evaluation.

seconded

8. **CORPORATE AND COMMUNITY SERVICES REPORT NO. 76/2016 - Elector Representation Review - Recommendation Report - Ref. AF15/624**

moved it be recommended:

- (a) Corporate and Community Services Report No. 76/2016 be received;
- (b) The Representation Review Report attached to Corporate and Community Services Report No. 76/2016 be received and endorsed for public consultation purposes;
- (c) Public Consultation on the Representation Review Report be conducted in accordance with the requirements of the Local Government Act and any resultant submissions be the subject of a further report to Council for consideration.

seconded

MOTIONS WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE -

9. **CONSIDERATION FOR EXCLUSION OF PUBLIC**

moved that the following item 10 be received, discussed and considered in confidence by excluding the public pursuant to Section 90 (2) of the Local Government Act, 1999 and an order be made that the public (with the exception of Council Members: Cr S Mezinac Cr M Lovett, Cr Lynagh, Cr S Perryman and Cr H Persello and Council Officers: Mark McShane, Grant Humphries, Gary Button, Barbara Cernovskis, Michael McCarthy, Tracy Tzioutziouklaris and Fiona McGregor now present) be excluded from the meeting in order for the item to be considered in confidence as the Committee is satisfied that the item is a matter that can be considered in confidence.

The Committee is satisfied that pursuant to the following sections of the Act, the information to be received, discussed or considered in relation to this Agenda Item is:

- s90(3)(b) - information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is:
 - **proposing to conduct business; or**
 - **would prejudice the commercial position of the Council**
- s90(3)(d) - commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected:
 - **to prejudice the commercial position of the person who supplied the information, and**
 - **to confer a commercial advantage on a third party.**

The information to be considered in relation to this Agenda Item include details the Council need to consider in determining and negotiating terms and conditions of a licencing arrangement, the release of which could confer a commercial advantage on the proponent with whom Council is proposing to conduct business and could prejudice Councils commercial position in negotiations.

Further, the information relates to a proposal to conduct a commercial activity for which the proponent has and/or will be making a significant capital investment and assuming a significant financial risk, the release of which could prejudice their own investment and confer an advantage on a competitor who could use the information to pursue a similar proposal.

Corporate and Community Services Committee Agenda, Monday 7th November, 2016 cont'd...

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information. The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because **Council seeks to activate the Railway Lands and wishes to engage in trial activities in order to gauge the viability of more permanent options. A risk to trial opportunities resulting from disclosure would be detrimental to pursuing further development opportunities for the benefit of the community.**

ITEM NO.	SUBJECT MATTER	S90(3) GROUNDS
10.	<u>CORPORATE AND COMMUNITY SERVICES REPORT NO. 77/2016</u> - Licence – Railway Platform	(b) & (d)
11.	<u>CONSIDERATION FOR KEEPING MATTERS CONFIDENTIAL</u>	

seconded

FINANCIAL STATEMENT - Monthly Bank Reconciliation

as at 30/09/2016 \$		<u>GENERAL ACCOUNT (Westpac)</u>	as at 31/10/2016 \$
171,917.82 CR		OPENING BALANCE	165,806.50 CR
3,586,238.69		<u>PLUS</u> Receipts -	
20,238.42		Rates & Arrears	406,665.13
-		General	876,800.33
-		<u>Receipt of Cash Advance Funds</u>	
-		Transfer from CAD Loan 104	-
-		Transfer from CAD Loan 105	-
700,000.00		Transfer from Investment Funds	850,000.00
-		Transfer from Reserve Funds	-
<u>\$ 4,306,477.11</u>			<u>\$ 2,133,465.46</u>
4,478,394.93 CR			2,299,271.96 CR
1,093,731.82		<u>LESS</u> Direct Debits to Bank Account -	
-		Payroll - 2 Pays processed in October (14/10 & 28/10)	717,392.26
1,816,011.88		Sundry	-
-		Transfer to Investment Funds	250,000.00
<u>2,909,743.70</u>		Transfer to CAD Loan 104	-
1,568,651.23 CR			<u>967,392.26</u>
			1,331,879.70 CR
1,402,844.73		<u>LESS</u> Expenditure Statement - \$	1,189,479.70
<u>\$ 165,806.50</u> CR		<u>CASH BALANCE</u>	<u>\$ 142,400.00</u> CR
 <u>BANK RECONCILIATION</u>			
152,864.31 CR		Balance as per Bank Statement	157,743.40 CR
24,335.44		<u>PLUS</u> Deposits not yet credited	9,368.85
- 20,342.92		<u>LESS</u> Deposits not yet reconciled	- 8,162.64
-		<u>LESS</u> Deposits not yet updated	-
-		<u>PLUS</u> Payments not yet reconciled	
<u>156,856.83</u> CR			<u>158,949.61</u> CR
- 3,495.75		<u>LESS</u> Unpresented Cheques & EFT's	6,073.42
-5,453.92		Unpresented Direct Debits	10,476.19
<u>\$ 165,806.50</u> CR		<u>CASH BALANCE</u>	<u>\$ 142,400.00</u> CR

Current Interest Rate on Bank Account Balance is 0.10%

FINANCIAL STATEMENT - Monthly Bank Reconciliation continued.....

as at 30/09/2016 \$		LGFA CAD LOAN 104	as at 31/10/2016 \$	
1,183,988.12	DR	OPENING BALANCE	-	DR
1,183,988.12		PLUS Deposits	-	
-		LESS Withdrawals (Transfer to General Account)	-	
-		Sundry	-	
<u>\$ -</u>	DR	<u>CASH BALANCE</u>	<u>\$ -</u>	DR
		LGFA CAD LOAN 105		
-	DR	OPENING BALANCE	-	DR
-		PLUS Deposits	-	
-		LESS Withdrawals (Transfer to General Account)	-	
-		Sundry	-	
<u>\$ -</u>	DR	<u>CASH BALANCE</u>	<u>\$ -</u>	DR

Current Interest Rate on CAD Loan Balances is 3.75%

LOAN FUNDS OWING (Local Government Finance Authority)

Opening Bal	Loan Purpose	Interest Rate	Maturity Date	Closing Bal
84,178.62	101 RSL Bowls - Artificial Rink	5.05%	16/03/2019	84,178.62
3,091,416.23	102 Library	5.97%	15/06/2024	3,091,416.23
-	104 CAD - Variable Int Only	3.75%	17/06/2028	-
-	105 CAD - Variable Int Only	3.75%	17/08/2030	-
<u>\$ 3,175,594.85</u>				<u>\$ 3,175,594.85</u>
				DR

FINANCIAL STATEMENT - Monthly Bank Reconciliation continued.....

as at 30/09/2016 \$		INVESTMENT FUNDS (Local Government Finance Authority)	as at 31/10/2016 \$
- CR	Opening Balance		1,116,011.88 CR
1,816,011.88	<u>PLUS</u> Deposits		257,033.50
	<u>PLUS</u> Interest		1,284.78
- 700,000.00	<u>LESS</u> Withdrawals (Transfer to Westpac)		- 850,000.00
-	Withdrawals (Transfer to CAD Loan 104)		-
<u>\$ 1,116,011.88</u> CR	CLOSING BALANCE		<u>\$ 524,330.16</u> CR

DOWNSTREAM DRAINAGE FUNDS (Local Government Finance Authority)

263,714.19 CR	OPENING BALANCE	263,714.19 CR
-	<u>PLUS</u> Deposits	-
-	<u>LESS</u> Withdrawals	-
<u>\$ 263,714.19</u> CR	CLOSING BALANCE	<u>\$ 263,714.19</u> CR

INVESTMENT OF FUNDS

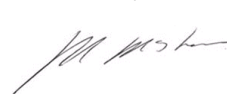
Investment Funds - all invested - 'At Call' at	1.50%
Reserve Funds - all invested - '90 Days' at	2.00%

Prepared by:



Finance Manager

Reviewed by:



Chief Executive Officer

STRATEGIC PLANNING SUB-COMMITTEE

Minutes of Meeting held in the Committee Room, Level 4, Civic Centre
on Friday 28th October, 2016 at 12.00p.m.

<u>PRESENT:</u>	Cr F Morello (Presiding Member) Mayor A Lee and Cr M Lovett
<u>APOLOGIES:</u>	Cr P Richardson and Cr S Perryman
<u>COUNCIL OFFICERS:</u>	Chief Executive Officer, Mark McShane Manager Business and Strategic Planning, Tracy Tzioutziouklaris
<u>COUNCIL MEMBERS AS OBSERVERS:</u>	Nil

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.

MINUTES: Mayor Lee moved that the Minutes of the previous meeting held on Wednesday 21st September, 2016 be taken as read and confirmed.

Cr Lovett seconded

Carried

QUESTIONS:

(a) With Notice - Nil submitted

(b) Without Notice - Nil submitted

1. **BEST PEOPLE BEST COMMUNITY - Community Plan - Service Review, Strategic Planning Sub-Committee Report No. 6/2016 - Ref. AF16/185**

Cr Morello moved it be recommended:

(a) Strategic Planning Sub-Committee Report No. 6/2016 be received and the contents noted.

(b) The SWOT's undertaken for all of Council's services be made available for the information and perusal of Council Members and Council Employees via appropriate methods.

Mayor Lee seconded

Carried

2. **BEST PEOPLE BEST COMMUNITY - Community Plan - Organisation Structure - Strategic Planning Sub-Committee Report No. 7/2017 - Ref. AF16/185**

Cr Morello moved it be recommended Strategic Planning Sub-Committee Report No. 7/2016 be received and the contents noted.

Cr Lovett seconded

Carried

3. **STRATEGIC PLANNING SUB-COMMITTEE - Scheduled Meeting Dates - Ref. AF15/266**

The Manager Business and Strategic Planning reported:

Strategic Planning Sub-Committee Minutes, Friday, 28th October, 2016 cont'd...

(a) The next meeting of the Strategic Planning Sub-Committee has been scheduled for:
Friday 25th November, 2016 commencing at 1.00 p.m.

(b) Other important scheduled Member meetings are:
Monday 5th December, 2016 Special Meeting of Council

Cr Morello moved it be recommended:

(a) **The report be received and the up coming important Member meeting dates be noted.**

Cr Lovett seconded

Carried

MOTIONS WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE - Nil

The meeting closed at 12.37 p.m.
TT

CONFIRMED THIS DAY OF 2016.

.....
PRESIDING MEMBER

STRATEGIC PLANNING SUB COMMITTEE REPORT NO 6/2016

SUBJECT: COMMUNITY PLAN – BEST PEOPLE BEST COMMUNITY – SERVICE REVIEW

REF: AF16/185

INTRODUCTION

Best People Best Community is a focus on the delivery of the Community Plan through a review of all services to identify Council's strengths, weaknesses and to deliver services efficiently and effectively.

As previously outlined, the project work flow for Best People Best Community involves eight steps as follows:

- Step 1: Data Collection
- Step 2: Development of the Service Register
- Step 3: SWOT Analysis
- Step 4: Service and Strategic (Functional) Alignment
- Step 5: Review of Organisation Structure
- Step 6: Development of Action Plans
- Step 7: Performance Development and Accomplishment Records
- Step 8: Development Centres

Steps 1, 2, 3 have been completed and work is advancing on the completion of Step 4, which provides the foundation for Step 5.

DISCUSSION

Step 1 and 2

Steps 1 and 2 involving data collection and the development of a draft Service Register have been completed. The draft Service Register identified a total of 259 services provided by the City of Mount Gambier has previously been provided to Members. It is important to highlight that the Service Register will evolve as the Best People Best Community process continues.

Upon completion of the draft Service Register work began on Steps 3 and 4.

Step 3 and 4

These steps involved a Service Review, SWOT Analysis and Functional Alignment of all of the services identified in the Service Register.

This process assessed services on two levels:

1. The level of alignment with the strategic goals as contained within the Community Plan and Council core business; and
2. Options per alternative service delivery.

It was also intended to identify whether:

- To continue with the level of a service;
- To identify alternative Service Delivery Models;
- To decrease the level of service;

Strategic Planning Sub-Committee Report No. 6/2016 cont'd...

- To provide no service; or
- To increase the level of a service.

The second element investigated how well a service meets intended performance outcomes and identifies:

- Maintain performance;
- Continuous Improvement;
- Value and efficiency; and
- Delivery Review.

These steps have involved a comprehensive engagement process with all employees having input and involvement in workshop style discussions. The workshops have been facilitated by departmental Managers in consultation with Executive Management and have been strongly supported by Council's Manager People, Culture and Safety.

Information regarding Best People Best Community has also been regularly distributed through Council's Intranet and updates provided at staff meetings with opportunities to discuss any concerns or to ask questions.

A significant outcome achieved from this process is the development of a Schedule of Review for all of the identified services that Council provides. It is anticipated that the review of some identified services will commence in 2017, with a forward plan being developed outlining the review process of services for the next several years.

The schedule of Review for Council services will be provided to Members upon its completion.

The Service Review, SWOT Analysis and Functional Alignment templates provided an opportunity for employees to reflect on and consider work undertaken, how work contributes to the delivery of a service and to identify continuous improvement opportunities whilst also identifying impediments to the delivery of a service.

Some examples of completed Service Review, SWOT Analysis and Functional Alignment templates are attached to this report for Member's information and perusal.

CONCLUSION

Best People Best Community has been developed to focus on the efficient and effectiveness of services delivered by Council for the community and ensuring we have the capacity, skills and culture to continually adjust and refine our service delivery to meet changing demands. It will assist in the development of an understanding throughout Council of the resourcing implications of the Community Plan. It is about targeting improvements to Council's service delivery and aligning efforts towards achieving the aspirations of the Community Plan.

The templates prepared by Steps 3 and 4 will form the base information for the development of a Service Schedule of Review and a 5 year forward service review plan.

This process would not have produced the outcomes achieved to date without the involvement of employees and their willingness to embrace, engage in this process and apply their competencies and knowledge of their work practice.

Strategic Planning Sub-Committee Report No. 6/2016 cont'd...

RECOMMENDATION

- (a) Strategic Planning Sub-Committee Report no 6/2016 be received and the contents noted.



Tracy TZIOUTZIOUKLARIS
MANAGER BUSINESS AND STRATEGIC PLANNING

sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

17th October, 2016
TT/FM

Attachments: Example Service Review, SWOT Analysis & Functional Alignment Sheets

1. Caroline Landfill
2. Treasury Management
3. Planning Strategies and Policies
4. Public Toilet Maintenance
5. Facility Management

SERVICE REVIEW, SWOT ANALYSIS & FUNCTIONAL ALIGNMENT SHEET

Notes: 1. Only type text in green boxes. 2. select from drop down list in blue boxes

SERVICE

Caroline Landfill

ASSESSMENT TEAM

Daryl Sexton, Alan Hollway, Gary Mulraney, Daryl Lehman, Graeme Anderson, Darren Spencer

Adrian Sutton, Peter Brown, Graeme Gosden, Sinaway Georgiou

DEPARTMENT

Waste Management

DIVISION

Operational Services - Works

1. COMMUNITY PLAN ALIGNMENT

Our Location

A perfectly centered place where people aspire to live, work, visit and invest

2. SWOT ANALYSIS

Strengths	Opportunities
plenty of space for long-term use and or expansion, well engineered, modern	further waste receipt possible by actively promoting the landfill to a wider region (ie Victoria)
good site - reasonably remote	carbon neutrality initiatives
Well resourced with equipment and plant.	more and improved education for external customers. Increased enforcement if required.
Council has the regional Monopoly in this area of service.	
Threats	Weaknesses
Environmental standards change (eg EPA, Carbon Tax)	large GHG producer. Lack of control over inappropriate waste from external customers.
Weather and Climate change (increased leachate production).	threat to environment (eg groundwater contamination). Clay liner failure (design, construction or nature), making this facility a high risk operation to Council. groundwater pollution evident prior to site occupation access road (within DC Grant) needs upgrading to sealed road standard

3. SWOT RESULTS SUMMARY

Context Statement	Summary Statement
The Caroline Landfill is an integral feature of the main services provided by Council. It is a service conducted in the context of being strategically aligned to the Community plan with our location. It is a prominent location with great public scrutiny and provides an essential service to the community. The service is well conducted well resourced and with quality staff, equipment and machinery, but still requires expert management and careful planning.	Moving forward in conducting the service, we need to be sensitive to future threats including EPA changes, a possible carbon tax and climate change. As the community grows and the population builds, combined with climate change, creates potential volatility in terms of environmental standards. For continual improvement to be made we need to take into account the threat to the environment including ground water contamination. The possible failure of the clay liner exposes the site to future risk and the sensitivities of these issues require expert management perhaps as a specialist. Furthermore there exists opportunities to maximise revenue as being the only landfill in the region with further waste receipts possible.

4. SERVICE ALIGNMENT ASSESSMENT

	Alignment area	Rating	Description
1	Strategic relevance of service (community plan)	Very High	Direct reference in Community Plan or forms part of Council resolution
2	Strategic relevance of service (other)	Very High	Direct reference in a major external strategy, plan or policy
3	Level of community expectation	Very High	Expectation that the service is standard practice for local government and can be demonstrated as normal practice in other Councils providing a comparable service
4	Social impact and the level of community need	Very High	Service delivers an essential community need that is critical for widespread community wellbeing
5	Level of community use	Very High	Significant number of residents currently utilise this service per annum
6	Level of overlap with other local providers	Very Low	No other providers exist locally
	Level of Alignment	Priority 4	Services with a higher level of strategic alignment and lower level of overlap with other providers should continue to be delivered

5. SERVICE DELIVERY ASSESSMENT

	Alignment area	Rating	Description
1	Service performance	High	Service levels and/or agreed targets are in place and are being met on a consistent basis
2	People skills and experience	Very High	Service is currently resourced adequately (FTE) and budget with experienced resources that have expert knowledge and skills
3	Systems infrastructure	Very High	The current systems and infrastructure are the most appropriate to deliver our services ("best of breed") and are reliable and cost effective
4	Service efficiency	Very High	The service is performed in the best possible manner with the least waste of time and effort representing best value
5	Service effectiveness	Very High	The service always meets its objective, exceeding the intended or expected result for the community
6	Level of potential financial return	Medium	Improvements to the service could result in a reasonable return on Council investment
7	Level of potential other return	Medium	Improvements to service could result in a reasonable return (i.e. improved level of service, removing risk, improved customer outcomes etc.)
	Level of Alignment	Priority 4	Services that are delivered with a high level of competency with little opportunity for improvement are not candidates for review but could be commercialised

6. SERVICE DELIVERY ASSESSMENT

Fill out relevant Functional Alignment Sheet (separate document) for this Service

SERVICE REVIEW, SWOT ANALYSIS & FUNCTIONAL ALIGNMENT SHEET

Notes: 1. Only type text in green boxes. 2. select from drop down list in blue boxes

SERVICE

Treasury Management

ASSESSMENT TEAM

Gary Button, Kylie Harradine, Leanne Little, Mardi Chuck, Racheal Tilley
Grant Humphries & Alan Hollway

DEPARTMENT

Finance

DIVISION

Corporate Services

1. COMMUNITY PLAN ALIGNMENT

Our Diverse Economy

A diversified, innovative and resilient economy that generates jobs and services

2. SWOT ANALYSIS

Strengths	Opportunities
<ul style="list-style-type: none"> - Maximise interest revenue; financial benefits to Council - Minimise interest payable; financial benefits to Council - Daily knowledge of cashflow position - Cashflow management; meeting payment terms - Efficiency of staff; knowledgeable, experienced, reliable, skilled, diligent and stable - Team dynamic, job sharing, leave coverage, no reliance on any one individual - Separation of duties and internal control adherence - Internal controls; mandatory and software restricted - Financial access: restricted and dual authorisations required - Annual savings are in the vicinity of \$200k 	<ul style="list-style-type: none"> - Increases in EFT payment for rates due to EFT details on invoices - Implement Bpay for Debtor accounts; more automated process - Implement strategy to reduce payments made by EFT; promote web, bpay, contact customers who use EFT for rates or return funds - Daily Cash flow management between Investments and bank account; optimise interest revenue - Review internal controls regarding LGFA investment transfers to make daily transfers an easier process
Threats	Weaknesses
<ul style="list-style-type: none"> - Cash flow; reduced inflow; affects ability to make payments; increases cashflow management of and workload of creditors - Reduced government funding - Changes to internal controls or legislations - Further increases in EFT payments due to bank account details on invoices 	<ul style="list-style-type: none"> - Daily bank reconciliation must be completed; audit requirement - More payments processed by EFT; takes longer to identify and process - Teething issues with new Bpoint; harder and more time consuming to reconcile - Authority upgrade; changed back office receipting and reporting - now not as efficient - LGFA investment transfers; timely to process and source signatures

3. SWOT RESULTS SUMMARY

Context Statement	Summary Statement
<p>Treasury management is primarily an internal service of Council where cashflow is managed to ensure Council can meet its financial obligations and maximise its return on funds. Treasury management refers to the way in which borrowings are raised and cash and investments are managed. In addition to changes in the level of borrowings and changes in interest rates, Council's treasury management practice has a significant effect on our net interest costs.</p>	<p>Net interest costs have decreased significantly (\$200k) over the past few years. Internal controls restrict the ability to transfer directly between the bank account and investment accounts. There is an opportunity to review these internal controls to simplify this process, while also achieving the objective of these controls. It is recommended that we continue with our current Treasury Management practices with future decisions to be reflected in our Infrastructure & Assets Plan, Long Term Financial Plan and Annual Budget processes as per legislative guidelines.</p>

4. SERVICE ALIGNMENT ASSESSMENT

	Alignment area	Rating	Description
1	Strategic relevance of service (community plan)	High	Indirect reference in Community Plan and/or direct reference in other major Council strategy, policy or plan
2	Strategic relevance of service (other)	High	Indirect reference in major external strategy, plan or policy
3	Level of community expectation	High	Expectation that the service is usual practice for local government and can be demonstrated as normal practice in other Councils providing a comparable service
4	Social impact and the level of community need	Medium	Service delivers a non-essential community need that is however beneficial to community wellbeing
5	Level of community use	Very Low	Service not currently utilised
6	Level of overlap with other local providers	Very Low	No other providers exist locally
	Level of Alignment	Priority 4	Services with a higher level of strategic alignment and lower level of overlap with other providers should continue to be delivered

5. SERVICE DELIVERY ASSESSMENT

	Alignment area	Rating	Description
1	Service performance	High	Service levels and/or agreed targets are in place and are being met on a consistent basis
2	People skills and experience	High	Service is currently resourced adequately (FTE) with resources that have relevant knowledge and skills
3	Systems infrastructure	High	The current systems and infrastructure are generally appropriate to deliver our services and are generally reliable and cost effective
4	Service efficiency	High	The service is performed well with minimal waste of time and effort and minimal variation, errors, backlog or delays
5	Service effectiveness	High	The service always meets its objective, producing the intended or expected result for the community
6	Level of potential financial return	Low	Improvements to the service could result in minimal return on Council investment
7	Level of potential other return	Low	Improvements to service could result in minimal return (i.e. improved level of service, removing risk, improved customer outcomes etc.)
	Level of Alignment	Priority 4	Services that are delivered with a high level of competency with little opportunity for improvement are not candidates for review but could be commercialised

6. SERVICE DELIVERY ASSESSMENT

Fill out relevant Functional Alignment Sheet (separate document) for this Service

SERVICE REVIEW, SWOT ANALYSIS & FUNCTIONAL ALIGNMENT SHEET

Notes: 1. Only type text in green boxes. 2. select from drop down list in blue boxes

SERVICE

Planning Strategies and Policies (Section 30 Review and Development Plan Amendments)

ASSESSMENT TEAM

Tracy Tzioutziouklaris, Michael McCarthy, Simon Wiseman, Mark McShane

DEPARTMENT

Strategic & Corporate Planning

DIVISION

Office of the CEO

1. COMMUNITY PLAN ALIGNMENT

Our Diverse Economy

A diversified, innovative and resilient economy that generates jobs and services

2. SWOT ANALYSIS

Strengths	Opportunities
Guides property owners and other as to what can and cannot be done in the future on any piece of land.	Provides opportunities for the community to be involved in the future development of the City.
Provides the basis against which Development Applications are assessed.	Provides direction and guides the future development of the City.
SA Planning Policy Library prepared by the State Government provides leading practice policy.	Involves the input from many other organisations.
Provides a mechanism for Council to regularly review the policies within the Development Plan to ensure it remains relevant.	Changes to State Government Legislation
Requires Council to regularly review the Development Plan to determine how the Planning Strategy can be implemented.	New Planning System being introduced by the State Government to improve consistency throughout the State.
Threats	Weaknesses
Changes to State Government Legislation.	A complex process which take a lot of time to complete.
Conflict of Interest of Council in the preparation of.	Can be an expensive process.
Is a process required by the Development Act 1993.	The process can be influenced by external parties.
Need professional qualification and recognition to be able to undertake.	Need to be updated regularly to ensure they reflect the needs of the community, the economy and the environment.
	Is a complex and lengthy legislated process.
	Requires specialised professional experience and expertise and is not a well understood activity by Council Members, other Council Officers and the community.

3. SWOT RESULTS SUMMARY

Context Statement	Summary Statement
Section 30 Reviews are required to be undertaken as specified by the Development Act 1993 so as to ensure the Development Plan and associated policies remain relevant and up to date. The preparation of Development Plan Amendments ensure the Development Plan stays relevant and up to date with best practice and changes in society and development trends.	Section 30 Reviews are regulated by the State Government. Very few employees have the relevant experience, expertise and qualifications to undertake this service. The LCLGA previously coordinated a Joint Section 30 Review on behalf of all seven Member Councils. The preparation of Development Plan Amendments is a specialist professional field with what can be a complex and lengthy legislated process. It is not readily understood by those not working within the system. It is a process that can be externally influenced and is heavily regulated by the State Government. Very few employees have the relevant experience and qualifications to undertake this service.

4. SERVICE ALIGNMENT ASSESSMENT

	Alignment area	Rating	Description
1	Strategic relevance of service (community plan)	High	Indirect reference in Community Plan and/or direct reference in other major Council strategy, policy or plan
2	Strategic relevance of service (other)	High	Indirect reference in major external strategy, plan or policy
3	Level of community expectation	High	Expectation that the service is usual practice for local government and can be demonstrated as normal practice in other Councils providing a comparable service
4	Social impact and the level of community need	Very High	Service delivers an essential community need that is critical for widespread community wellbeing
5	Level of community use	Very High	Significant number of residents currently utilise this service per annum
6	Level of overlap with other local providers	Very Low	No other providers exist locally
	Level of Alignment	Priority 4	Services with a higher level of strategic alignment and lower level of overlap with other providers should continue to be delivered

5. SERVICE DELIVERY ASSESSMENT

	Alignment area	Rating	Description
1	Service performance	High	Service levels and/or agreed targets are in place and are being met on a consistent basis
2	People skills and experience	Very High	Service is currently resourced adequately (FTE) and budget with experienced resources that have expert knowledge and skills
3	Systems infrastructure	Very High	The current systems and infrastructure are the most appropriate to deliver our services ("best of breed") and are reliable and cost effective
4	Service efficiency	High	The service is performed well with minimal waste of time and effort and minimal variation, errors, backlog or delays
5	Service effectiveness	High	The service always meets its objective, producing the intended or expected result for the community
6	Level of potential financial return	Very Low	Improvements to the service will result in minimal return on Council investment
7	Level of potential other return		#N/A
	Level of Alignment	Priority 4	Services that are delivered with a high level of competency with little opportunity for improvement are not candidates for review but could be commercialised

6. SERVICE DELIVERY ASSESSMENT

Fill out relevant Functional Alignment Sheet (separate document) for this Service

SERVICE REVIEW, SWOT ANALYSIS & FUNCTIONAL ALIGNMENT SHEET

Notes: 1. Only type text in green boxes. 2. select from drop down list in blue boxes

SERVICE

Public Toilet Maintenance

ASSESSMENT TEAM

Chris Mustart, Daryl Ferguson, Malcolm Height, Corey Radford

Alan Hollway, Trevor Pettingill

DEPARTMENT

Waste Management

DIVISION

Operational Services - Works

1. COMMUNITY PLAN ALIGNMENT

Our Location

A perfectly centered place where people aspire to live, work, visit and invest

2. SWOT ANALYSIS

Strengths	Opportunities
Set a high standard of cleaning and maintenance of toilet facilities to reflect community expectations, ensuring continual servicing on a daily basis and efficient maintenance of these amenities. Discreet manner when cleaning toilets with minimal disruption to the general public	New self cleaning toilets, to help demands of tourists in key areas at peak times. Redesign toilets to reduce maintenance issues and help prevent unruly behaviour.
Local knowledge of all amenities with trained staff who are capable of dealing with emergencies as they occur. Multi-skilled flexibility Specialised resources to deal with all maintenance issues. Work health and safety processes and procedures in place to ensure the safety of employees and community members Public toilets audited annually to ensure cleanliness by Environmental Officer and Assistant Works Manager, results are found to be of a high standard.	Installation of anti drug lights, Urine defective paint, drains for cleaning, provide further information to the public regarding when the toilets were cleaned through a wall mounted recording Alternative service models could be looked at. Provide sharps refresher training.
Threats	Weaknesses
Contract cleaners may quote more competitively but history and experience shows that they are inadequate in working in such an environment. Emergency clean ups may not be responded to quickly and they lack the flexibility that our workers have. However we should ensure that knowledge transfer is completed internally.	Some toilets are lacking ventilation, location of some toilets may bring unacceptable behaviour, e.g., drug usage, loitering and graffiti. Natural light lacking in some toilets (redesign) Water quality is hard on infrastructure, e.g., taps and basins Not all toilets have sharps containers fitted to facilitate the use of needles in toilets.

3. SWOT RESULTS SUMMARY

Context Statement	Summary Statement
The cleaning of public toilets is a critical service which the community and tourists have high expectations. We work in the context of legislative requirements including WHS public health and we generally meet all expectations with dedicated and flexible employees which contract cleaners cannot provide.	Whilst this service is completed with significant due diligence there never the less exists opportunities to improve through redesigning old toilet blocks which fail to inhibit drug taking or other anti social behaviour in addition there should be a review of all toilet designs to improve ventilation and general quality for both the public and employees. This is essential if there is going to be continual improvement and make the job easier for our employees.

4. SERVICE ALIGNMENT ASSESSMENT

	Alignment area	Rating	Description
1	Strategic relevance of service (community plan)	High	Indirect reference in Community Plan and/or direct reference in other major Council strategy, policy or plan
2	Strategic relevance of service (other)	Very High	Direct reference in a major external strategy, plan or policy
3	Level of community expectation	Very High	Expectation that the service is standard practice for local government and can be demonstrated as normal practice in other Councils providing a comparable service
4	Social impact and the level of community need	Very High	Service delivers an essential community need that is critical for widespread community wellbeing
5	Level of community use	Very High	Significant number of residents currently utilise this service per annum
6	Level of overlap with other local providers	Low	Only a minimal number of providers currently provide a similar/comparable service within our Council area
	Level of Alignment	Priority 4	Services with a higher level of strategic alignment and lower level of overlap with other providers should continue to be delivered

5. SERVICE DELIVERY ASSESSMENT

	Alignment area	Rating	Description
1	Service performance	Very High	Service levels and/or agreed targets are in place and are being exceeded on a consistent basis
2	People skills and experience	High	Service is currently resourced adequately (FTE) with resources that have relevant knowledge and skills
3	Systems infrastructure	High	The current systems and infrastructure are generally appropriate to deliver our services and are generally reliable and cost effective
4	Service efficiency	High	The service is performed well with minimal waste of time and effort and minimal variation, errors, backlog or delays
5	Service effectiveness	High	The service always meets its objective, producing the intended or expected result for the community
6	Level of potential financial return	Low	Improvements to the service could result in minimal return on Council investment
7	Level of potential other return	Medium	Improvements to service could result in a reasonable return (i.e. improved level of service, removing risk, improved customer outcomes etc.)
	Level of Alignment	Priority 3	Services that are already delivered with a high level of competency but have further opportunity for internal improvements should continue to be improved through process / system reviews

6. SERVICE DELIVERY ASSESSMENT

Fill out relevant Functional Alignment Sheet (separate document) for this Service

SERVICE REVIEW, SWOT ANALYSIS & FUNCTIONAL ALIGNMENT SHEET

Notes: 1. Only type text in green boxes. 2. select from drop down list in blue boxes

SERVICE

Facility Management

ASSESSMENT TEAM

Peter Thompson, Gayle Sparrow, Tracey Nisbet, Lynne Dowling

DEPARTMENT

Executive Support

DIVISION

Office of the CEO

1. COMMUNITY PLAN ALIGNMENT

Our People

A safe, inclusive city where access to quality services and facilities supports a socially connected, vibrant and healthy community

2. SWOT ANALYSIS

Strengths	Opportunities
<p>Good time management</p> <p>Regular schedule prepared for checking stock, fixtures, City Hall facilities, Old Town Hall Clock, service and maintenance of water softeners, hot water units, toilets and taps</p> <p>Flexible attitude - regularly called away from routine tasks</p> <p>Pride in delivery of service</p>	<p>A third person as back up would enable regular maintenance tasks to be completed within schedule.</p>
Threats	Weaknesses
<p>Small team - unexpected absenteeism puts pressure on remaining person.</p> <p>Reputational damage.</p>	<p>Due to extra time required to clean additional work areas to expected standard, some routine maintenance tasks can be missed/rescheduled.</p> <p>Tired Staff.</p>

3. SWOT RESULTS SUMMARY

Context Statement	Summary Statement
Closely tied to cleaning is the regular maintenance of fixtures, supplies and facilities (toilets, light fittings etc) along with ordering of supplies. Also responsible for ordering of bulk paper supplies for Administration - due to delivery in 1/2 pallet quantity and physical distribution to offices. These tasks are essential to the efficient running of Council facilities.	Tasks associated with facility management are often interrupted or rescheduled due to pressing matters which may occur on a day to day basis. They require a methodical approach and can be the difference between a successful or unsuccessful function - they are not always recognised but are essential tasks. As with cleaning a small team is responsible for the delivery of these duties in our growing/changing organisation and a third person to assist with cleaning would alleviate some of the pressure on the team.

4. SERVICE ALIGNMENT ASSESSMENT

	Alignment area	Rating	Description
1	Strategic relevance of service (community plan)	Low	Indirectly referenced as an action within a Council strategy policy or business plan
2	Strategic relevance of service (other)	Low	Indirectly referenced as an action within a current section strategy or business plan
3	Level of community expectation	Very High	Expectation that the service is standard practice for local government and can be demonstrated as normal practice in other Councils providing a comparable service
4	Social impact and the level of community need	Very High	Service delivers an essential community need that is critical for widespread community wellbeing
5	Level of community use	Very High	Significant number of residents currently utilise this service per annum
6	Level of overlap with other local providers	High	Some providers currently provide a similar/comparable service within our Council
	Level of Alignment	Priority 1	Services with a lower level of strategic alignment and higher level of overlap with other providers should be reviewed

5. SERVICE DELIVERY ASSESSMENT

	Alignment area	Rating	Description
1	Service performance	Very High	Service levels and/or agreed targets are in place and are being exceeded on a consistent basis
2	People skills and experience	Low	Service is currently not resourced adequately (FTE) however current resources have the necessary knowledge and skills
3	Systems infrastructure	High	The current systems and infrastructure are generally appropriate to deliver our services and are generally reliable and cost effective
4	Service efficiency	Very High	The service is performed in the best possible manner with the least waste of time and effort representing best value
5	Service effectiveness	Very High	The service always meets its objective, exceeding the intended or expected result for the community
6	Level of potential financial return	Medium	Improvements to the service could result in a reasonable return on Council investment
7	Level of potential other return	High	Improvements to service could result in high return (i.e. improved level of service, removing risk, improved customer outcomes etc.)
	Level of Alignment	Priority 3	Services that are already delivered with a high level of competency but have further opportunity for internal improvements should continue to be improved through process /

6. SERVICE DELIVERY ASSESSMENT

Fill out relevant Functional Alignment Sheet (separate document) for this Service

STRATEGIC PLANNING SUB-COMMITTEE REPORT NO 7/2016

SUBJECT: COMMUNITY PLAN – BEST PEOPLE BEST COMMUNITY – ORGANISATION STRUCTURE

REF: AF16/185

INTRODUCTION

Step 5 of Best People Best Community involves a Review of the Organisational Structure of Council.

Following Steps 1 through to 4 recommendations are developed on the future delivery of a service and consideration will be given to the structure of the organisation to achieve the best delivery of services provided by Council.

The new Community Plan is a significant departure from previous strategic plans and along with other demands on Council, necessitates a structure best able to deliver services into the future. Informed by the reviews and input from senior staff a revised organisational structure will be developed for endorsement by Council in December 2016 and implementation in 2017.

DISCUSSION

Following the completion of Steps 1 to 4 as outlined within the Best People Best Community – Project Work Flow, consideration will be given to the most appropriate organisational structure to deliver the outcomes identified by the Community Plan and the ongoing demands placed on Local Government.

A draft organisational structure will be completed by the end of November 2016 following input by senior staff and final decisions made by the Chief Executive Officer.

Council's Strategic Planning Sub-Committee and Council will be presented with the revised structure towards the end of November, 2016.

Some important scheduled Member meeting dates are:

- Friday 25th November, 2016 Strategic Planning Sub-Committee meeting
- Tuesday 6th December, 2016 Special Meeting of Council

Upon the endorsement of the organisational structure by Council, meetings will occur with Directors, Managers/Supervisors to inform them of the structure. Staff whose roles and reporting lines have altered by the reviewed structure will meet with the Chief Executive Officer and relevant Directors & Supervisors.

There will be a general release of the organisational structure to all staff including a presentation by the Chief Executive Officer and Directors at staff meetings.

The implementation of the new structure will be staged over the first four months in 2017 in line with any required staffing changes. Logistical office accommodation arrangements will occur in due course during 2017.

The Annual Budget 2018/2019 will be reshaped to reflect the Community Plan and the aligned organisational structure.

Strategic Planning Sub-Committee Report No.07/2016 cont'd...

With a new organisational structure it is likely that the reporting structure to Council will also be reviewed. Should the structure of the organisation reflect in part or fully, the four goals within the Community Plan, consideration will need to be given to the Standing Committee and Sub-Committee structure of Council to provide an effective reporting process between the Elected Members of Council and the administration. As the new structure will be implemented over several months in early 2017, Members will have adequate time to reflect upon and adjust the decision making structure.

Once this process has been completed action plans for the new business units and individual staff will be developed and further refined to reflect the outcomes of each service that has been aligned to the Community Plan. Performance Manager will be modified to report on the Community Plan outcomes. The Action Plans will be supported by a revised Performance Development Review process with accomplishment records and development centres. These are outlined in Steps 6 – 8 of the Best People Best Community project work flow.

Not only is Best People Best Community a review process investigating the efficient and effective service delivery of the Community Plan, it also provides a strong focus on staff development. It is designed to build staff capacity, be inclusive, build capacity to think innovatively, challenge the status quo and embed a culture of continuous improvement into the future.

CONCLUSION

One key purpose of Best People Best Community is to develop an understanding of the resource implications of the Community Plan. Council's previous proactive consideration of two key resource needs, economic development and tourism have seen these potential resource gaps addressed. Assuming responsibility for the Riddoch Art Gallery has also achieved staffing and delivery capacity in the arts and culture from the Community Plan.

This review focuses on the efficiency and effectiveness of services delivered by Council for the community. The consideration of the organisational structure is about targeting improvement to Council's service delivery and aligning efforts towards achieving the aspirations of the Community Plan. Structure is not fixed and will be continuously recalibrated to meet the effective service delivery and needs of the community.

RECOMMENDATION

- (a) Strategic Planning Sub –Committee Report no 7/2016 be received and the contents noted.



Tracy TZIOUTZIOUKLARIS
MANAGER BUSINESS AND STRATEGIC PLANNING

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

CORPORATE AND COMMUNITY SERVICES REPORT NO. 71/2016

SUBJECT: BUDGET UPDATE AS AT 30TH SEPTEMBER, 2016 (BR1)

REF: AF15/461

Goal: Governance

Strategic Objective: Demonstrate innovative and responsive organisational governance.

Following the introduction of the Local Government (Financial Management) Regulations 2011, Council completed a review of its Budget reporting processes (Corporate and Community Services Report No. 30/2012 - Monitoring Council's Budget Performance) resulting in the adoption of the new Policy B300 - Budget Reporting and Amendment.

The objective of the Budget Reporting and Amendment Policy is to provide management with a framework to operate in regard to the following:

- The content, timing and process to be followed for reporting to Council on its performance against budget;
- The scope and conditions associated with the Chief Executive Officer approving variations in activity (that are within the scope of the approved budget allocations);
- The process required to be followed as well as general guidelines in relation to the carrying forward of expenditure authority associated with projects included in the budget for the previous year.

The Policy provides for a Budget Update report to be prepared and included in the agenda of the Ordinary Meeting of Council's Corporate and Community Services Committee in the months of November and March (as a minimum). The report will highlight at summary level budget activity for the year to date, original and revised budget information, and include the latest revised forecast of expected budget results for the year.

The Budget Update (BR1) as at 30th September, 2016 as presented with this report, is now recommended for adoption.

RECOMMENDATION

- (a) Corporate and Community Services Report No. 71/2016 be received;
- (b) the Budget Update as at 30th September, 2016 as presented with this Report be adopted by Council with all amendments to be made to the 2016/2017 Council Budget.



Grant HUMPHRIES
DIRECTOR - CORPORATE SERVICES

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

1. **BR1 Commentary**

- This is the first Budget Review for the 2016/2017 financial year other than the interim review which introduced work in progress amounts from 2015/2016 into the 2016/2017 Budget.
- BR1 takes into account most costs for the first 3 months of operating (July to September) however some creditors for the month of September are not yet included (processed in October).
- In overall terms BR1 provides for;
 - No alteration to Operating Expenditure
 - An increase in Operating Revenue of \$27,000
 - A net gain to the budgeted operating result of \$27,000
- Council's Budgeted Operating commentary;
 - The adopted Budget provided for a \$79,000 Deficit
 - Interim (WIP) Review resulted in a \$119,000 Deficit
 - BR1 results in a \$92,000 deficit as at 30th September, 2016
- Council's Cash Budget commentary:
 - Adopted Budget provided for a \$58,000 Deficit
 - The Interim (WIP) Review resulted in a \$58,000 Deficit
 - BR1 results in a \$31,000 deficit as at 30th September, 2016
- Operating Expenditure - minor amendments resulting in no impact on Council's overall operating expenditure.
- Operating Revenue is increased by \$27,000 due to a number of minor adjustments, most notably adjustments to NRM levy figures which were not fully known at Budget time.
- Council's Operational Expenditure and Revenue against Budget is provided in graphical form, as an attachment.
- Capital Expenditure increase by \$2,059,000 solely due to arrangements associated with the procurement of the Riddoch Art collection. The transfer of funding between old hospital / rail lands development projects results in an overall nil impact on Budget
- Non operating Revenue increases by \$2,059,000 solely due to arrangements associated with the procurement of the Riddoch Art collection.



BUDGET UPDATE: BR1 NOVEMBER 2016 AS AT 30TH SEPTEMBER 2016

- 1. BUDGET UPDATE COMMENTARY (PAGE 1)**
- 2. DETAILED SUMMARY OF WORK IN PROGRESS ALLOCATIONS (PAGES 2 - 3)**
- 3. NEW BUDGET SUMMARY (PAGE 4)**
- 4. HIGH LEVEL SUMMARY BY FUNCTION (PAGES 5 - 17)**
- 5. UNIFORM PRESENTATION OF FINANCES (PAGES 18 - 24)**

2. DETAILED SUMMARY

Account No.	Description	Original Budget '000	Revised Budget '000	Proposed Budget '000	Actual 30/09/2016 '000	Variance now Requested '000	Revised E of Y Budget Forecast '000
2.1	<u>OPERATING REVENUE</u>						
	ADMINISTRATION						
4120.0201	Grants Commission - Financial Assistance Grant	2,184	2,184	2,196	2,196	12	2,196
4100.0003	Rates Raised - NRM Levy Raised	970	1,048	1,048	1,048	78	1,048
4112.0025	Rates Remitted - NRM Levy Raised Remitted	(2)	(2)	(9)	(9)	(7)	(9)
4112.0024	Rates Remitted - NRM Levy Reimbursed to NRM	(964)	(964)	(1,041)	(260)	(77)	(1,041)
4112.0022	Rates Remitted - General Rate Rebates (Inc. in Mandatory)	(184)	(184)	(198)	(198)	(14)	(198)
						(8)	
	ENVIRONMENT						
4164.0641	Grants/Subsidies - Bin Surrounds Grant	0	0	15	15	15	15
						15	
	SUNDRY						
4230.1300	Sundry NRM Levy - Reimbursement of Costs	5	5	25	25	20	
						20	
	OPERATING REVENUE INCREASE/(DECREASE)					27	
2.2	<u>NON - OPERATING REVENUE</u>						
4500.2001	Grant Funding - Riddoch Collection	130	130	2,189	2,059	2,059	2,189
	NON - OPERATING REVENUE INCREASE/(DECREASE)					2,059	

Account No.	Description	Original Budget '000	Revised Budget '000	Proposed Budget '000	Actual 30/09/2016 '000	Variance now Requested '000	Revised E of Y Budget Forecast '000
2.3	<u>OPERATING EXPENDITURE</u>						
	SUPPORT SERVICES						
6002.0215	Subscriptions - LC LGA	75	75	73	73	(2)	73
6002.0204	Insurances - Performance Bonus Adjustment	47	47	37	24	(10)	37
						(12)	
	ECONOMIC						
6350.0801	Tourism - LC RDA Tourism Contribution	32	32	29	29	(3)	29
6320.0010	Economic Development - Salaries	0	0	85	17	85	85
6320.0021	Economic Development - Superannuation	0	0	10	2	10	10
						92	
	ENVIRONMENT						
6460.0955	Environmental Sustainability - Grant Funding Received	56	57	72	3	15	72
						15	
	REGULATORY						
6630.0010	City Planning - Salaries	246	246	161	40	(85)	161
6630.0021	City Planning - Superannuation	35	35	25	6	(10)	25
						(95)	
	OPERATING EXPENDITURE INCREASE/(DECREASE)					0	
2.4	<u>CAPITAL EXPENDITURE</u>						
	CULTURAL						
7640.5408	Riddoch Art Gallery - Riddoch Collection	0	0	2,059	2,059	2,059	2,059
	RECREATION						
7680.5811	Rail Land Development - Outstanding Works	0	0	50	0	50	50
7680.5812	Old Hospital Development	0	150	100	18	(50)	100
	CAPITAL EXPENDITURE INCREASE/(DECREASE)					2,059	

3. NEW BUDGET SUMMARY

	Original Budget \$,000	Revised Budget \$,000	Variation Requested \$,000	BR1 \$,000
OPERATING REVENUE				
Operating Expenditure Increase (Decrease)	26,001	26,041	0	26,041
Operating Revenue Increase (Decrease)	25,922	25,922	27	25,949
Operating Surplus/(Deficit)	(79)	(119)	27	(92)
CAPITAL EXPENDITURE				
Capital Expenditure Increase (Decrease)	6,661	9,261	2,059	11,320
CAPITAL REVENUE				
Capital Revenue Increase (Decrease)	439	439	0	439
NON OPERATING EXPENDITURE				
Non Operating Expenditure Increase (Decrease)	680	680	0	680
NON OPERATING REVENUE				
Non Operating Revenue Increase (Decrease)	6,923	9,563	2,059	11,622
Revised Cash Budget Surplus/(Deficit)	(58)	(58)	27	(31)
SUMMARY OF ALTERATIONS - SURPLUS/(DEFICIT)		OPERATING BUDGET	CASH BUDGET	
Adopted Budget		(79)	(58)	
Interim Budget Update (introduction of work in progress)		(119)	(58)	
Budget Update No. 1 (as at 30th September, 2016)		(92)	(31)	

4. HIGH LEVEL SUMMARY BY FUNCTION

4.1 ADMINISTRATION

	Original Budget '000	Revised '000	Proposed Budget '000	Actual 30/09/2016 '000	Variance now Requested '000	Proposed E of Y Budget Forecast '000
OPERATING EXPENDITURE (6011 - 6022)	1,763	1,763	1,763	524	0	1,763
OPERATING REVENUE (4100 - 4120)	21,220	21,212	21,212	20,009	(8)	21,212
NET OPERATING - SURPLUS / (DEFICIT)	19,457	19,449	19,449	19,485	8	19,449
CAPITAL EXPENDITURE (7500)	20	464	464	22	0	464
CAPITAL REVENUE						
NET CAPITAL - SURPLUS / (DEFICIT)	(20)	(464)	(464)	(22)	0	(464)
NON OPERATING EXPENDITURE						
NON OPERATING REVENUE						
NET NON OPERATING - SURPLUS / (DEFICIT)						

Financial Report: refer detailed Summary

4. HIGH LEVEL SUMMARY BY FUNCTION

4.2 SUPPORT SERVICES

	Original Budget '000	Revised '000	Proposed Budget '000	Actual 30/09/2016 '000	Variance now Requested '000	Proposed E of Y Budget Forecast '000
OPERATING EXPENDITURE (6011-6022)	3,830	3,838	3,826	824	(12)	3,826
OPERATING REVENUE						
NET OPERATING - SURPLUS / (DEFICIT)	(3,830)	(3,838)	(3,826)	(824)	12	(3,826)
CAPITAL EXPENDITURE (7460)	95	119	119	0	0	119
CAPITAL REVENUE						
NET CAPITAL - SURPLUS / (DEFICIT)	(95)	(119)	(119)	0	0	(119)
NON OPERATING EXPENDITURE						
NON OPERATING REVENUE						
NET NON OPERATING - SURPLUS / (DEFICIT)						

Financial Report: refer detailed Summary

4. HIGH LEVEL SUMMARY BY FUNCTION

4.3 COMMUNITY

	Original Budget '000	Revised '000	Proposed Budget '000	Actual 30/09/2016 '000	Variance now Requested '000	Proposed E of Y Budget Forecast '000
OPERATING EXPENDITURE (6100 - 6138))	1,823	1,823	1,823	340	0	1,823
OPERATING REVENUE (4130 - 4134)	122	122	122	23	0	122
NET OPERATING - SURPLUS / (DEFICIT)	(1,701)	(1,701)	(1,701)	(317)	0	(1,701)
CAPITAL EXPENDITURE (7560, 7570, 7580, 7620)	65	65	65	3	0	65
CAPITAL REVENUE						
NET CAPITAL - SURPLUS / (DEFICIT)	(65)	(65)	(65)	(3)	0	(65)
NON OPERATING EXPENDITURE						
NON OPERATING REVENUE						
NET NON OPERATING - SURPLUS / (DEFICIT)						

Financial Report: refer detailed Summary

4. HIGH LEVEL SUMMARY BY FUNCTION

4.4 CULTURAL

	Original Budget '000	Revised '000	Proposed Budget '000	Actual 30/09/2016 '000	Variance now Requested '000	Proposed E of Y Budget Forecast '000
OPERATING EXPENDITURE (6200 - 6240)	3,245	3,256	3,256	608	0	3,256
OPERATING REVENUE (4140 - 4142)	422	422	422	167	0	422
NET OPERATING - SURPLUS / (DEFICIT)	(2,823)	(2,834)	(2,834)	(441)	0	(2,834)
CAPITAL EXPENDITURE (7470, 7630, 7640, 7650)	210	243	2,302	2,077	2,059	2,302
CAPITAL REVENUE						
NET CAPITAL - SURPLUS / (DEFICIT)	(210)	(243)	(2,302)	(2,077)	(2,059)	(2,302)
NON OPERATING EXPENDITURE						
NON OPERATING REVENUE						
NET NON OPERATING - SURPLUS / (DEFICIT)						

Financial Report: refer detailed Summary

4. HIGH LEVEL SUMMARY BY FUNCTION

4.5 ECONOMIC

	Original Budget '000	Revised '000	Proposed Budget '000	Actual 30/09/2016 '000	Variance now Requested '000	Proposed E of Y Budget Forecast '000
OPERATING EXPENDITURE (6320 - 6360)	2,060	2,060	2,152	418	92	2,152
OPERATING REVENUE (4151 - 4153))	310	310	310	78	0	310
NET OPERATING - SURPLUS / (DEFICIT)	(1,750)	(1,750)	(1,842)	(340)	(92)	(1,842)
CAPITAL EXPENDITURE (7660)						
CAPITAL REVENUE						
NET CAPITAL - SURPLUS / (DEFICIT)						
NON OPERATING EXPENDITURE						
NON OPERATING REVENUE						
NET NON OPERATING - SURPLUS / (DEFICIT)						

Financial Report: refer detailed Summary

4. HIGH LEVEL SUMMARY BY FUNCTION

4.6 ENVIRONMENT

	Original Budget '000	Revised '000	Proposed Budget '000	Actual 30/09/2016 '000	Variance now Requested '000	Proposed E of Y Budget Forecast '000
OPERATING EXPENDITURE (6410 - 6460)	4,308	4,309	4,324	953	15	4,324
OPERATING REVENUE (4162)	2,142	2,142	2,157	1,021	15	2,157
NET OPERATING - SURPLUS / (DEFICIT)	(2,166)	(2,167)	(2,167)	68	0	(2,167)
CAPITAL EXPENDITURE (7670, 7665, 7800)	975	1,437	1,437	187	0	1,437
CAPITAL REVENUE						
NET CAPITAL - SURPLUS / (DEFICIT)	(975)	(1,437)	(1,437)	(187)	0	(1,437)
NON OPERATING EXPENDITURE						
NON OPERATING REVENUE						
NET NON OPERATING - SURPLUS / (DEFICIT)						

Financial Report: refer detailed Summary

4. HIGH LEVEL SUMMARY BY FUNCTION

4.7 RECREATIONAL

	Original Budget '000	Revised '000	Proposed Budget '000	Actual 30/09/2016 '000	Variance now Requested '000	Proposed E of Y Budget Forecast '000
OPERATING EXPENDITURE (6500 - 6560)	2,799	2,819	2,819	636	0	2,819
OPERATING REVENUE (4170)	81	81	81	23	0	81
NET OPERATING - SURPLUS / (DEFICIT)	(2,718)	(2,738)	(2,738)	(613)	0	(2,738)
CAPITAL EXPENDITURE (7680, 7690, 7700, 7730)	560	803	816	82	0	816
CAPITAL REVENUE						
NET CAPITAL - SURPLUS / (DEFICIT)	(560)	(803)	(816)	(82)	0	(816)
NON OPERATING EXPENDITURE						
NON OPERATING REVENUE						
NET NON OPERATING - SURPLUS / (DEFICIT)						

Financial Report: refer detailed Summary

4. HIGH LEVEL SUMMARY BY FUNCTION

4.8 REGULATORY

	Original Budget '000	Revised '000	Proposed Budget '000	Actual 30/09/2016 '000	Variance now Requested '000	Proposed E of Y Budget Forecast '000
OPERATING EXPENDITURE (6600 - 6670)	1,198	1,198	1,103	285	(95)	1,103
OPERATING REVENUE (4180)	402	402	402	195	0	402
NET OPERATING - SURPLUS / (DEFICIT)	(796)	(796)	(701)	(90)	95	(701)
CAPITAL EXPENDITURE						
CAPITAL REVENUE						
NET CAPITAL - SURPLUS / (DEFICIT)						
NON OPERATING EXPENDITURE						
NON OPERATING REVENUE						
NET NON OPERATING - SURPLUS / (DEFICIT)						

Financial Report: refer detailed Summary

4. HIGH LEVEL SUMMARY BY FUNCTION

4.9 TRANSPORT

	Original Budget '000	Revised '000	Proposed Budget '000	Actual 30/09/2016 '000	Variance now Requested '000	Proposed E of Y Budget Forecast '000
OPERATING EXPENDITURE (6720 - 6780)	2,828	2,828	2,828	195	0	2,828
OPERATING REVENUE (4192, 4193)	965	965	965	0	0	965
NET OPERATING - SURPLUS / (DEFICIT)	(1,863)	(1,863)	(1,863)	(195)	0	(1,863)
CAPITAL EXPENDITURE (7400, 7450, 7830, 7900)	2,891	4,272	3,015	208	0	3,015
CAPITAL REVENUE						
NET CAPITAL - SURPLUS / (DEFICIT)	(2,891)	(4,272)	(3,015)	(208)	0	(3,015)
NON OPERATING EXPENDITURE						
NON OPERATING REVENUE						
NET NON OPERATING - SURPLUS / (DEFICIT)						

Financial Report: refer detailed Summary

4. HIGH LEVEL SUMMARY BY FUNCTION

4.10 ENGINEERING/INDIRECT

	Original Budget '000	Revised '000	Proposed Budget '000	Actual 30/09/2016 '000	Variance now Requested '000	Proposed E of Y Budget Forecast '000
OPERATING EXPENDITURE (6800 - 6860)	1,262	1,262	1,262	110	0	1,262
OPERATING REVENUE						
NET OPERATING - SURPLUS / (DEFICIT)	(1,262)	(1,262)	(1,262)	(110)	0	(1,262)
CAPITAL EXPENDITURE (7300, 7740, 7680.5810)	1,845	1,887	1,887	31	0	1,887
CAPITAL REVENUE						
NET CAPITAL - SURPLUS / (DEFICIT)	(1,845)	(1,887)	(1,887)	(31)	0	(1,887)
NON OPERATING EXPENDITURE						
NON OPERATING REVENUE						
NET NON OPERATING - SURPLUS / (DEFICIT)						

Financial Report: refer detailed Summary

4. HIGH LEVEL SUMMARY BY FUNCTION

4.11 UNCLASSIFIED

	Original Budget '000	Revised '000	Proposed Budget '000	Actual 30/09/2016 '000	Variance now Requested '000	Proposed E of Y Budget Forecast '000
OPERATING EXPENDITURE (6900 - 6960)	885	885	885	27	0	885
OPERATING REVENUE (4210, 4230, 4240)	258	258	278	138	20	278
NET OPERATING - SURPLUS / (DEFICIT)	(627)	(627)	(607)	111	20	(607)
CAPITAL EXPENDITURE						
CAPITAL REVENUE						
NET CAPITAL - SURPLUS / (DEFICIT)						
NON OPERATING EXPENDITURE						
NON OPERATING REVENUE						
NET NON OPERATING - SURPLUS / (DEFICIT)						

Financial Report: refer detailed Summary

4. HIGH LEVEL SUMMARY BY FUNCTION

4.12 NON - OPERATING

	Original Budget '000	Revised '000	Proposed Budget '000	Actual 30/09/2016 '000	Variance now Requested '000	Proposed E of Y Budget Forecast '000
OPERATING EXPENDITURE						
OPERATING REVENUE						
NET OPERATING - SURPLUS / (DEFICIT)						
CAPITAL EXPENDITURE						
CAPITAL REVENUE (4280)	439	439	439	12	0	439
NET CAPITAL - SURPLUS / (DEFICIT)	439	439	439	12	0	439
NON OPERATING EXPENDITURE (7000)	680	680	680	16	0	680
NON OPERATING REVENUE (4250, 4260, 4270, 4280, 4300, 4500)	6,923	9,563	11,622	2,078	2,059	11,622
NET NON OPERATING - SURPLUS / (DEFICIT)	6,243	8,883	10,942	2,062	2,059	10,942

Financial Report: refer detailed Summary

4. HIGH LEVEL SUMMARY BY FUNCTION**4.13 SUMMARY**

	Original Budget '000	Revised '000	Proposed Budget '000	Actual 30/09/2016 '000	Variance now Requested '000	Proposed E of Y Budget Forecast '000
OPERATING EXPENDITURE	26,001	26,041	26,041	4,920	0	26,041
OPERATING REVENUE	25,922	25,922	25,949	21,654	27	25,949
NET OPERATING BUDGET SURPLUS/(DEFICIT)	(79)	(119)	(92)	16,734	27	(92)
CAPITAL EXPENDITURE	6,661	9,261	11,320	2,610	2,059	11,320
CAPITAL REVENUE	439	439	439	12	0	439
NON OPERATING EXPENDITURE	680	680	680	16	0	680
NON OPERATING REVENUE	6,923	9,563	11,622	2,078	2,059	11,622
NET CASH BUDGET SURPLUS/(DEFICIT)	(58)	(58)	(31)	16,198	27	(31)

**CITY OF MOUNT GAMBIER
BUDGET 2017**

Statement of Comprehensive Income

ACTUAL 2016 \$ '000	INCOME	BR1 2017 \$ '000
18,327	Rates	18,632
340	Statutory Charges	402
3,806	User Charges	2,999
1,078	Grants Subsidies and Contributions	3,778
32	Investment Income	11
274	Reimbursements	127
382	Other Income	-
<hr/> 24,239	TOTAL REVENUES	<hr/> 25,949
	EXPENSES	
10,066	Wages and Salaries	9,668
8,955	Materials, contracts & other expenses	9,403
236	Finance Costs	472
6,704	Depreciation, amortisation & impairment	6,498
-	Share of loss - joint ventures & associates	-
<hr/> 25,961	TOTAL EXPENSES	<hr/> 26,041
	OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	
(1,722)		(92)
(124)	Net gain (loss) on disposal or revaluation of assets	-
1,757	Amounts specifically for new or upgraded assets	-
604	Physical resources received free of charge	-
<hr/> 515	NET SURPLUS/(DEFICIT)	<hr/> (92)

**CITY OF MOUNT GAMBIER
BUDGET 2017**

Cash Flow Statement

ACTUAL 2016 \$ '000		BR1 2017 \$ '000 Inflows (Outflows)
	CASHFLOWS FROM OPERATING ACTIVITIES	
	RECEIPTS	
26,127	Operating Receipts	25,938
33	Investment Receipts	11
	PAYMENTS	
(20,544)	Operating payments to suppliers & employees	(19,071)
(237)	Finance Payments	(472)
<u>5,379</u>	Net Cash provided by (or used in) Operating Activities	<u>6,406</u>
	CASH FLOWS FROM INVESTING ACTIVITIES	
	RECEIPTS	
1,757	Grants specifically for new or upgraded assets	-
368	Sale of Assets	2,498
46	Repayments of loans by community groups	8
	PAYMENTS	
-	Loans made to community groups	-
(4,579)	Expenditure on renewal / replacement of assets	(6,336)
(2,154)	Expenditure on new / upgraded assets	(4,984)
<u>(4,562)</u>	Net Cash provided by (or used in) Investing Activities	<u>(8,814)</u>
	CASH FLOWS FROM FINANCING ACTIVITIES	
	RECEIPTS	
-	Proceeds from Borrowings	-
	PAYMENTS	
(839)	Repayment of Borrowings	2,210
<u>(839)</u>	NET CASH USED IN FINANCING ACTIVITIES	<u>2,210</u>
(22)	NET INCREASE (DECREASE) IN CASH HELD	(198)
969	CASH AT BEGINNING OF YEAR	947
<u>947</u>	CASH AT END OF YEAR	<u>749</u>

**CITY OF MOUNT GAMBIER
BUDGET 2017**

Balance Sheet

ACTUAL 2016 \$ '000		BR1 2017 \$ '000
	ASSETS	
	CURRENT ASSETS	
991	Cash and cash equivalents	793
1,158	Trade & other receivables	1,158
39	Inventories	39
-	Other Financial Assets	-
2,188		1,990
0	Non-Current Assets held for Sale	0
2,188	TOTAL CURRENT ASSETS	1,990
	NON-CURRENT ASSETS	
68	Financial Assets	60
-	Equity accounted investments in Council businesses	-
-	Investment Property	-
234,422	Infrastructure, Property, Plant & Equipment	236,746
-	Other Non-current Assets	-
234,490	TOTAL NON-CURRENT ASSETS	236,806
236,678	TOTAL ASSETS	238,796
	LIABILITIES	
	CURRENT LIABILITIES	
2,092	Trade & Other Payables	2,092
239	Borrowings	239
2,435	Short-term Provisions	2,435
-	Other Current Liabilities	-
4,766		4,766
-	Liabilities relating to Non-current Assets held for Sale	-
4,766	TOTAL CURRENT LIABILITIES	4,766
	NON-CURRENT LIABILITIES	
-	Trade & Other Payables	-
3,675	Long-term Borrowings	5,885
209	Long-term Provisions	209
-	Other Non-current Liabilities	-
3,884	TOTAL NON-CURRENT LIABILITIES	6,094
8,650	TOTAL LIABILITIES	10,860
228,028	NET ASSETS	227,936
	EQUITY	
54,680	Accumulated Surplus	57,478
168,966	Asset Revaluation	168,966
4,382	Other Reserves	1,492
228,028	TOTAL EQUITY	227,936

**CITY OF MOUNT GAMBIER
BUDGET 2017**

Statement of Changes in Equity

ACTUAL 2016 \$ '000		BR1 2017 \$ '000
	ACCUMULATED SURPLUS	
49,398	Balance at end of previous reporting period	54,680
515	Net Result for Year	(92)
7,519	Transfer From Reserves	2,890
(2,752)	Transfer To Reserves	-
54,680	BALANCE AT END OF PERIOD	57,478
	ASSET REVALUATION RESERVE	
165,034	Balance at end of previous reporting period	168,966
3,932	Gain on revaluation of infrastructure, property, plant & equipment	-
-	Transfer to Accumulated Surplus on sale of infrastructure, property, plant & equipment	-
168,966	BALANCE AT END OF PERIOD	168,966
	LONG SERVICE LEAVE	
724	Balance at end of previous reporting period	724
-	Transfer to reserve from accumulated surplus	-
-	Transfer from reserve to accumulated surplus	(100)
724	BALANCE AT END OF PERIOD	624
	OFF STREET CAR PARK	
267	Balance at end of previous reporting period	-
-	Transfer to reserve from accumulated surplus	-
(267)	Transfer from reserve to accumulated surplus	-
-	BALANCE AT END OF PERIOD	-
	PLANT REPLACEMENT	
1,561	Balance at end of previous reporting period	-
-	Transfer to reserve from accumulated surplus	-
(1,561)	Transfer from reserve to accumulated surplus	-
-	BALANCE AT END OF PERIOD	-
	LADY NELSON PARK REDEVELOPMENT	
6	Balance at end of previous reporting period	-
-	Transfer to reserve from accumulated surplus	-
(6)	Transfer from reserve to accumulated surplus	-
-	BALANCE AT END OF PERIOD	-
	ASSET REPLACEMENT	
1,296	Balance at end of previous reporting period	-
-	Transfer to reserve from accumulated surplus	-
(1,296)	Transfer from reserve to accumulated surplus	-
-	BALANCE AT END OF PERIOD	-

**CITY OF MOUNT GAMBIER
BUDGET 2017**

Statement of Changes in Equity

ACTUAL 2016 \$ '000		BR1 2017 \$ '000
	LAND DIVISION - OUTSTANDING WORK	
232	Balance at end of previous reporting period	-
-	Transfer to reserve from accumulated surplus	-
(232)	Transfer from reserve to accumulated surplus	-
-	BALANCE AT END OF PERIOD	-
	DOWNSTREAM DRAINAGE	
174	Balance at end of previous reporting period	264
90	Transfer to reserve from accumulated surplus	-
-	Transfer from reserve to accumulated surplus	(150)
264	BALANCE AT END OF PERIOD	114
	WORK IN PROGRESS	
2,987	Balance at end of previous reporting period	2,640
2,640	Transfer to reserve from accumulated surplus	-
(2,987)	Transfer from reserve to accumulated surplus	(2,640)
2,640	BALANCE AT END OF PERIOD	0
	CITY CENTRE IMPROVEMENT	
688	Balance at end of previous reporting period	-
-	Transfer to reserve from accumulated surplus	-
(688)	Transfer from reserve to accumulated surplus	-
-	BALANCE AT END OF PERIOD	-
	MAJOR CAPITAL WORKS	
482	Balance at end of previous reporting period	-
-	Transfer to reserve from accumulated surplus	-
(482)	Transfer from reserve to accumulated surplus	-
-	BALANCE AT END OF PERIOD	-
	RESERVE FUNDS TOTAL	
-	Balance at end of previous reporting period	-
-	Transfer to reserve from accumulated surplus	-
-	Transfer from reserve to accumulated surplus	-
-	BALANCE AT END OF PERIOD	-
	MOUNT GAMBIER CEMETERY TRUST	
672	Balance at end of previous reporting period	685
13	Transfer to reserve from accumulated surplus	-
-	Transfer from reserve to accumulated surplus	-
685	BALANCE AT END OF PERIOD	685
	JUNIOR SPORTING FUND	
60	Balance at end of previous reporting period	69
9	Transfer to reserve from accumulated surplus	-
-	Transfer from reserve to accumulated surplus	-
69	BALANCE AT END OF PERIOD	69
228,028	TOTAL EQUITY AT END OF REPORTING PERIOD	227,936

**CITY OF MOUNT GAMBIER
BUDGET 2017**

Uniform Presentation of Finances

ACTUAL 2016 \$ '000		BR1 2017 \$ '000
24,239	Operating Revenues	25,949
(25,961)	<i>less Operating Expenses</i>	(26,041)
<u>(1,722)</u>	Operating Surplus / (Deficit) before Capital Amounts	<u>(92)</u>
	<i>Less Net Outlays in Existing Assets</i>	
	Capital Expenditure on renewal and replacement of Existing Assets	6,336
4,579		
(6,704)	<i>less Depreciation, Amortisation and Impairment</i>	(6,498)
(368)	<i>less Proceeds from Sale of Replaced Assets</i>	(2,498)
<u>(2,493)</u>		<u>(2,660)</u>
	<i>Less Net Outlays on New and Upgraded Assets</i>	
	Capital Expenditure on New and Upgraded Assets	4,984
2,154		
(1,757)	<i>less Amounts received specifically for New and Upgraded Assets</i>	-
<u>-</u>	<i>less Proceeds from Sale of Surplus Assets</i>	<u>-</u>
397		4,984
374	Net Lending / (Borrowing) for Financial Year	(2,416)

**CITY OF MOUNT GAMBIER
BUDGET 2017**

ACTUAL	Financial Indicators	BR1
2016		2017

These Financial Indicators have been calculated in accordance with *Information Paper 9 - Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia. Detailed methods of calculation are set out in the SA Model Statements.

(1,722)	Operating Surplus (\$'000)	(92)
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Being the operating surplus (deficit) before capital amounts .

Operating Surplus Ratio

(7.0%)	<u>Operating Surplus</u> Rates - general & other less NRM levy	(1.0%)
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This ratio expresses the operating surplus as a percentage of general and other rates, net of NRM levy.

6,433	Net Financial Liabilities (\$'000)	8,849
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Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses).

Net Financial Liabilities Ratio

27%	<u>Net Financial Liabilities</u> Total Operating Revenue less NRM levy	36%
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Asset Sustainability Ratio

57%	<u>Net Asset Renewals</u> Infrastructure & Asset Management Plan required expenditure	77%
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Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.

CORPORATE AND COMMUNITY SERVICES COMMITTEE REPORT NO. 72/2016

SUBJECT: POLICY C410 CONDUCT OF MEETINGS (S92/S90(8))

REF: AF11/1950

Members were advised by Corporate and Community Services Reports 18/2016 and 52/2016 of legislative changes associated with informal gatherings or discussions and the expectations of the Minister for Local Government, the Hon Geoff Brock with regard to Council Policy provisions and practices for the holding of informal gatherings or discussions.

At its meeting held on 19th July 2016 in relation to these matters Council resolved:

- (a) *Corporate and Community Services Report No. 52/2016 be received;*
- (b) *Council hereby notes the Minister's stated expectations with regard to informal gathering policies.*
- (c) *Any further review of Council's informal gathering policy provisions as contained in Policy C410 – Conduct of Meetings (s92 Code of Practice / s90(8a)) be deferred until further legislative or regulatory clarity and direction are made available.*

New Local Government (General) Regulations were made on 27th October 2016 prescribing additional requirements for Council policies on informal gatherings or policies. The new regulatory provisions will come into operation on 24th November 2016.

The Local Government Association (LGA) has released an updated Model Policy for informal gatherings or discussions that aligns with the new regulatory provisions.

Council's current [Conduct of Meetings Policy C410](#) as amended/adopted in March 2016 has been updated to incorporate the LGA Model Policy provisions. The updated Policy with the relevant policy provisions contained in part 6 is attached for Members information (**Attachment 1**).

The new regulatory requirements include the prior publication on the Council Website of the date, time, place and subject matter of all designated informal gatherings or discussions that will be open for attendance by the public (except in specific prescribed circumstances), and publication must include the reasons if the gathering or discussion is (validly) declared to be held in-confidence.

A *designated informal gathering or discussion* is defined in the Regulations as:

“an event organised and conducted by or on behalf of the Council or Chief Executive Officer to which members of the Council or Council Committee (as the case may be) have been invited and that involves discussion of a matter that is, or is intended to be, part of the agenda for a formal meeting of the Council or Council Committee.”

Members should note that informal gatherings which do not involve discussion of matters that are, or are intended to be, part of the agenda for a formal meeting of the Council or Council Committee, are not 'designated informal gatherings or discussions' and do not attract the abovementioned requirements for website publication or being held in a place open to the public. It is anticipated that a good proportion of Elected Member Workshops will fall within the definition of 'designated informal gathering or discussion'.

Corporate and Community Services Report No. 72/2016 cont'd...

In summary, Council may hold informal gatherings or discussions as follows:

Where:

1. discussion DOES NOT involve any matter that is, or is intended to be, part of a formal Council or Committee agenda – no publication of details and may be a closed discussion.
2. discussion DOES involve any matter that is, or is intended to be, part of a formal Council or Committee agenda (a 'designated informal gathering or discussion') without a declaration to be held in-confidence - details must be published on website and discussion open to public.
3. As for 2 (above), but where a declaration validly made to hold it in-confidence on the basis that the matter for discussion is:
 - *a planning session of general or strategic nature; or*
 - *is a briefing relating to information or a matter of a confidential nature within the ambit of s90(3) of the Act*

then details must be published on website including the reason for holding in-confidence and the discussion may be closed to the public.

No formal agendas or minutes are required for informal gatherings or discussions (designated or otherwise), however the existing practice of presenting a 'Record of Proceedings' to the next available Council meeting will continue under the proposed new policy provisions.

Upon adoption of amended policy provisions administrative processes will be implemented for the appropriate website publication of details of informal gatherings and discussions.

RECOMMENDATION

- (a) Corporate and Community Services Report No. 72/2016 be received;
- (b) Council hereby adopts updated Council Policy:

C410 – Conduct of Meetings (s92 Code of Practice / s90(8a))
- (c) Council makes the necessary amendments to Council's Policy Manual Index.




Michael McCARTHY
MANAGER GOVERNANCE & PROPERTY

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

 City of Mount Gambier	COUNCIL POLICY C410 CONDUCT OF MEETINGS (s92 CODE OF PRACTICE / s90(8a))	Version No:	4
		Issued:	November 2016
		Next Review:	March 2019

1. PURPOSE

The City of Mount Gambier (“Council”) supports open, transparent and informed decision-making and encourages appropriate community participation in the affairs of Council.

Sections 86 and 89 of the Local Government Act 1999 (“Act”) provides that procedures to be observed for the conduct of Council and Committee meetings will be:

- as prescribed by the [Local Government \(Procedures at Meetings\) Regulations 2013](#)
- insofar as the procedure is not prescribed by regulation—as determined by the council;
- insofar as the procedure is not prescribed by regulation or determined by the council—as determined by the council committee itself.

Council also recognises that occasionally it may be appropriate and necessary to restrict public access to discussion and/or documents relating to a particular matter and section 92 provides that Council must prepare and adopt a code of practice relating to the principles, policies, procedures and practices that the council will apply in relation to public access to meetings and the release of minutes and documents.

This Policy:

- prescribes the practices and procedures to be adopted by this Council for the conduct of Council and Committee meetings.
- sets out a Code of Practice for the principles, policies and procedures that Council must follow for providing public access to meetings, agendas and documents and the release of meeting minutes and documents.

This Policy should be read in conjunction with, and will be administered in accordance with the following Local Government Association (“LGA”) publications:

- [Confidentiality Guidelines: How to Apply Section 90 \(2013\)](#)
- [Council Meeting Procedures Handbook \(2013\)](#)
- [Minute Takers Handbook for Local Government \(2014\)](#)

These documents are available on the LGA website at: www.lga.sa.gov.au under the Codes and Guidelines heading.

2. PUBLIC ACCESS TO MEETINGS AND MEETING DOCUMENTS

Council encourages public attendance at meetings of Council and Council Committees through public notification of meetings. Details of all meeting dates and times are listed on the public notice board at the front reception area of the principal office of Council, Civic Centre, 10 Watson Terrace, Mount Gambier and on the Council website www.mountgambier.sa.gov.au.

Council and Council Committee meetings are open to the public, and the public will only be excluded when considered proper and necessary where in the broader community interest the need for confidentiality outweighs the principle of open decision making.

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Council's Agendas, documents and minutes are prepared and published, including on the Council website www.mountgambier.sa.gov.au in accordance with the provisions of the Local Government Act 1999, Local Government (Meeting Procedures) Regulations 2013, and this Policy.

Copies of Agendas and meeting documents are made available at meetings. Various documents can be available for inspection and purchase (for a fee) by the public. Council also makes documents available in electronic form on Council's website.

In all cases it is Council's objective to make information publicly available at the earliest possible opportunity and that the community be informed of any confidentiality orders.

It is the expectation of Council that Agendas and Meeting documents be prepared in such a manner as to avoid unnecessary inclusion of sensitive or private information that cannot be considered and retained in-confidence.

Notwithstanding that a person may request that information provided to Council be kept confidential, Council may not be able to consider such a request unless the matter is one that falls within the grounds specified in section 90(3).

3. OTHER ACCESS TO PUBLIC DOCUMENTS

Council has a wide range of documents and other information available for public inspection and published on its website. These are further detailed in Council's Freedom of Information - [Information Statement](#) published annually on its website.

Requests to access other Council documents may also be made under the [Freedom of Information Act 1991](#). Any inquiries in relation to the process for seeking access to documents held by Council should be directed to Council's accredited Freedom of Information Officer – Manager - Governance & Property, telephone 8721 2555.

4. USE OF CONFIDENTIALITY PROVISIONS

Minutes and/or documents associated with a discussion from which the public have been excluded pursuant to sections 90(2) and 90(3) of the Act will remain confidential if Council or the Council Committee make a valid confidentiality order under section 91(7).

A confidentiality order must specify the duration of the order or the circumstances in which the order will cease to apply, or a period after which the order must be reviewed.

An order will lapse if the time or event specified has been reached or carried out. There is no need for a Council to resolve for the confidential order to be lifted. Once the order has lapsed, the minutes and/or documents become public.

A confidentiality order that operates for a period exceeding 12 months must be reviewed at least once a year, and must be assessed as to whether the grounds for non disclosure are still relevant and, if so, provide the relevant grounds and reasons for remaining confidential.

If any items require a fresh confidentiality order because the original order is due to expire, then a report should be prepared to Council making recommendations and addressing each item separately against section 90(3) and section 91(7) of the Act.

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A Council may resolve to exclude the public from a meeting to discuss and undertake consideration of the recommendations arising from the annual review in confidence, subject to the application of the relevant ground under section 90(3) of the Act. Section 90(3) of the Act must be applied separately to each item and not en bloc.

The Council may delegate the power to undertake an annual review or to revoke a section 91(7) order, but cannot delegate the power to apply sections 90(3) and 91(7) of the Act.

4.1 MATTERS FROM WHICH THE PUBLIC CAN BE EXCLUDED

Section 90(3) of the Act prescribes the information, matters and circumstances where Council or a Council Committee may order that the public be excluded.

These circumstances and model orders for the purpose of sections 90(2) of the Act are covered extensively in the LGA publication [Confidentiality Guidelines: How to Apply Section 90 \(2013\)](#).

Council adopts the LGA guidelines for the purpose of applying section 90 of the Act.

In considering whether an order should be made under section 90(2), it is irrelevant that discussion of a matter in public may:

- cause embarrassment to the Council or Committee concerned, or to members or employees of the Council; or
- cause a loss of confidence in the Council or Committee.

4.2 PROCESS TO EXCLUDE THE PUBLIC FROM A MEETING

For the convenience of the public present at a meeting it is the ordinary practice of this Council to consider any matters in confidence after all the other business has been dealt with rather than ask the public to leave the room and wait for however long it takes until the matter is concluded and then allow the public to return to the meeting room with the possibility of the same process being repeated for a subsequent matter.

Before a meeting orders that the public be excluded to receive, discuss and consider a particular matter, the meeting must, in public, formally determine if this is necessary and appropriate, and pass a resolution to exclude the public while dealing with that particular matter.

If a decision to exclude the public is taken, the Council or the Council Committee is required to make a note in the minutes of the making of the order and the grounds on which it was made. Sufficient detail of the grounds on which the order was made will be included in the minutes.

If this occurs then the public must leave the room. This means all members of the public (including staff), unless exempted by being named in the resolution as entitled to remain, but does not include a member of Council.

It is an offence for a person, who knowing that an order is in force, enters or remains in a room in which such a meeting is being held. It is lawful for an employee of Council or a member of the police to use reasonable force to remove the person from the room if he or she fails to leave on request.

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It is recommended that if any form of force is required that it be left to the police to deal with.

The Council, or the Council committee, may by inclusion within the resolution permit a particular person or persons to remain in the meeting. An example would be to allow a ratepayer who is suffering personal hardship to remain in the meeting when their circumstances concerning the payment of rates is being discussed.

Once discussion on the particular matter is concluded, the public are permitted to re-enter the meeting. The decision of the meeting in relation to the matter will be made publicly known unless Council has resolved to order that some (or all) of the minutes, information, discussion and documents are to remain confidential.

Details of an order to keep any minutes, information, discussion or document confidential will be made known including the extent and duration of the order and any circumstances in which the order will cease to apply (conditions of release).

If there is a further matter that is to be considered in confidence it is necessary to undertake the formal determination process again to resolve to exclude the public.

4.3 REPORTING ON USE OF CONFIDENTIAL ORDERS

A report on the use of sections 90(2) and 91(7) by the Council and Council Committees must be published in the annual report of a Council as required by the Act.

Council has further endorsed the preparation and publication of a Confidential Items Register, including the details of all Section 90(2) and 91(7) orders, their section 90(3) grounds, the duration/conditions for release, and weblinks to released agenda items, minutes and documents published on Council's website.

At the time of preparation of this policy the preparation and publication of the Confidential Items Register and released documents is still a work in progress.

5. **OTHER MEETING PRACTICES & PROCEDURES**

5.1 FILMING AND AUDIO RECORDING DEVICES

Council maintain its current minute taking practice that involves the agenda item and recommendation/resolution being projected on screen at the Council and Standing Committee meetings with the minutes being typed at the meeting.

Any person may record audio of Council, committee and sub-committee meetings provided that such recording does not interfere with the orderly conduct of such a meeting.

Audio devices used for such purposes are to be held by the operator of such a device and are not to be placed on the meeting table being used by the members of that Council, committee or sub-committee meeting unless otherwise resolved by the members at that particular meeting.

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The Presiding Member may at any time during the course of any meeting direct the audio recording of such meeting to cease, should the Presiding Members be of the view that the audio recording of the meeting is interfering with the orderly conduct of the meeting.

Audio recording of items considered 'In-Confidence' under the provisions of the Local Government Act 1999 is prohibited.

Any person wishing to take photographs or video recordings of any Council, committee or sub-committee meeting must request the permission of the Presiding Member.

Such request must be made in writing and be received by the Presiding Member at least 48 hours in advance of the meeting. In considering such a request the Presiding Member shall not unreasonably refuse permission however they may place restrictions and conditions on such recording and photography as they see fit so as to ensure such recording does not interfere with the orderly conduct of the meeting.

Where such permission has been granted, should at any time during the course of the meeting the Presiding Member be of the view that the video recording or photography of the meeting is interfering with the orderly conduct of the meeting, the Presiding Member may direct the video recording or photography of the meeting to cease.

Video recording and photography of items considered 'In-confidence' under the provisions of the Local Government Act 1999 is prohibited.

5.2 PRESENTATION OF COMMITTEE RECOMMENDATIONS TO COUNCIL

It is the policy of this Council that the Presiding Member of any Council Committee will present the Committee Minutes and Recommendations to Council.

Should a Presiding Member of any Committee not be able to attend a Council Meeting then they may nominate in advance, any other Member of such Committee to present the Committee Minutes and Recommendations to Council.

Should a Presiding Member of any Committee not be in attendance at a Committee Meeting, but is in attendance at the Council meeting at which the Committee Minutes and Recommendations are to be presented, then the Presiding Member of the Committee shall present the Committee Minutes, but may elect to refer any item of business to the Member that presided over the Committee Meeting, or to another Member who attended the Committee meeting, for presentation of the item to Council.

5.3 VOTING 'EN-BLOC'

This Council does not support the use of 'en-bloc' voting during Council and Committee meetings to adopt a number of items, motions or recommendations by one resolution without debate.

En-bloc decision-making is not lawful in relation to items for decision and not considered good practice for other agenda items, and is in conflict with the guiding principles of the Local Government (Procedures at Meetings) Regulations 2013.

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5.4 APPOINTMENT OF DEPUTY MAYOR

This policy provision shall only apply where the Council resolves to appoint a Deputy Mayor in accordance with Section 51(3) of the Local Government Act 1999.

Section 51(4) provides that a Deputy Mayor will be chosen by the members of a Council from amongst their own number and will hold office for a term determined by the Council that must not exceed 4 years. At the expiration of the term a Deputy Mayor is eligible for a further term.

Where Council has resolved to have a Deputy Mayor the Mayor shall immediately call for nominations and acceptances from Members present at the Council Meeting.

If only one nomination is received then that Member is to be declared Deputy Mayor.

Where more than one nomination is received a secret ballot shall be conducted forthwith without debate. Resolutions will be passed to endorse the voting process and appoint the Chief Executive Officer (or any other Senior Officer present at the meeting) as Returning Officer to declare the result and draw lots (if/as necessary).

The following shall apply to the determination of Deputy Mayor:

- Any Member present at the meeting may be nominated.
- The Mayor does not vote on the question of the appointment of Deputy Mayor.
- A Member not in his or her seat at the meeting does not vote.
- The candidate with the highest number of votes (or where two or more candidates receive the equal highest number of votes the first name drawn in the lot) shall be declared the Deputy Mayor.
- A division cannot be called for when a vote on the question of appointing a Deputy Mayor is taken.
- The Mayor may (but is not required to) accept a motion to endorse the appointment of the Deputy Mayor however any failure or variation of the motion shall be of no effect on the result of the secret ballot.

Role of Deputy Mayor

In the absence of the Mayor, the Deputy Mayor may act in the office of the Mayor.

In the Council Chamber, the Deputy Mayor shall assume no precedence, except in the absence of the Mayor, when the Deputy Mayor shall act in the office of Mayor.

Outside the Council Chamber, the Deputy Mayor shall be given precedence, immediately following the Mayor.

5.5 APPOINTMENT TO COMMITTEES AND OTHER BODIES AND ORGANISATIONS

This policy provision applies when Council has been requested or is required to nominate or appoint a Member or any other person to fill a vacant position on any Committee or as delegate/representative on an outside body or organisation.

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Where these policy provisions are inconsistent with any legislative or statutory provisions or the Terms of Reference or other governing instrument of any Committee or other body or organisation, then those other provisions shall apply and override this policy (with the exception that Council may, subject to any statutory prohibitions, override the Terms of Reference of its own Committees)

The Chief Executive Officer shall notify Members of the request and/or requirements associated with the vacancy, including details of the Committee/Body/Organisation Terms of Reference and other relevant information, and will seek a written nomination of any Elected Member, Council Officer or other person with appropriate qualifications and/or experience.

Where Council is required under a legislative or some other requirement under Terms of Reference to seek community or independent nominees to Committee positions, then a public notice shall be published in a newspaper circulating in the area seeking interested persons to nominate within 21 days (or such other period as may be required). Such nominees may also be sought through a targeted process to identify suitable nominees.

The Chief Executive Officer shall present details of all nominees for vacant positions to the next available Council meeting together with a recommendation and draft resolutions that Council may endorse a secret ballot voting process and appoint the Chief Executive Officer (or any other Senior Officer present at the meeting) as Returning Officer to declare the result and draw lots (if/as necessary).

The following shall apply to the appointment of Committee Members and delegates/representatives on other bodies and organisations:

- A nominee need not be present at the meeting, but must provide a written acceptance to the Chief Executive Officer prior to consideration.
- Candidate nominees should display the qualities sought to fill the vacant position including relevant skills, experience and interests.
- Prior to commencing the secret ballot process, by passing a resolution, Council:
 - i. may determine not to nominate or appoint any person to fill a vacancy.
 - ii. should determine the term to apply to the nomination/appointment, that may survive the next general/periodic election.
- The Mayor may vote on the question of position appointments to Committee's and other bodies and organisation's.
- A Member not in his or her seat at the meeting does not vote.
- The candidate with the highest number of votes (or where two or more candidates receive the equal highest number of votes the first name drawn in the lot) shall be declared as being nominated/appointed to the vacant position.
- A division cannot be called for when a vote on the question of appointing a person to fill a vacant position is taken.
- The Mayor may (but is not required to) accept a motion to endorse the filling of the vacant position however any failure or variation of the motion shall be of no effect on the result of the secret ballot.

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- Council may determine to appoint proxies/deputies to certain positions to ensure representation in the absence of selected members/delegates/representatives.

South East Local Government Association/Provincial Cities Association Positions

The Mayor shall be the preferred candidate for any Board Member positions (and the Deputy Mayor the preferred candidate for any proxy/deputy position) on a s42 subsidiary (ie South East Local Government Association and Provincial Cities Association).

Nominations shall only be sought for the position of Board Member and/or proxy/deputy where the Mayor or Deputy Mayor are unable to fill the positions, or to act when both the Mayor and Deputy Mayor may be unavailable, in which case the nomination/appointment procedure shall be as described in this Policy.

Payment of Allowances/Sitting Fees

Council should have a consistent and reasonable approach to payment of allowances/sitting fees to Members and other community and independent persons appointed to positions on Committees which should be prescribed in the Terms of Reference.

Appointments of Independent Members of a Council committee will be for a term determined by the Council, and may survive the next general/periodic election unless Council specifically resolves otherwise at the time of the appointment (noting that Council may have the right to terminate any appointment at any time, or that the term of appointment may be determined by some other statutory means).

Roles of Nominees/Appointees

Upon nomination/appointment to a position, Council's duly declared nominee/appointee shall be authorised to fill that position, including the exercise of any voting rights.

Where more than one person has been nominated/appointed to fill a position or as deputy/proxy, precedence shall apply based upon the persons position (ie Mayor, Deputy Mayor, Member, CEO etc).

Attendance by Non-Appointed Persons

Subject to any valid provision to the contrary, any non-appointed Elected Member or Council Officer may attend meetings of any Committee or other body or organisation to whom Council has nominated/appointed a Member or delegate/representative, but may not speak or be heard or vote at the meeting unless invited by the meeting organiser and in accordance with a direction of the Council or the Chief Executive Officer.

Independence of Bodies/Organisations

Other bodies and organisations to which Council nominates/appoints Elected Members, Council Officers or other suitably persons as delegates/representatives do not operate under the provisions of the Local Government Act 1999 or other legislation that prescribe meeting procedures and Member obligations.

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Any person appointed to a position on a body or organisation (whether a Council Member, Council Officer or some other person) is bound by the governing arrangements applicable to that other body or organisation. In that capacity that person does not represent the interests of Council, but will be required to act in the interests of that body or organisation, which at times may be inconsistent with the interests or a formal position of the Council.

Council may influence but is not to instruct any Elected Member, Council Officer or other person whom it has nominated/appointed as a delegate/representative on another body or organisation as to the manner in which they act in fulfilling their non-Council duties. It is for the delegate/representative to determine how they fulfil their duties on a body or organisation and deal with any conflict that may arise between their competing interests/roles.

6. INFORMAL GATHERINGS

Section 90(8) of the Act enables Council Members, Committee Members and Council Officers to participate in informal gatherings provided that a matter which would ordinarily form part of the agenda for a formal meeting of a Council or Council Committee is not dealt with in such a way as to obtain or effectively obtain a decision on the matter outside a formally constituted meeting of the Council or Council Committee.

Informal gatherings of Council members or Council committee members (either with or without Council staff) are, by their nature, non-compulsory. However, all Council members and Council committee members are encouraged to attend relevant informal gatherings, particularly where the informal gathering or discussion is intended to provide history, context or additional information to Council members or Council committee members.

The Local Government Act sets out the following examples of informal gatherings or discussions:


- *planning sessions associated with the development of policies and strategies;*
- *briefing or training sessions,*
- *workshops;*
- *social gatherings to encourage informal communication between members or between members and staff.*

The *Local Government (General) Regulations 2013* defines 'designated informal gathering or discussion' as:

an event organised and conducted by or on behalf of the council or chief executive officer to which members of the council or council committee (as the case may be) have been invited and that involves discussion of a matter that is, or is intended to be, part of the agenda for a formal meeting of the council or council committee.

An informal gathering which does not involve discussion of a matter that is, or is intended to be, part of the agenda for a formal meeting of the Council or Council committee, is not a 'designated informal gathering or discussion'.

The following policy provisions apply to informal gatherings of the Council or a Council committee, including designated informal gatherings or discussions.

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6.1 PURPOSE OF DESIGNATED INFORMAL GATHERINGS OR DISCUSSION

Designated informal gatherings or discussions may be used to:

- *discuss issues that involve strategy or policy or other matters of Council administration*
- *brief Council members or Council committee members on issues relating to their functions.*

Designated informal gatherings and discussions will be used solely for the purpose of information sharing and not for the purpose of determining, or effectively determining, matters which should be determined at a formally constituted meeting of the Council or Council committee.

6.2 DESIGNATED INFORMAL GATHERINGS OR DISCUSSION TO BE OPEN TO THE PUBLIC EXCEPT IN SPECIAL CIRCUMSTANCES

Designated informal gatherings or discussions will be held at a place open to the public, except where the designated informal gathering or discussion has been declared by the Council or Chief Executive Officer to be a 'confidential informal discussion'.

The Council or Chief Executive Officer may, on a case-by-case, declare a designated informal gathering or discussion to be a 'confidential informal discussion' where the designated informal gathering or discussion is either:

- a planning session of a general or strategic nature; or
- is a briefing session relating to information or a matter of a confidential nature within the ambit of section 90(3) of the Local Government Act.

An informal gathering or discussion of the Council or a Council committee which is not a designated gathering or discussion will not be open to the public, unless otherwise determined by the Council or Chief Executive Officer.

6.3 PROCEDURES APPLYING TO DESIGNATED INFORMAL GATHERINGS OR DISCUSSIONS

Both the Chief Executive Officer and the Council are responsible for ensuring designated informal gatherings or discussions are conducted in accordance with the Local Government Act.

Designated informal gatherings or discussions are not subject to the procedural meeting requirements of the Local Government Act and *Local Government (Proceedings at Meetings) Regulations 2013*.

Designated informal gatherings or discussions will be chaired by the Chief Executive Officer or another senior Council officer. The Chair is responsible for ensuring that the purpose, intent and outcomes of the designated informal gatherings or discussions are consistent with section 90 of the Local Government Act.

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Formal minutes will not be recorded of a designated informal gathering or discussion. Notes of a designated informal gathering or discussion ('Record of Proceedings') may be tabled at the Council meeting following the designated informal gathering or discussion.

If a designated informal gathering or discussion has been declared to be a 'confidential informal discussion', then the designated informal gathering or discussion may be attended by Council members, the Chief Executive Officer and any other person invited to attend by the Council or the Chief Executive Officer.

If a confidential informal discussion declaration has been made in respect of only some of the matters to be discussed at a designated informal gathering or discussion, then these confidential matters will be scheduled to be discussed following all other matters that are to be openly discussed. The designated informal gathering or discussion will be open to the public until immediately prior to the discussion on confidential matters commencing.

6.4 PUBLICATION OF INFORMATION RELATING TO DESIGNATED INFORMAL GATHERINGS OR DISCUSSIONS

For all designated informal gatherings or discussions, the following information will be published on the Council's website:

- (i) the place, date and time at which the designated informal gathering or discussion will be held;
- (ii) the matter that is to be discussed at the designated informal gathering or discussion;
- (iii) whether or not the designated informal gathering or discussion is to be held at a place open to the public.

Where a confidential informal discussion declaration applies to a designated informal gathering or discussion, the reason for the designated informal gathering or discussion being held entirely or partially in confidence must be published on the Council's website.

7. **AVAILABILITY OF POLICY**

This Policy will be available for inspection at Council's principal office during ordinary business hours and on the Council's website www.mountgambier.sa.gov.au.

Copies of this Policy may also be obtained by interested members of the community upon payment of a fee in accordance with Council's Schedule of Fees and Charges.

8. **REVIEW & EVALUATION**

The Council is required to review this code within 12 months after the conclusion of each periodic election. However, it may be reviewed at any other time as required by any legislative changes which may occur.

In accordance with Section 92(5) of the Local Government Act 1999, Council must follow the relevant steps set out in its public consultation policy before adopting, altering or substituting a code of practice relating to the principles, policies, procedures and practices that the Council will apply for public access to council and committee meetings and the release of Council and Committee meeting minutes and documents.

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9. GRIEVANCE

Council has established procedures for the review of decisions under Section 270 of the Act for:


- Council, and its Committees;
- employees of Council and
- other persons acting on behalf of Council.

Should a person be aggrieved about public access to either a meeting or a document then they can lodge an application for review of that decision under the Internal Review of Council Decisions Procedure established by Council. The procedures adopted by Council are available from the Chief Executive Officer, telephone 8721 2555 or from Council web-site www.mountgambier.sa.gov.au.

10. FURTHER INFORMATION

Further information about this Policy may be expressed in writing, addressed to:

Chief Executive Officer
City of Mount Gambier
PO Box 56
MOUNT GAMBIER SA 5290

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File Reference:	AF11/1740
Applicable Legislation:	Local Government Act 1999 Local Government (Procedures at Meetings) Regulations 2013 Local Government (General) Regulations 2013 Freedom of Information Act 1991.
Reference: Strategic Plan – Beyond 2015	
Related Policies:	P195 Community Consultation and Engagement Policy R180 Records Management Policy C290 Internal Review of Council's Decisions
Related Procedures:	Council Meeting Procedures – for preparation of meeting documents. Confidential Items Register (AR14/13329) Confidential Items Procedures - Management & Website Publication
Related Documents:	Confidentiality Guidelines: How to Apply Section 90 (2013) Council Meeting Procedures Handbook (2013) Minute Takers Handbook for Local Government (2014) Freedom of information – Information Statement

DOCUMENT DETAILS

Responsibility:	MANAGER - GOVERNANCE & PROPERTY
Version:	4.0
Last revised date:	15 th March, 2016
Effective date:	15 th November, 2016
Minute reference:	15 th November, 2016, Corporate and Community Services Item #
Next review date:	March 2019
<u>Document History</u> First Adopted By Council: Reviewed/Amended:	November 2014 Superseded Policies - C300, C310, C275, C315, S110, S130, M190, C280 & C285, 17 th March, 2015 15 th December, 2015, 15 th March 2016, 15 th November 2016

CORPORATE AND COMMUNITY SERVICES REPORT NO. 73/2016

SUBJECT: POLICY REVIEW – C265 COMMUNICATION WITH COUNCIL COMMITTEES

REF: AF11/1950

In 2013 Council commenced a major policy review that included recommendations to revoke, merge and review in excess of 200 formal Council Policies.

As at November 2016 Council now has 78 formal Council Policies and further reviews will be scheduled to ensure that all Council Policies are reviewed throughout each Council term.

Whilst reconciling the current Policy Index [Policy C265 Communication with Council Committees](#) adopted in June 2010 was identified on the Council Website. This policy was overlooked in the earlier Policy Review and until then there has been no record of this Policy on Council's electronic records management system (implemented in April 2011).

A review of the Policy provisions indicates that it essentially sets out procedures for non-committee member (Elected Member) participation in Committee Meetings that duplicate the generic provisions of the Local Government Act 1999 that apply to non-elected member participation in Committee meetings.

Accordingly, the policy provisions in [Policy C265 Communication with Council Committees](#) are considered superfluous, and are not known to have been utilized in the past 5 years, and the Policy is recommended to be revoked.

RECOMMENDATION

- (a) Corporate and Community Services Report No. 73/2016 be received;
- (b) Council hereby:
 - (i) Revokes Council Policy C265 – Communication with Council Committees, as attached to this Report;
 - (ii) As a result, makes the necessary amendments to Council's Policy Manual / Index.



Michael McCARTHY
MANAGER GOVERNANCE & PROPERTY

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER



C265 COUNCIL AND COMMITTEES - Communication with Council Committees

Should a Member who is not appointed to a specific committee and wishes to formally communicate with the Committee, then:

1. The Member communicates to the Presiding Member of that Committee, all Members of that Committee and the Chief Executive Officer (in writing/email) with the option to also advise all other Members.
2. The communication will detail the Members views and/or comments in a succinct manner and include a suggestion as to a recommendation / conclusion that the Member is suggesting or seeking and also an indication on whether the Member wishes to address the Committee.
3. The Presiding Member should satisfy themselves as to the relevancy to the Committee and its agenda of the substance of the Members communication and the importance and/or urgency of the content of the Members communication.
4. The Presiding Member may then form the view:
 - (i) the Members communication should be considered by the Committee in a formal sense e.g. as part of a specific agenda item, and
 - (ii) the Member should be permitted to address the Committee (subject always to the majority consent of the Committee) and to ask questions/make a statement to their communication at the Committee meeting, and
 - (iii) the Members communication is not relevant, will not add materially or provide any additional level of intelligence not already available to the Committee and the need of the Committee to receive an address from the member is unnecessary and then the Presiding Member may decline the request.
5. Any communication from any Member in respect of a Committee and its agenda (items) needs to be in writing (email) and must be forwarded to the Committee Presiding Member, to every Member of the Committee and the Chief Executive Officer and may also be sent to all other Members.
6. Council note existing Policy C270:

C270 COUNCIL AND COMMITTEES - Agenda inquiries or items

Members are encouraged to contact the appropriate officers with agenda inquiries prior to any Committee and/or Council Meeting, wherever possible, to assist in the smooth operation of the system and for the proper research of the subject matter.

Adopted by Council: 15 th June, 2010	Reviewed:	Reviewed:
Reviewed:	Amended:	Amended:
Amended:	Amended:	Amended:
Amended:	Amended:	Amended:
Amended:	Amended:	Amended:

CORPORATE AND COMMUNITY SERVICES REPORT NO. 74/2016

SUBJECT: FINANCIAL SUSTAINABILITY – KEY FINANCIAL INDICATORS

REF: AF11/704

What is Financial Sustainability?

The definition of Financial Sustainability for Local Government emanated from the independent SA Local Government Financial Sustainability Inquiry in 2005.

It is defined as:

"A Council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services."

The definition was endorsed nationally at the National General Assembly of Local Government in Canberra in November 2006.

As part of the financial sustainability inquiry conducted in 2005, each Council was categorised into one of 6 groups, with Category 1 being Sustainable with a very substantial margin of comfort and Category 7 being Unsustainable.

Mount Gambier's ranking at this time was a Category 4, being sustainable with a minimum margin of comfort. The definition attributed to this category was:

*"If unanticipated financial shocks/risks eventuate on top of known developments, the Council should be able to avoid a substantial per-property rates increase albeit with a minimum margin of comfort **provided** its revenue and spending policies remain unchanged over time."*

To put this into some form of context, 43 of the 68 South Australian Councils (63%) received a rating of 4 or worse.

Why is it important?

The importance of financial sustainability is to ensure that each generation 'pays their way', rather than any generation living off their assets and leaving it to the future generations to address the issue of repairing/replacing worn out infrastructure.

The Council is the custodian of infrastructure and assets with a current written down value of approximately \$234 million. Council has the responsibility to ensure that assets are managed efficiently and effectively and that decisions regarding the acquisition of new assets and the sale and maintenance of existing assets are undertaken in an open and transparent fashion.

Sound asset management is the key to financial sustainability. There is clearly a direct link between the development and implementation of Council's Infrastructure and Asset Management Plan and its LTFP. Council expends considerable funds on the acquisition and management of assets. It will be exposed to financial risk over the longer term if budget processes have little regard for ongoing costs associated with the maintenance and renewal of these assets beyond the current budget period. It is incumbent on Council to carefully consider information about the stock of infrastructure and other assets and the contribution that current ratepayers are making to their consumption.

Council is facing new challenges in managing infrastructure and other assets as a result of issues such as increasing community expectations; population growth; development of new infrastructure; replacement of ageing infrastructure; new legislative requirements (e.g. EPA standards) and the growing demands of an ageing population.

Corporate and Community Services Report No. 74/2016 cont'd...

The term “asset management” is used to describe the process by which the Council manages physical assets to meet current and future levels of service. The Council determines the policy framework within which existing assets are managed, new assets are acquired and the overall program for the maintenance and disposal of assets. This policy framework typically has regard to the link between the purchase, upgrade and disposal of assets, the delivery of services to communities and consultation processes required to ensure the community is well informed and able to influence the decisions of the Council.

How is it measured?

To ensure that each generation ‘pays its way’, it is crucial that current ratepayers effectively fund the current net cost of services provided and community assets consumed. Without this being achieved (i.e. an operating deficit), future generations are effectively subsidising the current cost of service provision and asset consumption.

Based on this, the financial sustainability of a Council is measured by the surplus/(deficit) (before capital revenues) disclosed in the Income Statement. A Council's long-term financial sustainability is dependent upon ensuring that on average, over time its expenses are less than its associated revenues.

The following indicators have been developed specifically to focus attention on factors identified as key to securing long-term financial security:

- Operating ratio
- Net financial liabilities ratio
- Asset sustainability ratio

For each key financial indicator, which are consistent with industry standards, appropriate targets have been nominated to enable meaningful performance measurement.

What are the Key Financial Indicators?

The following is a brief explanation of the principal Key Financial Indicators used throughout the local government sector in South Australia:

- Operating Ratio – expresses the operating surplus or (deficit) as a percentage of general and other rates, net of rebates.

A positive ratio indicates the percentage of rates available to fund current and future capital expenditure. A negative ratio indicates the percentage increase in rate revenue that would have been required to achieve a break-even operating result.

When a breakeven result is achieved it means that ratepayers are meeting the costs of the services they are consuming (including depreciation).

- Net Financial Liabilities Ratio – indicates the extent to which net financial liabilities of the Council can be met by the Council's total operating revenue.

Where the ratio is falling it indicates the Council's capacity to meet its financial obligations from operating revenues is strengthening. Where the ratio is increasing it indicates a greater amount of Council's operating revenue is required to service its financial obligations.

Corporate and Community Services Report No. 74/2016 cont'd...

- **Asset Sustainability Ratio** – indicates whether the Council is renewing or replacing existing physical assets at the rate at which they are wearing out.

Councils with a high ratio are replacing and renewing capital assets at a rate comparable to depreciation / wear.

Local Government sector targets for each of the key financial indicators are as follows:

- Operating Ratio: 0% - 15% over any five year period.
- Net Financial Liabilities: not to exceed total operating revenue or 100%
- Asset Sustainability Ratio: a range between 90% to 100% over any three year period.

What do our results tell us?

Key Financial Indicators Targets and Results relevant to the City of Mount Gambier over the past five (5) years are summarised in the following table.

Summary of Financial Results					
	2015/16	2014/15	2013/14	2012/13	2011/12
Operating Ratio (Adjusted) (Target: 0% - 15% over 5 years)	(2%)	(1%)	3%	2%	(4%)
Net Financial Liabilities Ratio (Target: not to exceed 100%)	27%	26%	31%	23%	27%
Assets Sustainability Ratio (Target: 90% - 100% over 3 years)	57%	53%	107%	85%	52%

Operating Ratio:

A positive ratio indicates the percentage of rates available to fund current and future capital expenditure.

A negative ratio indicates the percentage increase in rate revenue that would have been required to achieve a breakeven operating result.

Result: A breakeven result (over five years) means that current day ratepayers are meeting the costs of services currently being consumed.

(Adjusted = Adjustments for the distortion caused as a result of early payment of Grants Commission allocations).

Net Financial Liabilities Ratio: where the ratio is falling it indicates the Councils capacity to meet its financial obligations from operating revenues is strengthening.

Where the ratio is increasing it indicates a greater amount of Councils operating revenue is required to service its financial obligations.

Result: Target (due to Councils recent major capital works) increasing a greater amount of Councils operating revenue is required to service its financial obligations.

Asset Sustainability Ratio: A high ratio indicates Council is replacing/renewing capital assets at a rate comparable to depreciation/wear.

Result: Target close to being met. Considerable focus to increase this ratio over recent years to ensure Council is replacing/renewing capital assets at a rate comparable to depreciation/wear.

Corporate and Community Services Report No. 74/2016 cont'd...

How do we compare with other SA Councils?

Each year the SA Local Government Grants Commission prepares what is commonly known as 'database' reports which are derived from SA Councils Annual Financial Statements and General Information Returns.

Corporate and Community Services Report No. 62/2016 in September 2016 provided a detailed breakdown of these statistics both in comparative form (with other SA Councils) and in a time series format (our statistics only).

Relevant extracts from that Report are repeated, for information, in this Report noting that the release of the 30th June, 2016 database reports are anticipated to be received in July, 2017 and will be subject to a further report.

SA Local Government Grants Commission Database Reports 2014/2015

FINANCIAL COMPARISON

COUNCIL	TOTAL ASSETS (\$000)	TOTAL LIABILITIES (\$000)	TOTAL EQUITY (\$000)	TOTAL FINANCIAL ASSETS (\$000)	NET FINANCIAL LIABILITIES (\$000)	OPERATING SURPLUS RATIO (%)	NET FINANCIAL LIABILITIES RATIO (%)	ASSET SUSTAINABILITY RATIO (%)
Alexandrina	417,768	35,570	382,198	5,150	30,420	1	76	50
Barossa	345,931	23,187	322,744	9,645	13,542	(1)	40	230
Gawler	252,917	17,098	235,819	6,371	10,727	5	44	140
Mount Barker	469,585	14,053	455,082	8,100	6,403	0	16	106
Mount Gambier	233,034	9,453	223,581	2,645	6,808	(2)	27	53
Murray Bridge	279,402	17,589	261,813	11,945	5,644	0	17	?
Port Augusta	214,819	41,760	173,060	7,187	34,783	(25)	92	?
Port Lincoln	170,326	5,430	164,895	5,652	(222)	0	1	313
Victor Harbor	266,617	16,664	249,953	7,374	9,290	7	39	58
Whyalla	253,589	13,605	239,984	3,771	9,834	(3)	32	87

SA Local Government Grants Commission Database Reports 2014/2015

EXPENDITURE COMPARISON

COUNCIL	ESTIMATED RESIDENT POPULATION 30 JUNE 2015	EMPLOYEE COSTS (\$000)	MATERIALS CONTRACTS AND OTHER EXPENSES (\$000)	FINANCE COSTS (\$000)	DEPRECIATION, AMORTISATION AND IMPAIRMENT (\$000)	TOTAL OPERATING EXPENSES (\$000)	OPERATING SURPLUS/ (DEFICIT) (\$000)
Alexandrina	25,449	12,768	15,827	1,498	9,547	39,640	971
Barossa	23,104	11,428	14,053	1,191	7,465	34,177	277
Gawler	22,618	8,849	10,175	741	3,323	23,153	1,578
Mount Barker	32,558	12,665	17,777	64	8,297	38,803	646
Mount Gambier	26,348	9,197	8,920	299	6,649	25,065	1,045
Murray Bridge	20,971	14,375	11,329	534	6,170	32,408	1,926
Port Augusta	14,522	17,419	15,644	1,440	5,741	40,244	(2,620)
Port Lincoln	14,984	4,320	9,378	22	3,280	17,000	691
Victor Harbor	15,169	8,214	7,991	792	5,331	22,328	1,602
Whyalla	22,759	10,332	12,792	390	6,312	29,826	1,680

Corporate and Community Services Report No. 74/2016 cont'd...

**Local Government Grants Commission Database
Time Series Reports**

ASSETS

Year	Cash / Cash Equiv.	Other Receivables	Inventories	Land	Buildings	Infrastructure	Plant, Equipment	Other Assets	Total Assets
2010/11	8,298,000	2,520,000	35,000	28,363,000	56,215,000	45,263,000	4,704,000	2,425,000	135,289,000
2011/12	981,000	1,470,000	47,000	41,026,000	112,109,000	56,625,000	4,840,000	2,946,000	220,044,000
2012/13	675,000	1,397,000	40,000	41,188,000	87,340,000	58,186,000	4,627,000	2,670,000	196,123,000
2013/14	1,173,000	1,286,000	37,000	40,858,000	86,810,000	60,343,000	4,749,000	2,384,000	197,690,000
2014/15	969,000	1,676,000	40,000	40,818,000	87,891,000	94,772,000	4,648,000	2,220,000	233,034,000

FINANCIAL

Year	Total Liabilities	Total Financial Assets	Net Financial Liabilities	Total Equity	% Operating Surplus Ratio	Net Financial Liab. Ratio %	Asset Sustainability Ratio %
2010/11	12,534,000	10,818,000	1,716,000	135,289,000	(8)	9	51
2011/12	8,432,000	2,451,000	5,981,000	211,612,000	(4)	27	52
2012/13	7,070,000	2,072,000	4,998,000	189,053,000	2	23	85
2013/14	9,418,000	2,459,000	6,959,000	188,222,000	3	31	107
2014/15	9,453,000	2,645,000	6,808,000	223,581,000	(1)	26	53

Further information on the Local Government Associations Financial Sustainability Program can be found at <http://www.lga.sa.gov.au/page.aspx?u=6812> which include a range of Information Papers, local government sector wide reports and general information on the Sustainability Program / Inquiry.

RECOMMENDATION

- (a) Corporate and Community Services Report No. 74/2016 be received for information;
- (b) Corporate and Community Services Report No. 74/2016 be referred to Council's Audit Committee for review.



Grant HUMPHRIES
DIRECTOR – CORPORATE SERVICES

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

CORPORATE AND COMMUNITY SERVICES REPORT NO. 75/2016

**SUBJECT: MAJOR EVENTS – AFL PRE-SEASON COMPETITION MATCH
PORT ADELAIDE V RICHMOND**

REF: AF15/473

Background

Annually the SANFL in conjunction with the AFL aim to fixture AFL NAB Challenge Matches in Regional South Australia that provide benefits back to Community Football and the local community.

Council has received a Major Events Application from the Western Border Football League seeking a cash and in-kind contribution from Council to support an AFL pre-season match between Port Adelaide and Richmond on Sunday, 5th March 2017 at Malseed Park.

Proposal

The Western Border Football League have been in discussions with the SANFL and AFL for a number of years working on attracting an elite pre-season match to the City and have successfully secured Port Adelaide v Richmond to play in March 2017.

It is anticipated the match will attract in excess of 7,000 patrons with a high number expected to travel from the surrounding areas and interstate.

Negotiations are still underway seeking commitment from the Port Adelaide Football Club to commit to a coaching clinic, social night and other community based activities. Additionally the Glenelg Football Club is also being approached to provide a similar program of community activities.

Economic Impact

The economic rationale presented in the application has been conservatively estimated at approximately \$262,000 return to the community calculated using the support staff and number of intra/inter state visitors the event is likely to attract.

Additional benefits include:

- Extensive National promotion through AFL media
- Local and State Media engagement
- Televised Nationally on Foxtel
- Pre-game introduction on Foxtel highlighting Mount Gambier
- Engage local businesses for facility upgrades, food & beverage provision and match day operations

The request is seeking an amount of \$15,000 cash and in-kind logistics up to the value of \$5,000 for sponsorship that would need to be a consideration for the 2016/2017 budget allocations.

Further discussion regarding logistics and in kind support for the event are pending Council's decision.

A copy of the request for funding has been attached for information.

RECOMMENDATION

- (a) Major Events – 2017 AFL Pre-season Competition Match Port Adelaide v Richmond report be received;

Corporate and Community Services Report No. 75/2016 cont'd...

- (b) Council approve the allocation of \$8,000 in cash and up to the value of \$5,000 in-kind for the 2017 AFL Pre-season Competition Match Port Adelaide v Richmond conditional upon the proponents obtaining funding from all identified sources, any required approvals from relevant authorities, and the match occurring in March 2017
- (c) Council release the cash component in two instalments as follows:
 - \$4,000 cash on approval
 - The in-kind support is to be reconciled at the conclusion of the event. Any overspend is to be deducted from the remaining cash balance and the final payment amended accordingly.
- (d) Council be acknowledged as sponsor with appropriate, agreed signage and use of corporate logo on marketing and promotional material.
- (e) Council be provided with a copy of the final event evaluation.



Barbara CERNOVSKIS
MANAGER - COMMUNITY SERVICES AND DEVELOPMENT

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

1st November, 2016
MJT



WESTERN BORDER FOOTBALL LEAGUE INC

President: Darren Philps **League Secretary:** Dot Sheridan
Postal Address: PO Box 3062 Mount Gambier SA 5290
Mobile: 0419 399 311 **Email:** wbfl@bigpond.com **Web:** www.wbfl.com.au



31 October 2016

Chief Executive Officer
City of Mount Gambier
PO Box 56
MOUNT GAMBIER SA 5290

Attn: Mark McShane

Re: AFL Pre-Season Competition Match

Dear Mark,

In conjunction with the South Australian Nation Football League ("SANFL") the Western Border Football League ("WBFL") are writing to council for support hosting an AFL NAB Challenge Match in Mt Gambier.

The WBFL has been in discussions with the SANFL and AFL for a number of years working on attracting an AFL preseason match to the city. Council has been supportive of these discussions over time.

It is fantastic that I can inform you and the City of Mt Gambier that there will be a Match – Port Adelaide v Richmond – to be played at Malseed Park on Sunday March 5, 2017.

Having the elite competition in Australia send two high quality teams to Mt Gambier is something to be proud of and presents an outstanding opportunity for the region.

It is expected the match will attract in excess of 7,000 patrons with a high number of those travelling from surrounding areas and interstate.

Along with supporters at the venue the match will be telecast live across Australia on Foxtel which will attract a viewership of over 100,000 people. Highlights will also be shown across all news bulletins on free to air TV.

The WBFL along with West Gambier Football Club is fully committed to the event along with the support of the SANFL.

This match will leave a lasting legacy in Mt Gambier with the AFL paying for upgrades to infrastructure including the installation of goal posts to the value of \$30,000. Not only will there be facility upgrades left as a result of the match the Mt Gambier community will have the opportunity to rub shoulders with the AFL's elite, an opportunity local children in particular would not traditionally experience.

On behalf of the WBFL and SANFL I would like to request the support of the Mt Gambier City Council to ensure this event is of the highest possible quality and represents the City in the light it should be.

Member Clubs

North Gambier

East Gambier

South Gambier

West Gambier

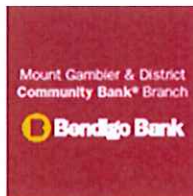
Millicent

Casterton-Sandford



WESTERN BORDER FOOTBALL LEAGUE INC

President: Darren Philps **League Secretary:** Dot Sheridan
Postal Address: PO Box 3062 Mount Gambier SA 5290
Mobile: 0419 399 311 **Email:** wbfl@bigpond.com **Web:** www.wbfl.com.au



Please find accompanying this letter supporting documents that will provide greater detail.

I'm looking forward to a positive outcome for all stakeholders, including our community, therefore myself or Matt Duldig (SANFL Community Manager) are available at any time should you or any councillors have any questions.

Yours Sincerely

Darren Philps
President
Western Border Football League Inc

Matthew Duldig
SANFL Community Football Manager
South Australian Community Football League Inc

Member Clubs

North Gambier East Gambier South Gambier West Gambier Millicent Casterton-Sandford

Sponsorship Program Overview

Tier 1 Sponsorship - Up to \$2000

Funding provided to events held within the City of Mount Gambier that meets the aims of Council's Sponsorship Program and supports the Community Plan.

Tier 2 Sponsorship - Over \$2000

Funding provided to major/significant events held within the City of Mount Gambier that meet the aims of Council's Sponsorship Program and supports the Community Plan. The event must also attract substantial economic benefit and visitation to the City of Mount Gambier and include strategic and targeted marketing.

Which category should I apply for?

All applicants should apply under the 'Tier 1 Sponsorship, unless it can be proved that the proposed event will:

- attract substantial visitation to the City
- deliver substantial and measurable economic benefit to the City
- incorporate strategic and targeted marketing practices in its planning and implementation
- The event being held is that of State, National or International significance.

NOTE unsuccessful Tier 2 sponsorship applications are automatically considered under Tier 1 Sponsorship.

Aims of the Sponsorship Program

The aims of the City of Mount Gambier's Event Sponsorship Program are to support the four pillars of the Community Plan in helping to:

- Support the development of vibrant, creative and innovative events that enhance the economic, social and cultural life of the City of Mount Gambier
- Increase tourist visitation and deliver measurable economic benefits to the City
- Facilitate community involvement in events and activities
- Attract new and diverse events to the City of Mount Gambier
- Support events that build and reinforce the unique and positive attributes of the City of Mount Gambier.

Assessment

If funding requested exceeds \$5,000 the application is referred to a committee/ council for consideration. A decision regarding the level of assistance will be considered at the next available Council meeting. A decision will be reached within approximately **two months** of the application being proposed at the Council meeting. Notification of the decision will be made in writing.

Applicant Eligibility Criteria

Before submitting your application, please check that you meet the following eligibility criteria – all boxes must be ticked or your application will not be progressed.

- ☒ The organisation is an incorporated body or, if not incorporated, is being auspiced by an incorporated body
- ☒ The proposed event is covered by a current Public Liability Insurance Policy to the minimum value of \$10,000,000.
- ☒ Provide either an Australian Business Number (ABN) or complete the Australian Taxation Office “Statement by a Supplier” form
- ☒ Addresses the criteria outlined in the Event Sponsorship Guidelines and Application Form
- ☒ Any sporting organisation must be a registered STARCLUB – for more information visit <https://www.recsport.sa.gov.au/starclub/index.php> or contact your local STARCLUB Field Officer.

Your proposal is INELIGIBLE for funding if:

- ☐ Your proposal is for funding towards the operating costs associated with running an organisation (e.g. salaries, equipment)
- ☐ Your proposal is for retrospective funding or funding of budget deficits
- ☐ Your proposed event is not open to the general public
- ☐ Your organisation has not fulfilled previous sponsorship obligations, including provision of post event evaluation/report and financial acquittal
- ☐ Your organisation is not an incorporated body, or your proposal is not auspiced by an incorporated body

If you ticked any of the six boxes above your proposal is ineligible for funding:

Assessment Criteria

All applicants must address the following criteria in their application:

- Ability to increase tourist visitation to the City of Mount Gambier including intra and interstate visitors
- Demonstrate the ability to deliver significant and measurable economic benefit to the City of Mount Gambier.
- Ability to facilitate community involvement in the event/activities.
- Ability for the event to add to the diversity of the City’s event calendar.
- Marketing plan and promotional strategies.
- Demonstrated capacity of the event organisers to successfully manage the event.
- Risk management and event accessibility planning
- Event sustainability planning and strategies
- Involvement of and consultation with local businesses, artists and community groups.
- Acknowledgement of the City of Mount Gambier’s sponsorship in all event publicity and promotions

Evaluation

Post-event you will be required to complete an Event Evaluation form & provide a copy of your final budget, along with any additional information that will help support your evaluation. A form outlining evaluation requirements will be issued upon confirmation of the City of Mount Gambier sponsorship.

Additional Council Support

In addition to cash sponsorship, you may wish to apply for additional support from the City of Mount Gambier. Please refer to the attached fee schedule for estimated value of additional support. Your event may also be eligible for:

- Free publication in the 'What's On' Column published weekly in The Border Watch

- Free listing of your event on the City of Mount Gambier online events calendar found at www.mountgambier.sa.gov.au/whatson

- Display of posters, flyers &/or programs at The Lady Nelson Visitor & Discovery Centre.

- Use of City of Mount Gambier's promotional bali banners, corflute &/or canvas signs pull- up display banners (all subject to availability).

- Visitor information packs

Submission of Applications

Submit application form and all supporting documentation via mail or email to:

Team Leader Community Events

Email: city@mountgambier.sa.gov.au

City of Mount Gambier

PO Box 56

Mount Gambier SA 5290

Telephone: 08 8723 1025

Mobile: 0419 871 436



RM8	
Forwarded	
Approved	
PO #	
Invoice	
EE	

Event Sponsorship Program

APPLICATION FOR TIER 2 SPONSORSHIP (over \$2000)

Title of Event: AFL Pre-Season Cup Competition Match – Port Adelaide v Richmond
Name of Organisation/s: Western Border Football League;, West Gambier Football Club; SA Community Football League
Postal Address: WBFL: PO Box 3062 Mount Gambier SA 5290

Details of Key Personnel for the event:

Name		Contact Phone	Email Address
Darren Philps	President	0407 144 722	darren.philps@gmail.com
Dot Sheridan	Secretary	0419 399 311	wbfl@bigpond.com
David Bruhn	PR/Events Coordinator	0418 854 677	dbruhn@ydr.net.au

Is your organisation registered for GST? YES /NO											
Please provide your organisation's Australian Business Number (ABN)	4	3	0	4	1	9	6	8	3	3	2

Event Dates: 5th March 2017
Event Venue: Malseed Park, White Avenue Mount Gambier
Is this is a new event or continuation of existing? New (Previously held in Mt Gambier in ≈2011 & ≈2007)
Are you considering applying for use of a council venue? <i>i.e City Hall, Cave Garden etc</i> YES /NO
If yes, please specify which venue you are considering: Malseed Pk – Already tenanted by WGFC
Have you submitted your Hire Application or Special Events Permit for use of council venue? YES/NO

**Please note – If you are in the process of negotiating access to a Council venue, you will need to complete the hire permit before we can consider this application for sponsorship (please include copy of permit/application with your sponsorship application).

Anticipated Event Attendance			
Number of <u>local residents</u> you anticipate your event will attract:			7000-10000
Number of <u>visitors</u> you anticipate your event will attract:			3000
Please provide a percentage breakdown of the anticipated attendees:			
Local Residents	% 75%	Surrounding Areas	% 20%
Interstate	% 5%	Other SA	% -
Overseas	% -		
Provide an indication of the percentage of non-local participants and spectators expected to stay in paid accommodation within the region			% 1.5%

Estimated total budget for event: (please attach itemised budget including funding from other sources)	\$ 250,000
-----------------------------------------------------------------------------------------------------------	------------

Please detail below any cash &/or additional support you are seeking from Council

Cash <input checked="" type="checkbox"/>	Amount Requested	\$ 10,000-\$15,000
Describe how your funding will be expended: Ground & surface preparation of Malseed Pk (Est \$20k total)		
Other Council Support <input checked="" type="checkbox"/> (Refer to Fee Schedule for an estimated cost)	Amount Requested	\$ 5000
Please detail any other assistance you are requesting (eg. supply of rubbish bins & waste removal, hire of bollards, bunting, witches hats, tiered seating etc, road closures, temporary parking restrictions, road signage)		
Access and Parking control on White Avenue & Shepherdson Roads. Inc clear-ways/parking directions into Tenison Woods College		
Supply of Council banners & advertising signage suitable for display around the venue		

When assessing your application, a cost will be applied to the support/assistance sought. Local Government account for all costs for the organisation whether they be direct or in-direct. Please note that any additional requests for support not included in this application will incur a cost as determined by the Event Support Fee Schedule.

Event Description & Program Outline
Please attach detailed program if available. Please include activities, entertainment, catering and other relevant information
Refer attached presentation. Once in-flight, SACFL, WBFL & WBFC will continue to press for Pt Adelaide Football Club to commit to a coaching clinic, sportsman's night and other activities where the community can participate and benefit. In the SANFL, Glenelg FC will also be approached for similar opportunities as we feature prominently in their recruiting zone.

Event History Please provide a brief history of the event, including number of times the event has been held in the past, including number of participants, spectators and key event outcomes
Previously held at Malseed Park, and Blue Lake Sports Park, AFL preseason events have typically attracted 4000-5000 spectators. Whilst the overall AFL budget and landscape has changed, KPIs were not recorded nor as much a focus as they are today.
Event Objectives Please list the aims and objectives of the proposed event
Whilst the overall application process of hosting an AFL game remain the same, their requirements have increased dramatically, and therefore our community's access to a venue locally is quite fortunate, and a tribute to local volunteers
Event Sustainability What strategies do you have in place to ensure the event is sustainable?
It is recognised that a multi-stakeholder partnership is required to deliver this event. As such, SACFL, WBFL and WGFC are committed to working together to meet AFL requirements and make the event successful
Economic Impact Provide detailed examples of the economic impacts that are likely to result from the event. Include estimations ie. Increase in tourism/retail/hospitality/business trade, new economic opportunities, tourism growth etc.
<ul style="list-style-type: none"> ➤ Economic impact will include support staff (up to 75x) requiring accommodation in the Mt Gambier area including hospitality opportunities. ➤ To a lesser extent, the SE region residents will travel for this event, some seeking local accommodation, and requiring fuel, food and beverages.
Sponsorship Acknowledgement Outline how you intend to recognise the support provided by City of Mount Gambier When using the City of Mount Gambier Logo please provide a proof for approval prior to printing.
<ul style="list-style-type: none"> ➤ Foxtel broadcasting the match can include Council signage at the venue. ➤ They also will cover the city's attractions in pre-match coverage. ➤ All correspondence relating to the match can include Council sponsorship acknowledgement/electronic logo.
Community Involvement & Consultation How will your event involve local businesses, artists and community groups? eg. markets, entertainment, food, security etc.
<ul style="list-style-type: none"> ➤ AFL will fund facility upgrades and are committed to using local suppliers and trades. ➤ Match-day includes local community clubs engaged for food/catering and local businesses for security services.

Marketing Plan and Advertising Schedule

Please provide a detailed schedule of marketing and advertising activities to be undertaken.

Please specify what media outlets you are using.

Date	Media	Activity	Cost (estimate)
eg. 4-15 Dec	Radio – 5SE	On Air spots x 3	\$
eg 6-15 Dec	Newspaper – Border Watch	Display ads x 5	\$
<p><i>Refer to the presentation attached to this application</i></p> <p>Newspaper – The Border Watch, SE Times and Penola Penant will be approached to run a feature preview and review. (Typically as per the WBFL grand final lift-out) est \$1000</p> <p>The AFL will run a series of Ads on Foxtel, and free-to-air TV est \$tbc</p> <p>Radio – ABC & 5SE operate local sports programs and will be approached for promotion opportunities via interview of key stakeholders. Once launched, they will seek opportunities to interview various stakeholders in the event management and participating teams. These are usually free of charge.</p>			

Accessibility

How will you address accessibility for people with disabilities?

- The WGFC has disability access to the clubrooms via a dedicated entrance (eg wheel chairs).
- Seating can be allocated for spectators with limited mobility.

Briefly outline how you intend to manage the environmental impact of your event. This may include elements from your Traffic Management Plan, Occupational Health & Safety Plan, Waste Management Plan and Risk Assessment. Factors to

Traffic management: The venue shall not be open to cars or carparking. Therefore access to Tenison Woods College grounds for parking is required (and associated arrangements for traffic control)

Event Evaluation
How will you know if you have achieved the aims and the objectives of the event? Eg. Customer surveys, local business surveys, community surveys, participant surveys, attendance data-registrations etc.

AFL manage the entrance gate, and attendance figures accurately maintained will be available to Council.

Foxtel broadcast the match, and television viewer numbers will be available to Council.

Quality and value for money anecdotal evidence can be obtained informally from patrons.

City of Mount Gambier Community Plan

Please identify the area/s in which your event supports the City of Mount Gambier Community Plan?

☒

Our People
A safe inclusive City where access to quality services & facilities supports a socially connected, vibrant & healthy community

☒

Our Location
A perfectly centered place where people aspire to live, work, visit & invest

☐

Our Diverse Economy
A diversified, innovative & resilient economy that generates jobs & services

☐

Our Climate, Natural Resources, Arts, Culture & Heritage
A culturally-inspired City that strives to minimise its ecological footprint

To download a copy of the Community Plan, please visit:
www.mountgambier.sa.gov.au/CommunityPlan-TheFuturesPaper2016-2020.pdf

Please explain how your event supports these pillars

Strict requirement to use local suppliers/vendors & accommodation for support staff.

Provides entertainment option to the local community and region.

Infrastructure upgrades remain after the completion of the main event, effectively becoming a Council asset.

Risk Management Planning

Please attach details of Risk Management Planning to be undertaken for the event, including pre-event liaison with emergency services and any emergency services to be present at your event. Your event planning should include a Risk Management Plan, Occupational Health & Safety considerations, and Emergency Response Plan. If you anticipate your event will attract large numbers, you should also consider completing a SAPOL Safety Assessment for Crowded Places – this only takes a few minutes and can be accessed online at www.police.sa.gov.au/online-services/mass-gatherings.

- Please ensure you make contact with the following organisations to inform them about your event;
- SAPOL
 - St John First Aid - requests completed online at www.stjohnsa.com.au/EventsQuoteRequest.aspx
 - Security
 - Mount Gambier Hospital if necessary.
 - SA Ambulance Service regarding access to your event if required
 - Metropolitan Fire Service

If you need information in regard to establishing a Risk Management Plan, please contact the Community Events Division.

Event Evaluation

If you are successful with your application Council will require a completed Event Evaluation form & reconciled budget post-event providing declarations that the funding has been spent only for the purposes for which you applied.

I acknowledge that the above information provided in this application is true and correct. I have read the "Events Sponsorship Guidelines" and understand that should this application be approved by the City of Mount Gambier I will be required to enter into a Sponsorship Agreement with the City in order to receive the funds.

In order for your application to be considered please attach a clear event budget including breakdown of income and expenditure

Signature:  _____

Date: 31 October 2016

Name: Darren Philps, WBFL President

Before submitting your application, please ensure you have attached the following;

<input type="checkbox"/> Full Event Budget showing all income & expenditure
<input type="checkbox"/> Proof of Public Liability Insurance
<input type="checkbox"/> List of all funding partners for event
<input type="checkbox"/> Copy of Hire permit/Special Event Permit – if applicable
<input type="checkbox"/> Your Business Plan and/or Marketing Plan
<input type="checkbox"/> Copy of your organisation's most recent audited annual financial statement
<input type="checkbox"/> Completed Risk Assessment for your event

Team Leader Community Events
City of Mount Gambier
PO Box 56
Mount Gambier SA 5290
P: (08) 8723 1025
E: city@mountgambier.sa.gov.au
www.mountgambier.sa.gov.au

Event Support Fee Schedule

Local Government account for all costs for the organisation whether they be direct or in-direct, as a result a cost will be applied to any support sought from Council.

Labour	Monday – Friday	\$100 per hour per person
	Saturday, Sunday & Public Holidays	\$150 - \$180 per hour per person
	Call-out Fee	\$ as determined
Plant Hire	Light Vehicle - each additional hour	\$26 per hour \$10 per hour
	Heavy Vehicle	\$36 per hour
	Other Machinery (inc Street Sweeper)	\$60 per hour
Waste	Removal – Labour & Truck	\$170 per hour
	Bin Hire	\$2 per bin/event
Equipment Hire	Loading/Delivery/Collection	Refer labour/plant hire charge
	Witches Hats/Bollards/Bunting	\$1 per unit
	Seating	\$20 per unit
	Stage	\$20 per unit
	Inflatable Screen	\$50 per event
	Giant Games	\$15 per game
	Crowd Control Fencing	\$5 per unit
Advertisements	Road Closures – The Border Watch	\$100 per ad

Unless otherwise indicated, all charges are independent and will be aggregated (i.e Equipment Hire requiring delivery/collection by Council will also incur hourly rates for labour (driver/operator) and plant hire.

All fees are inclusive of GST



AFL Preseason Match Mt Gambier

Port Adelaide v Richmond

Sunday March 5, 2017
Malseed Park



AFL Preseason Match



Mount Gambier



GENERAL



- **Match Overview**

- Annually the SANFL in conjunction with the AFL aim to fixture AFL NAB Challenge Matches in Regional South Australia
- Recent Example: Adelaide v North Melbourne (2016) Port Lincoln – 6,000 attendance, population 14,000

- **Purpose/Aim**

- The purpose of holding an AFL NAB Challenge Regional Match is to provide benefits back to Community Football and the local Community at large, these benefits may include health and wellbeing, tourism exposure and financial returns.



Opportunity



There will be an economic boost to our region of more than \$1.5 million from this event alone, with a crowd of 5000 expected, including up to 1000 travelling from surrounding areas.

"It will create a buzz in our region and plenty of exposure for Mackay, with the game broadcast nationally live on Fox Footy."

— Regional Match in Country QLD

"We expect a crowd of between 7,000 and 10,000 people generating a significant economic impact of between \$500,000 and \$1million for the local economy."

— Cr Patterson – Shepparton

AFL Chief Executive Officer, Gillon McLachlan, said the NAB Challenge was about taking the game to fans right around the country.

"The NAB Challenge continues to take our game across the country to regional and suburban grounds that don't normally host AFL football during our regular premiership season," Mr McLachlan said.



Benefits



Expected Crowd – 7,000

- Conservative Estimation
- Mix of attendees from local, surrounding, other SA and interstate

Economic Benefit to the Region – Game Day*

- \$262K (based on 1,000 people travelling to the region)

Additional Benefits:

- \$30K – AFL goal posts
- \$30K – Match Day Upgrades
- \$60K – Match Day Catering (\$10p/h based on crowd of 6,000)

**When defining economic impact we look at the net economic change in a host community that results from spending attributed to a sports event. The key elements of economic impact are Visitor Spend and Organiser Spend.*

When measuring economic impact of Visitor Spend we use Tourism Research Australia data to calculate the spend of a 'sports tourist'. The national average spend of a 'sports tourist' who's purpose of travel is to either compete in or spectate at an event is now \$262 per person per day/night.

Additional Benefits / Opportunity



Venue Promotion

- Extensive National promotion through AFL Media
- Local and State Media engagement

Televised Nationally on Foxtel

- Provides significant media value to Mt Gambier and the potential to boost tourism and investment in the area
- Pre-Game introduction on Foxtel highlighting Mt Gambier

Accommodation required

- AFL Staff
- SANFL Staff
- Media
- Travelling Supporters

Local Businesses engaged for all requirements

- Facility Upgrades
- Food and Beverage
- Match Day Operations

Working with Port Adelaide on coming the region in the lead up or post event

- Players and/or Coaches

Other Contributors



AFL Contribution - In excess of \$200,000

- Travel
- Permanent & Temporary Infrastructure
- Match Day Operating Costs - Approx. \$45,000
- Includes \$5,000 hosting fee

SANFL Community Football

- Minimum \$5,000 to assist facility upgrades

Local MP Troy Bell

- Has made a Commitment to the Match

WBFL and Member Clubs

- All 4 Mt Gambier Club will be involved and receive benefit

Detailed Budget



INCOME								
Item			Figure			Recipient Organisation		
Ticketing revenue			\$ -			AFL		
Catering (food & beverage)			\$ 60,000.00			Club / League / Council (TBC)		
Match Day Operating Fee			\$ 5,000.00			Club / League /		
Goal Post Upgrade			\$ 30,000.00			Club / League / Council		
SANFL Community			\$ 5,000.00			Club / League		
Total			\$ 100,000.00					
EXPENDITURE								
Item			Figure			Responsible Organisation		
Temporary build to facilities			\$ 30,000.00			AFL		
Match Day Operating Costs			\$ 50,000.00			AFL		
Lead Up Costs (flights, consulting etc..)			\$ 90,000.00			AFL		
Broadcast			\$ 42,000.00			AFL		
Goal Post Upgrade			\$ 30,000.00			AFL		
Removal of light towers			\$ -			Club		
General maintenance			\$ -			Club / League		
Turf works			\$ 30,000.00			Club / League / Council (TBC)		
Total			\$ 272,000.00					
OTHER								
Economic Benefit			\$ 292,000.00			Mount Gambier Community		
National Broadcast Reach						Mount Gambier Community		
National Venue Announcement						Mount Gambier Community		

Advertising / Marketing



- AFL Announcement week of November 7
- SANFL follow announcement / story
- SANFL Social Media Campaign
 - Facebook 44,508
 - Twitter 9,819
 - Instagram 5,689
- AFL Social Media
- Promotion through all South East Leagues and Clubs
 - 3 Leagues & 26 Clubs
- Focused South East media publicity strategy
 - Radio
 - Paper

Last Time in Mt Gambier



With such large numbers expected to converge on Mount Gambier, **Cr Perryman said the city was set to benefit from the attention.**

"It's fantastic in terms of exposure, particularly from those visitors within the region, but also from a national perspective," he said.

"As people follow their clubs through the pre-season competition, you hear about these regional areas where teams are playing, and we haven't been included in the last few years.

"But in 2007, AFL followers across the country are going to be listening in for results coming out of Mount Gambier. So it's fantastic in terms of exposure for us as a location, and certainly a great benefit to have up to 10,000 people converge on Mount Gambier for that day."

•

Not only will the Mount Gambier public be given a rare chance to see AFL players in the flesh, but local Auskick participants will be invited to play in a junior half-time match.

"Some of the local south-east South Australian Auskicks will be having a run-around," Western Border Football League chief executive Mark Turri said.

"For the kids of the local region, this is a once-in-a-lifetime opportunity to play at half-time of an AFL match. **Our location means it's not possible for it to happen on a regular basis.**

"For a regional town like Mt Gambier to host one of these games is a great boost, not just for the town, but for also for the kids who will be able to play in the Auskick and remember this for the rest of their lives.

Football in Mt Gambier



4 Clubs

- Avg. Membership 450 (financial members)

Overall

- 1,115 Participants (players)
- 405 Auskick Participants
- 750 Volunteer Participants (coaches, trainers, umpires etc...)
- Mt Gambier Participation Rate Males 10 to 34 = 16.55%
- Significant Female Football Participation
- WBFL plans to expand Junior Competition in Mt Gambier in 2017

Mount Gambier and the surrounding districts are a strong and traditional football area

Requested Investment - \$15,000 - \$20,000

❖ **\$10,000 - \$15,000 Cash**

- Assist with Ground Upgrade
 - Pitch Removal
 - Turf Works

❖ **\$5,000 In Kind – Other Council Support**

- Council staff member to sit on working party
- Access to council owned infrastructure and expertise
e.g. toilets, traffic management, bins
- Staff Costs

CORPORATE AND COMMUNITY SERVICES REPORT NO. 76/2016

SUBJECT: ELECTOR REPRESENTATION REVIEW – RECOMMENDATION REPORT

REF: AF15/624

At its meeting held on 21st June 2016 Council received Corporate and Community Services Report No. 44/2016 and endorsed an Elector Representation Review Options Paper.

Public consultation on the Options Paper was conducted between 21st July – 2nd September 2016 comprising Notices in The Border Watch and (SA) Government Gazette, publication of the Notice and Options Paper on the Council website, display of the Options Paper at Council Offices and a questionnaire on the Council Have Your Say website and available in hardcopy.

Council's Have Your Say website recorded 83 total page visits, 27 Options Paper downloads and 15 questionnaire downloads. No telephone or counter enquiries/document requests were received during the consultation period and one (1) submission was received.

Members were briefed on the single submission and the next steps in the Elector Representation Review process at an Elected Member Workshop held on Tuesday 25th October. A detailed Representation Review Report summarising the submissions received and recommendation has been prepared for Member's information (**Attachment 1**).

Council must now determine the elector representation structure that it proposes will apply from the next local government elections in November 2018. This report recommends the following elector representation structure be adopted by Council for public consultation purposes:

- Elected Mayor
- No Wards
- 8 Area Councillors

The Representation Review Report would form the basis of the next round of public consultation seeking public submissions on this proposed structure.

Should an alternative structure be proposed then the Representation Review Report will require amendment and may require further clarification on ward boundaries/names, number of ward/area councillors and/or when a poll is to be conducted (if a Chairperson is proposed).

A further report will be presented following the next round of public consultation for Council to consider any submissions received and the adoption of a final structure for presentation to the State Electoral Commissioner by April 2017.

RECOMMENDATION

- (a) Corporate and Community Services Report No. 76/2016 be received.
- (b) The Representation Review Report attached to Corporate and Community Services Report No. 76/2016 be received and endorsed for public consultation purposes.
- (c) Public Consultation on the Representation Review Report be conducted in accordance with the requirements of the Local Government Act and any resultant submissions be the subject of a further report to Council for consideration.



Michael McCARTHY
MANAGER GOVERNANCE & PROPERTY

Corporate and Community Services Report No. 76/2016 cont'd...

Sighted:

A handwritten signature in black ink, appearing to read 'Mark McSHANE', written in a cursive style.

Mark McSHANE
CHIEF EXECUTIVE OFFICER

1st November, 2016
MMcC



City of
Mount Gambier

Representation Review Report

Prepared in accordance with
Section 12(8a) of the Local Government Act 1999

November 2016

Prepared for the City of Mt Gambier by C L Rowe and Associates Pty Ltd, November 2016 (Version 1)

Disclaimer

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1. Introduction

Section 12(4) of the Local Government Act 1999 (the Act) requires each Council to undertake a review of all aspects of its composition and the division (or potential division) of the Council area into wards, as prescribed by the Minister from time to time by a notice published in the Government Gazette.

The City of Mount Gambier last completed an "elector representation review" in November 2009 and is now required to undertake and complete another review by April 2017, in accordance with the provisions of the Local Government (General) Regulations 1999, so as to ensure fair and equitable representation of all electors prior to the 2018 Local Government elections.

This report has been prepared in accordance with the requirements of Section 12 (8a) of the Act. It:

- provides information on the initial public consultation undertaken by Council and Council's response to the issues raised within the submissions received;
- sets out the proposal that Council considers should be carried into effect; and
- presents an analysis of how Council's proposal relates to the relevant provisions and principles of the Act.

The key issues that need to be addressed during the review include:

- the principal member of Council, more specifically whether it should be a mayor elected by the community or a chairperson selected by (and from amongst) the elected members;
- the composition of Council, including the number of elected members required to provide fair and adequate representation to the community and the need for area councillors in addition to ward councillors (where the Council area is to be divided into wards);
- the division of the Council area into wards or the retention of the existing "no wards" structure; and
- if wards are to be introduced, the level of ward representation within, and the names of, any future proposed wards.

2. Background

The Council area is currently not divided into wards and Council comprises an elected mayor and ten area councillors. This structure initially came into effect at the Local Government elections in 2003 and was retained by Council at the completion of the last review which was undertaken in 2008/2009.

At the time of preparing this paper, the total number of persons eligible to vote in Local Government elections in the Council area was determined to be 19,279, this comprising 19,167 enrolments on the House of Assembly Roll (as maintained by Electoral Commission South Australia) and 112 enrolments on the Supplementary Voters Roll, as maintained by Council pursuant to the provisions of Section 15 of the Local Government (Elections) Act 1999.

Council commenced its elector representation review in April 2016 and completed the initial six (6) week public consultation period on Friday 2nd September 2016. One submission was received.

At its meeting on the 15th November 2016, Council considered all matters relevant to the review, including the public submission received, and resolved to agree, in principle, to make no changes to its composition and/or structure other than to reduce the number of councillors to eight.

3. Initial Public Consultation

Public consultation commenced on Thursday 21st July 2016 with the publishing of a public notice in the "Border Watch" newspaper and the Government Gazette. A second notice was published in the "Border Watch" newspaper on Friday 22nd July 2016. In addition, the public consultation process included the display of information and the relevant review documents on Council's website; a dedicated news item on the Council website which directed attention to the "Have Your Say Mount Gambier" web page and the related documents attached thereto; and the provision of the Representation Options Paper and associated documents at the Council offices.

At the expiration of the public consultation period (i.e. close of business on Friday 2nd September, 2016) Council had received one electronic submission (via the "Have Your Say Mount Gambier" page on the Council website). Notwithstanding this, records indicate that the "Have Your Say Mount Gambier" web page attracted eighty-three (83) visits, from which forty-two (42) downloaded documents. It should be noted that the Project Report indicates the receipt of two submissions, however one was a test conducted by Council staff.

No other enquiries or submissions were received during the course of the initial public consultation.

The receipt of only one anonymous electronic submission is a disappointing response given that three submissions were received at this stage of the previous elector representation review in 2008/2009 and that there are nearly 19,000 eligible electors in the Council area. Obviously the opinions expressed in the submission cannot be considered to represent the attitudes of the community as a whole.

In summary the submission received favoured the retention of an elected mayor; the retention of the existing "no ward" structure; and a reduction in the number of area councillors from ten to eight.

Council's comments regarding the key issues of the review and the submission received are provided hereinafter.

4. Proposal

Having duly considered all relevant provisions of the Local Government Act 1999, the information and alternatives contained within the Representation Options Paper and the matters raised in the written submissions, Council proposes the following in respect to its future composition and structure.

- The Principal Member of Council continues to be a Mayor, elected by the community.
- The Council area not be divided into wards (i.e. the existing "no ward" structure be retained).
- The future elected body of Council comprise a total of eight (8) area councillors (excluding the Mayor).

The reasons for Council's decision are provided hereinafter under key issue headings. Analysis of further relevant provisions and requirements of the Local Government Act 1999 also follow.

5. Proposal Rationale

5.1 Principal Member

The principal member of Council has always been a mayor elected by the community; and the submission received during the initial public consultation supported the retention of an elected mayor.

Council believes that:

- a mayor elected by the community is in accord with a fundamental principle of democracy – choice;
- the election of a mayor affords all eligible members of the community the opportunity to express faith in a candidate, should they choose to do so, and provides Council with an identifiable principal member who is directly accountable to the community;
- the office of mayor has served the City of Mount Gambier well over the years;
- little practical benefit will likely be achieved by changing to a chairperson at this time;
- the retention of an elected mayor as the principal member is consistent with the structure of the majority of councils within the state;
- an elected mayor brings stability and continuity to the Council, given the four year term of office; and
- the retention of an elected mayor is consistent with the attitude expressed by all of the respondents during the initial public consultation.

Whilst there was no sentiment expressed by the community for change, it is considered that, on balance, the introduction of a chairperson would provide only a few benefits, including a likely reduction in the number of elected members (with associated cost savings); flexibility in the tenure of the principal member; the opportunity for a number of elected members to gain experience as the principal member during the four year term of the Council (and to bring their particular skill set and opinions to the position); and avoidance of the potential loss of high calibre candidates through the mayoral election process. On the downside, a chairperson is chosen by the elected members, thereby depriving all of the electors the opportunity to vote for the principal member of Council.

Finally, Council is aware that any proposal to have a chairperson rather than an elected mayor cannot proceed unless, or until, a poll of the community has been conducted in accordance with the requirements of Section 12 (11a-d) of the Local Government Act 1999 and the result of the poll clearly supports the proposed change.

Given that the City of Mount Gambier has traditionally had an elected mayor as its principal member; nothing extraordinary has occurred that warrants a change to the way that the principal member is determined; and a mayor is democratically elected by the community as its principal representative (and is therefore accountable to the community), it is considered that there is no need for change at this time.

5.2 Wards/No Wards

The City of Mount Gambier is not currently divided into wards and the submission received favoured the retention of the existing "no wards" structure.

Council acknowledges that wards provide for direct representation of all areas and communities within the Council area; ensure local interests and/or issues are not overlooked in favour of the bigger "council-wide" picture; and provide recognizable lines of communication with Council through the ward councillors. It is also considered that ward councillors should have some empathy for, and an affiliation with, all of the communities within their ward.

Notwithstanding the above, the argument in favour of wards is seemingly weakened by the fact that ward councillors are not required to reside in the ward that they represent. As such, ward councillors may (potentially) have little or no relationship with the ward or constituents that they represent.

Council believes that the current "no wards" structure exhibits considerable merit and to be particularly well suited to the circumstances of the City of Mount Gambier.

The Council area is relatively small (34 km²) and primarily exhibits urban/township land uses with some open (yet to be developed) rural land uses at the periphery. The diversity in land use creates varying densities in elector numbers across the Council area which, in turn, makes the development of a ward structure (with an equitable distribution of electors and a rational basis) a difficult exercise.

The arguments in favour of the current "no ward" structure include the following.

- Electors are afforded the opportunity to vote for all vacant positions (i.e. mayor and area councillors) on Council.
- The most favoured candidates from across the Council area will likely be elected, rather than candidates who may be favoured by the peculiarities of a ward based system (e.g. elected unopposed candidates or having attracted fewer votes than defeated candidates in another ward).
- The elected members do not have parochial ward attitudes.
- The "no wards" structure is not affected by fluctuations in elector numbers; the on-going need to review elector distribution and ward boundaries; and/or the constraints of complying with quota tolerance limits.
- A Council area which is not divided into wards can be perceived as a strong and united entity with a focus on the community as a whole.
- Existing "communities of interest" are not affected or divided by arbitrary ward boundaries.
- In the event that an area councillor leaves Council, the casual vacancy can be carried by Council, thereby avoiding the need for, and cost of, a supplementary election.
- The lines of communication between a council and its community should be enhanced, given that members of the community are able to consult with any and/or all members of council, rather than be obliged to consult with their specific ward councillors.

- The “no wards” structure still afford opportunities for the small communities to be directly represented on council, provided they are able to muster sufficient support for a preferred candidate.
- The introduction of postal voting has facilitated the dissemination of campaign literature throughout the council area, thereby reducing the difficulty and cost of contesting a council-wide election campaign.

In addition, Council is aware of the changing circumstances within Local Government regarding ward structures and the fact that, at present, thirty-two regional councils and two metropolitan councils (i.e. the Towns of Walkerville and Gawler) seemingly operate successfully without wards.

Council is of the opinion that the aforementioned collectively presents a sound argument in favour of the retention of the existing “no wards” structure.

5.3 Area Councillors (in addition to ward councillors)

Given that Council proposes to retain the existing “no wards” structure, the issue of area councillors (in addition to ward councillors) is not applicable.

5.4 Ward Names

Given that Council proposes to retain the existing “no wards” structure, the issue of ward names is no longer applicable.

5.5 Number of Councillors

The only submission received by Council favoured the reduction in the number of elected members to eight (8) area councillors.

Council is aware that the provisions of Sections 26 and 33 of the Local Government Act 1999 stipulate the need to ensure adequate and fair representation while at the same time avoiding over-representation in comparison to other councils of a similar size and type (at least in the longer term).

Table 1 presents for comparison purposes only, information pertaining to the composition, size and elector ratio of a number of councils which are generally similar in size (in terms of elector numbers) to the City of Mount Gambier. Whilst the City of Port Lincoln is not necessarily similar to any of the cited councils in respect to size, character, population, topography and/or communities of interest, the data does indicate that there is no significant disparity in respect to the current level of representation and/or the elector ratio exhibited of Council.

Table 1: Elector data, representation and areas (Councils with similar elector numbers)

Council	Councillors	Electors	Ratio
The Barossa Council (912 km ²)	11	17,287	1:1,571
Town of Gawler (41.1 km ²)	10	16,843	1:1,684
Alexandrina Council (1827 km ²)	11	19,789	1:1,799
City of Mt Gambier (34 km²)	10	19,279	1:1,927
Norwood Payneham St Peters (15.1 km ²)	13	25,380	1:1,952
DC Mt Barker (595 km ²)	10	23,412	1:2,341

Source: Electoral Commission SA (26th October 2016)

Notwithstanding the data presented in Table 1, Council is aware that there are councils within South Australia and throughout the nation which are of a similar size (in terms of elector numbers) to the City of Mount Gambier but seemingly operate successfully with fewer elected members (and therefore higher elector ratios). The proposed reduction to eight area councillors will result in an elector ratio (i.e. the average number of electors represented by a councillor) increasing to approximately 1:2,410. This elector ratio is similar to the elector ratios exhibited by the District Council of Mount Barker (as indicated in table 1) and the Adelaide Hills Council, which covers an area of approximately 795 km², comprises twelve councillors and exhibits an elector ratio of 1:2,454.

When determining the appropriate number of councillors to provide fair and adequate representation, Council was mindful that:

- sufficient elected members must be available to manage the affairs of Council;
- the elected member's workloads should not become excessive;
- there is an appropriate level of elector representation;
- a diversity in member's skill sets, experience, expertise, opinions and backgrounds should be maintained to ensure robust discussion amongst the elected members; and
- adequate lines of communication must exist between the community and Council.

Council is aware that a reduction in the number of elected members to eight will result in some cost savings (e.g. elected member's allowances alone are \$15,900 per councillor per annum), with the resulting savings being available for redirection to community projects and/or programs.

In addition, it is considered that the proposed reduction in the number of elected members may serve to expedite the decision making process in Council, given the potential for fewer participants in discussions. Council does not believe that two less elected members will detrimentally impact upon the decision making processes and/or opinions expressed during discussions undertaken in Chamber, but may simply reduce the incidence of similar opinions being expressed.

Further, Council believes that the roles and responsibilities of the elected members have changed over the years.

Section 59 requires a person elected to the Council to represent the interests of residents and ratepayers, to provide community leadership and guidance, and to facilitate communication between the community and the Council. In addition, Section 59 specifies that the role of an elected member is:

- to participate in the deliberation and activities of Council;
- to keep Council's objectives and policies under review to ensure that they are appropriate and effective; and
- to keep Council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery, under review.

The days of "hands on" participation by elected members in the day to day operation and management of, and issues before, Council have passed, and involvement today is more in the form of decision and policy makers, and communication conduits between Council and the community. In addition, enhanced communication and information technology has also served to reduce any difficulties previously experienced by elected members in respect to their day to day tasks and communication with both Council and the community.

Whilst Council believes that it is important to maintain the quality of representation that has long been experienced and expected by the local community, it is confident that a more efficient and effective elected body will enable eight area councillors to adapt to, and continue to meet the demands and needs of, the community with some resultant financial benefits to the community.

6. Legislative Requirements

The provisions of Sections 26(1)(c) and 33(1) of the Local Government Act 1999 require Council take into account, as far as practicable, the following when developing a proposal that relates to its composition and structure.

6.1 Quota

Given that Council proposes to retain the existing "no wards" structure, the provisions of Section 33(2) of the Local Government Act 1999 which relate to ward quota tolerance limits do not apply.

6.2 Communities of Interest and Population

The Act speaks of the desirability of reflecting communities of interest of an economic, social, regional or other kind.

"Communities of interest" have previously been defined "as aspects of the physical, economic and social systems which are central to the interactions of communities in their living environment", and are generally identified by considering factors relevant thereto, including neighbourhood communities; history and heritage communities; sporting facilities; community support services; recreation and leisure communities; retail and shopping centres; work communities; industrial and economic development clusters; and environmental and geographic interests.

The Council area only covers approximately 34 km² and, as such, is considered to comprise a single entity or community of interest. In addition, the current distribution pattern of electors throughout the Council area makes it particularly difficult to divide the Council area into wards on a rational and/or equitable basis without dissecting some existing communities.

The retention of the "no wards" structure avoids potential impacts upon, and the division of, existing communities of interest, and should serve to further foster a sense of community given that the Council area will not be divided into arbitrary wards.

6.3 Topography

The City of Mount Gambier is only 34 km² in area and generally comprises flat to undulating land which has long been developed for urban (township) use. As such, there are parts of the Council area which exhibit varying characteristics and visual amenity; and there is a long established local road network.

Council believes that:

- the size and topography of the Council area have little impact upon the elected members' ability to attend to the requirements and/or demands of the community; and
- its proposal to retain the existing "no wards" structure avoids the need to identify appropriate ward boundaries which would serve to delineate an equitable distribution of elector numbers and also have to take into account the general topography and the physical features within the Council area.

It should be noted that the issue of topography was not a primary factor in the decision to retain the existing "no wards" structure.

6.4 Feasibility of Communication

Council believes that the proposed level of representation (i.e. eight area councillors) will provide adequate lines of communication between the elected members of Council and the community, taking into account the ever improving communication and information technology and the fact that Council has operated effectively over recent times with only nine councillors.

6.5 Demographic Trends

Council is aware that there is the potential for a significant increase in elector numbers throughout the Council area in the foreseeable future, primarily as a consequence of new and/or on-going residential development. However, the extent and timing of such is difficult to determine with any certainty.

During the process of identifying its preferred future composition and structure, Council took into account the following information.

6.5.1 Elector Numbers

According to the House of Assembly Rolls maintained by Electoral Commission SA, the number of enrolled electors within the Council area:

- increased by 1,132 or 8.8% (i.e. 15,777 to 16,909) during the seven year period February 2001 - February 2008; and
- increased by a further 1,623 or 9.4% (i.e. 17,262 to 18,885) during the period February 2010 to February 2016.

6.5.2 Residential Development

The residential development opportunities detailed hereinafter have the potential to increase population (and therefore elector numbers) in the foreseeable future, however, the extent and timing of any of this future development (and resultant increase in elector numbers) is difficult to quantify at this time.

- The creation (in stages) of approximately 200 allotments in the north-western part of the city (O'Leary Road, Wireless Road West and Spring View Drive).
- The future extension of Matthew Flinders Way (approximately 50 allotments).
- A further 50 or more allotments adjacent the golf course (Attamurra Road).
- An additional 70 allotments within "The Meadows" estate (corner of Wireless Road East and Kennedy Avenue).
- Perhaps 20 allotments south of "The Meadows" estate (i.e. south of Wireless Road East).
- A community-titled development containing 45 allotments (O'Leary Road).

- The creation of approximately 50 allotments in the southern part of the city (McCormick Road and Lakes Park Drive).

The aforementioned indicates that the majority of the anticipated future residential development is to occur in the northern parts of the Council area.

6.5.3 Population Projections

Population projections provided by the Department of Planning, Transport and Infrastructure (DPTI), as at February 2016, indicate that the population of the City of Mount Gambier is expected to:

- increase by 1,790 (i.e. 25,773 to 27,563) or 6.95% during the ten year period 2011 - 2021 (which will likely be several years before the next scheduled elector representation review); and
- increase by a further 1,294 (i.e. 26,614 to 28,857) or 8.43% during the period 2021 – 2031.

6.5.4 Census Data

According to data provided by the Australian Bureau of Statistics (2001, 2006 and 2011 Census Community Profiles – Mount Gambier (C) Local Government Area), the estimated total population of the Council area:

- increased by 838 (3.7%) over the period 2001 – 2006;
- increased by a further 1,753 (or 7.46%) during the period 2006 – 2011; and
- overall increased by 2,591 or 11.44% over the period 2001 – 2011.

6.6 Adequate and Fair Representation

For the reasons espoused earlier, Council is confident that its proposed future composition will provide the optimum number of elected members required to manage the affairs of Council; provide an appropriate level of elector representation; maintain an appropriate diversity in the skill set, experience and expertise of the elected members; and present adequate lines of communication between the community and Council.

6.7 Section 26, Local Government Act 1999

Section 26(1) of the Act requires that a number of broader Principles also be taken into account during the review process. These are similar in nature to those presented under Section 33, and include:

- the desirability of avoiding significant divisions within the community;
- proposed changes should, wherever practicable, benefit ratepayers;
- a Council having a sufficient resource base to fulfil its functions fairly, effectively and efficiently;
- a Council should reflect communities of interest of an economic, recreational, social, regional or other kind, and be consistent with community structures, values, expectations and aspirations; and

- residents should receive adequate and fair representation within the local government system, while over-representation in comparison with Councils of a similar size and type should be avoided (at least in the longer term).

The structure being proposed by Council is considered to comply with the cited legislative provisions, in that it will:

- incorporate sufficient elected members to undertake the various roles and responsibilities of Council;
- have little if any detrimental impact upon the ratepayers and/or existing communities of interest;
- continue to provide adequate and fair representation to all electors; and
- compare favourably with the composition and elector ratios of other regional councils that are of a similar size (in terms of elector numbers) and type.

7. Current Public Consultation

In accordance with Section 12(9) of the Local Government Act 1999, interested persons are invited to make a written submission to Council in respect to this report, and more specifically the composition and structure that Council proposes to retain at (and beyond) the date of the Local Government elections in 2018. Any person who makes a written submission at this time will be afforded the opportunity to address Council or a committee thereof, either in person or by a representative, in support of their submission.

Interested members of the community are invited to make a written submission expressing their views on the future composition and structure of Council. Submissions will be accepted until 5.00pm on Friday (insert date) 2016 and should be addressed to the Chief Executive Officer, PO Box 56, Mount Gambier 5290.

Further information regarding the elector representation review can be obtained by contacting Michael McCarthy, Manager - Governance and Property, on telephone 8721 2555 or emailing city@mountgambier.sa.gov.au.