



NOTICE

of

STRATEGY AND SERVICES COMMITTEE MEETING

Pursuant to the provisions of Section 88(1) of the Local Government Act 1999

TO BE HELD IN

**COUNCIL CHAMBERS
PLAYFORD CIVIC CENTRE
10 PLAYFORD BOULEVARD, ELIZABETH**

MEMBERS MAY PARTICIPATE BY ELECTRONIC MEANS
ON

TUESDAY, 10 MARCH 2026 AT 7:00 PM

THIS MEETING WILL ALSO BE VIEWABLE AT
<https://www.youtube.com/user/CityOfPlayford>

**TINA HUDSON
ACTING CHIEF EXECUTIVE OFFICER**

Issue Date: Thursday, 5 March 2026

MEMBERSHIP

CR REBECCA VANDEPEEAR – PRESIDING MEMBER

Cr Akram Arifi

Cr Marilyn Baker

Cr Zahra Bayani

Cr Andrew Craig

Mayor Glenn Docherty

Cr Shirley Halls

Cr Chantelle Karlsen

Cr David Kerrison

Cr Clint Marsh

Cr Misty Norris

Cr Jane Onuzans

Cr Peter Rentoulis

Cr Gay Smallwood-Smith

Cr Tanya Smiljanic

City of Playford
Strategy and Services Committee Meeting

AGENDA

TUESDAY, 10 MARCH 2026 AT 7:00 PM

1 ATTENDANCE RECORD

1.1 Present

1.2 Apologies

Cr David Kerrison - Leave of Absence 28/02/2026 until the State Government election results are publicly declared

Cr Peter Rentoulis - Leave of Absence 28/02/2026 until the State Government election results are publicly declared

1.3 Not Present

2 CONFIRMATION OF MINUTES

RECOMMENDATION

The Minutes of the Strategy and Services Committee Meeting held 10 February 2026 be confirmed as a true and accurate record of proceedings.

3 DECLARATIONS OF INTEREST

4 DEPUTATION / REPRESENTATIONS

Nil

5 STAFF REPORTS

Matters to be considered by the Committee and referred to Council

Matters which cannot be delegated to a Committee or Staff

- 5.1 Disability Access & Inclusion Plan 2025-2029 (Attachments).....6
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- 5.3 Consultation Paper - Review of Allowances for Member of Local Government Councils - Remuneration Tribunal SA (Attachments)136
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7 INFORMAL ACTIONS**8 CONFIDENTIAL MATTERS****STAFF REPORTS**

Matters delegated to the Committee

- 8.1 Delegation to Chief Executive Officer - Release of Confidential Orders258

9 CLOSURE

STAFF REPORTS

MATTERS TO BE CONSIDERED BY THE COMMITTEE AND REFERRED TO COUNCIL

***Matters which cannot be
delegated to a Committee or Staff***

5.1 DISABILITY ACCESS & INCLUSION PLAN 2025-2029

Responsible Executive Manager : Tina Hudson

Report Author : Amy Godfrey

Delegated Authority : Matters which cannot be delegated to a Committee or Staff

Attachments :
1. Disability Access and Inclusion Plan 2025-2029
2. Draft Disability Access & Inclusion Plan 2025-2029 (DAIP) - Phase 2 Engagement - What We Heard Report

PURPOSE

For Council to endorsement for the Disability Access and Inclusion Plan 2025-2029 (Attachment 1) (the DAIP).

STAFF RECOMMENDATION

1. Council endorse the Disability Access and Inclusion Plan 2025-2029 (Attachment 1).
2. Council authorise the Chief Executive Officer to make further minor amendments to the Disability Access and Inclusion Plan 2025-2029 (Attachment 1) that do not alter the intent of the document.

EXECUTIVE SUMMARY

The DAIP has been prepared in accordance with legislative requirements under the State Government's *Disability Inclusion Act 2018* (the Act) to help guide Council in meeting its responsibilities under the Act, by identifying and addressing strategies to improve access and inclusion for people with disability.

The Act mandates that every State authority develops a Disability Access and Inclusion Plan. Section 3(1)(c) of the Act defines a State authority to include a local council constituted under the *Local Government Act 1999*. The Act requires State authority Disability Access and Inclusion Plans to align with the outcomes, actions and measures within the State Disability Inclusion Plan 2025-2029 (the State Plan).

The DAIP provides a blueprint for actions the City of Playford will take over the next four (4) years, to facilitate equitable opportunities and support the inclusion of people with disability.

Council endorsed the draft Disability Access and Inclusion Plan 2025-2029 (the draft DAIP) to be placed on a 28-day public consultation at its 25 November 2025 Ordinary Council meeting (Resolution 6438) and consultation was subsequently undertaken from Monday 12 January 2026 to Sunday 8 February 2026.

A total of 33 formal responses were received during public consultation. A summary of the feedback received, and subsequent changes made to the DAIP is provided in the Draft Disability Access & Inclusion Plan 2025-2029 (DAIP) - Phase 2 Engagement - What We Heard Report (Attachment 2).

1. BACKGROUND

Council administration has prepared the DAIP to describe the actions that Council will take over the next four (4) years to facilitate equitable access to opportunities and support the inclusion of people with disability.

The DAIP is Council's roadmap for action over the next four (4) years, outlining the practical steps to remove barriers, improve access and ensure people with disability are included in the design and delivery of Council places, services, programs, employment opportunities and decision-making.

By delivering on this DAIP, the City of Playford will:

- Build on the progress achieved through Council's Disability Access and Inclusion Plan 2020-2024
- Contribute to the statewide vision of "a South Australia where no one is left behind"; and
- Support our local community vision of prosperity, liveability, and happiness for all.

The Act requires all State authorities to publish a Disability Access and Inclusion Plan within six (6) months of the State Plan release date (14 August 2025). Council has progressed the DAIP within a condensed timeframe.

Given the tight timeframe, the Department of Human Services has informed State authorities that if they cannot meet the publishing deadline, they can request an alternative date, as long as it is no later than 30 June 2026. A notification was made to the Department of Human Services on 30 January 2026 to inform them of our planned publishing date of 26 March 2026, following Council endorsement.

The DAIP has been shaped by consultation with people with disability, families, carers, service providers, and staff. Council endorsed the draft DAIP (Resolution 6438) to be placed on a 28-day public consultation at its 25 November 2025 Ordinary Council meeting. The consultation was undertaken from Monday 12 January 2026 to Sunday 8 February 2026 and involved promotion and targeted outreach including:

- The City of Playford Engagement Hub project page
- Social media posts shared on Council's social media channels
- Posters displayed at community locations
- Direct emails to Council's Connected Community database and to those who asked to stay informed during Phase 1
- Public notice placed in The Advertiser; and
- Direct engagement with key stakeholders such as Council's Access and Social Inclusion Advisory Group (ASIAG) and disability service providers.

2. RELEVANCE TO STRATEGIC PLAN

The DAIP directly supports the City of Playford's Strategic Plan 2025-2028 (the Strategic Plan), ensuring that disability access and inclusion are embedded across Council priorities.

Community Theme 1: Improving safety, accessibility and ease of movement around our city.

Council's Strategic Plan highlights the importance of safety, accessibility and ease of movement, which aligns with the DAIP's focus on safe footpaths, accessible parking and public spaces. The DAIP also strengthens the Strategic Plan, emphasising city appearance and inclusive environments by ensuring that parks, facilities and built structures are not only attractive but are usable by everyone.

Community Theme 3: Fostering collaboration and connection to each other.

Through its priorities on inclusive events, programs and public education, the DAIP builds community connection and supports the Strategic Plan's goal of creating a welcoming and connected city.

Community Theme 4: Activating and facilitating welcoming community spaces and events.

The DAIP supports the activation of Council spaces and welcomes all of the community into Council spaces and events.

The DAIP reflects Council's commitment to responsibility and good governance by meeting legislative obligations, aligning with the State Plan, and embedding accountability, inclusiveness, and transparency in how Council plans and delivers services.

3. PUBLIC CONSULTATION

Public consultation requirements for organisations preparing a Disability Access and Inclusion Plan are stipulated in Section 16(4) of the Act. State authorities must:

- *"consult with people with disability and persons or bodies representing the interests of people with disability"; and*
- *"call for submissions from members of the public in accordance with the scheme set out in the regulations (and must have regard to the submissions made in response to the call)"*

Council utilises its Community Engagement Policy and Procedure and the International Association for Public Participation (IAP2) Spectrum of Public Participation to guide how Council involve the community in engagement opportunities.

In Phase One of the community engagement, it was determined that the *'Involve'* level of engagement was the most appropriate method. At the *'Involve'* level, Council worked directly with the community so their ideas and feedback would meaningfully shape the draft DAIP. This means the community's input isn't just collected, it's actively considered and directly influenced the draft plan's content and priorities.

In Phase Two the engagement level was *'Consult'*, with the community invited to review the draft DAIP and provide feedback to ensure that their priorities and ideas were accurately captured.

By engaging this way, it ensures the DAIP reflects the real experiences, needs and ideas of the people who live, work and access services in the City of Playford.

4. DISCUSSION

- 4.1 Australian Bureau of Statistics data captured in 2024 indicates that 8,734 people (8.4%) living in the City of Playford need assistance due to disability, which is a higher proportion compared to Greater Adelaide (6.6%).

Twice as many children with disability live in the City of Playford (1.7%) compared to Greater Adelaide (0.8%). Council's Workforce Diversity Survey 2024 results indicate that 8% of Council's workforce identify as living with disability.

- 4.2 The City of Playford has been actively delivering improved access and inclusion outcomes for many years. This is Council's sixth Disability Access and Inclusion Plan and leverages off the previous successes and learnings achieved.
- 4.3 The State Plan sets the overarching vision and priority areas for disability inclusion for South Australia. The DAIP outlines how Council will work towards these goals within the City of Playford.
- 4.4 The priority areas, outcomes and actions within the DAIP have been listed under the following domains to align with the State Plan:
 - Inclusive Environments and Communities
 - Education and Employment
 - Personal and Community Support
 - Health and Wellbeing; and
 - Safety Rights and Justice.
- 4.5 Phase One of community engagement activities ran from 16 June 2025 to 13 July 2025 to help shape the draft DAIP. Residents, service providers, Council staff, elected members, and other stakeholders were asked to share their big and small ideas to improve disability access and inclusion across Playford.
- 4.6 Phase Two of community engagement activities for the DAIP ran from 12 January to 8 February 2026, inviting the community to review the draft DAIP and provide feedback to ensure we had accurately captured their priorities and ideas.

Different methods were used to reach a broad mix of voices: surveys, workshops, social media interactions, email submissions, and activities in accessible formats. During Phase Two of community engagement activities, more than 526 people visited the project page, over 4,500 viewed social media posts, and over 2,200 opened project emails. In total, 33 people from a diverse cross-section provided feedback through surveys, face-to-face sessions, and other channels. Although this represents a relatively small number of formal submissions, it builds on the strong engagement seen in Phase One of community engagement (240 submissions). Past engagement experience shows that early-stage idea generation typically attracts broader participation than later consultation on high-level strategic plans, where feedback tends to come from people with strong lived experience or a specific interest in the topic.

- 4.7 Feedback shows general support for the DAIP and its overall direction as outlined in the Draft Disability Access & Inclusion Plan 2025-2029 (DAIP) - Phase 2 Engagement - What We Heard Report (Attachment 2). Several respondents expressed appreciation for the planning and thought that has gone into ensuring inclusion, highlighting that the DAIP reflects Council's priorities and provides a strong foundation for accessibility and inclusion initiatives. However, the level of neutral responses, together with accompanying comments, suggests the community is seeking confidence that the DAIP will lead to meaningful, day-to-day improvements in accessibility. Most feedback focused on practical, local access challenges, reflecting the everyday barriers people with disability face when navigating their local communities including:

- Footpaths and path connections
 - Transport and road crossings
 - Accessible parking; and
 - Usability of public spaces and facilities.
- 4.8 Following Council endorsement, the DAIP will be published on Council's website alongside accessible formats in Easy English and screen-reader friendly versions.
- 4.9 Progress on actions within the DAIP will be reported annually to Council and the Department of Human Services. Annual progress reports are published on Council's website within Council meeting minutes to ensure transparency and accountability to the community.

5. OPTIONS

Recommendation

1. Council endorse the Disability Access and Inclusion Plan 2025-2029 (Attachment 1).
2. Council authorise the Chief Executive Officer to make further minor amendments to the Disability Access and Inclusion Plan 2025-2029 (Attachment 1) that do not alter the intent of the document.

Option 2

1. Council to endorse the Disability Access and Inclusion Plan 2025-2029 (Attachment 1), with the following amendments:
 1. _____
 2. _____
 3. _____
2. Council authorise the Chief Executive Officer to make further minor amendments to the Disability Access and Inclusion Plan 2025-2029 (Attachment 1) that do not alter the intent of the document.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The DAIP aims to meet our obligations under the Act by identifying the actions Council will undertake to ensure people with disability can access our services, facilities, events and communications. The DAIP has considered lived-experience community feedback, Council administration feedback and obligations of State authorities under the Act.

The Act requires all State authorities to develop and publish a Disability Access and Inclusion Plan within six (6) months of the State Disability Inclusion Plan's release.

The State Disability Inclusion Plan was released on 14 August 2025; therefore, State authorities were required to publish their plan by 14 February 2026.

Six (6) months is considered a short timeframe to meaningfully consult, analyse community needs, consider actions that align with the State Disability Inclusion Plan, develop a draft, conduct public consultation and seek final endorsement from Council. Council administration have progressed the DAIP within this condensed timeframe to try to meet these requirements, while still ensuring a quality outcome for Council and community. A notification was made to the Department of Human Services on 30 January 2026 to inform them of our planned publishing date of 26 March 2026, following Council endorsement.

Risk Appetite

Service Delivery

Council has a moderate appetite for supporting and enhancing existing services and programs to improve the social, recreation and health and wellbeing outcomes for residents; and driving social and economic transformation through a number of major projects and Council initiatives, which will create jobs and act as a catalyst for private investment into Northern Adelaide to support the growing population.

The City of Playford's Disability Access and Inclusion Plan strengthens Council's ability to support and enhance existing services and programs by ensuring they are accessible, inclusive and responsive to the diverse social, recreation, and wellbeing needs of residents with disability.

6.1.2 Financial Implications

There are no financial or resource implications associated with endorsing the DAIP. Actions identified in the DAIP are either funded within existing resources as part of business as usual, or un-funded and would go through appropriate resourcing request pathways where required.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Option 2 provides Council the opportunity to make amendments to the DAIP before it is published.

6.2.2 Financial Implications

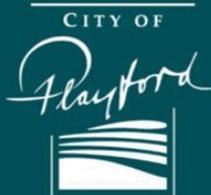
As with the recommended option, actions identified in the DAIP are either funded within existing resources as part of business as usual, or un-funded and would go through appropriate resourcing request pathways where required.



City of Playford

Disability Access and Inclusion Plan

2025-2029



Acknowledgement of Country

The City of Playford acknowledges that we are situated on the traditional land of the Kurna people and that we respect their spiritual relationship with their country.

The City of Playford would also like to pay respects to Elders past, present and emerging.



Recognition of Forebears

The City of Playford also acknowledges the people, our forebears, that have contributed to building and defending our great nation and way of life.



Disability Access and Inclusion Plan 2025-2029

Message from the Mayor and CEO

The City of Playford is committed to being welcoming, inclusive and accessible for everyone. Our Disability Access and Inclusion Plan (DAIP) 2025-2029 outlines how we will break down barriers, create opportunities, and strengthen connections so that people with disability can fully participate in all aspects of community life.

Playford is home to a diverse and growing population, and with growth comes both challenges and opportunities. We recognise that all people with disability, including those from Aboriginal and Torres Strait Islander, culturally and linguistically diverse, LGBTQIA+, and regional communities, bring unique strengths and perspectives to our city. This plan is about ensuring those voices are heard and reflected in how we design our places, programs, and services.

In developing this plan, we listened carefully to people with disability, their families, carers, and support networks, as well as service providers and advocates. Their insights and experiences have guided our priorities and actions. The result is a plan that aligns with the South Australian Disability Inclusion Plan (the State Plan) and provides a local roadmap for building an accessible, inclusive city.

Our commitment is both practical and aspirational: from improving physical access to facilities and infrastructure, to shaping attitudes, policies, and programs that remove barriers and support participation. This plan represents a partnership between Council and our community - a shared effort to create a city where every person feels valued, connected, and able to thrive.

We thank all who contributed their time, ideas, and lived experience to the development of this plan. Together, we will continue to shape a Playford that is inclusive by design and welcoming for all.



A handwritten signature in blue ink, appearing to read 'G. Docherty'.

Glenn Docherty
Mayor



A handwritten signature in blue ink, appearing to read 'S. Green'.

Sam Green
Chief Executive Officer

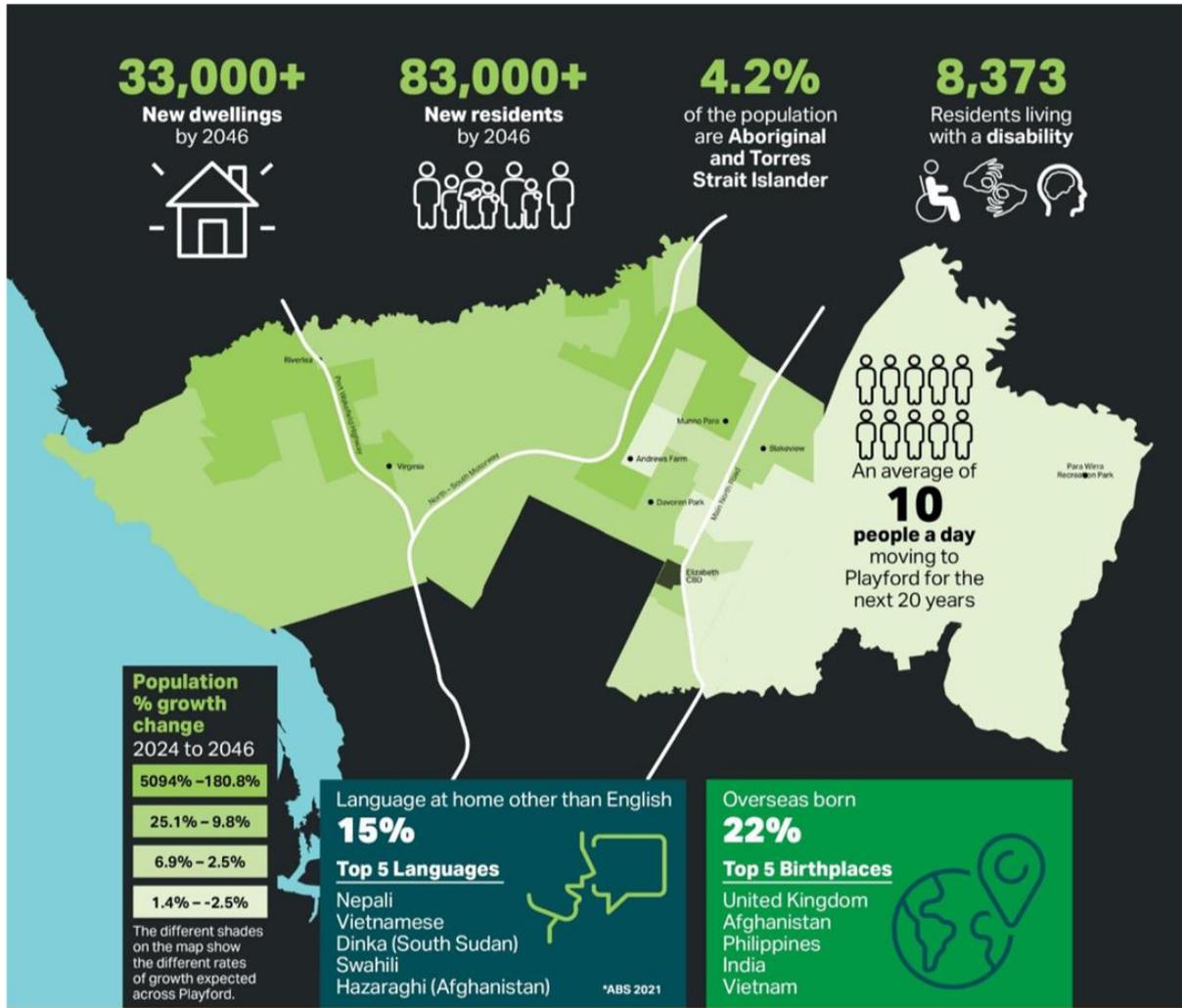


Disability Access and Inclusion Plan 2025-2029



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City of Playford





About the City of Playford

The City of Playford is a local government area in the north of Greater Adelaide.

It covers an area of 345 km² and currently includes the suburbs of: Andrews Farm, Angle Vale, Bibaringa, Blakeview, Craigmore, Davoren Park, Elizabeth, Elizabeth Downs, Elizabeth East, Elizabeth Grove, Elizabeth North, Elizabeth Park, Elizabeth South, Elizabeth Vale (part), Elizabeth West, Evanston Park (part), Gould Creek (part), Hillbank, Hillier (part), Humbug Scrub (part), MacDonald Park, Munno Para, Munno Para Downs, Munno Para West, One Tree Hill, Penfield, Penfield Gardens, Port Gawler (part), Riverlea, Sampson Flat, Smithfield, Smithfield Plains, St Kilda (part), Uleybury (part), Virginia, Waterloo Corner (part) and Yattalunga.

Local Government's role in disability access and inclusion

Local governments (councils) provide a diverse range of services and facilities to their communities. Councils work to improve disability access and inclusion relating to:

- Council buildings, parks and facilities (e.g. libraries, community centres, sports facilities, playgrounds).
- Public footpaths, roads, and on-street parking.
- Information (e.g. website, signage) and services (e.g. customer service).
- Proposed developments (e.g. new buildings).
- Community events, training and activities.
- Employment and volunteer work.
- Consultation (e.g. providing input to a council plan or project) and community representation opportunities (e.g. being elected to council or a committee).

Across Australia, commitment to improving disability access and inclusion has grown over time. There were long periods when standards and expectations around accessibility were not adequately met. As a result, many councils still manage older infrastructure that is not fully accessible, and continue to review and improve their programs, systems, and organisational practices to better support inclusion.

Councils are working within their budgets to progressively make improvements in relation to disability access and inclusion. They are providing awareness training to staff and elected members, and are engaging with people with disability, carers and the disability sector to identify how to best remove barriers.

City of Playford welcomes feedback about access barriers, inclusion concerns, or ideas to improve participation for people with disability. Community members can report access issues, request adjustments, or seek support through the customer service team or online accessibility page. Feedback helps us to identify priorities, respond to concerns, and improve services over time. Contact information, including accessible reporting options, is available on City of Playford's website www.playford.sa.gov.au.



Inclusion Through Understanding





Let's talk about disability



Language matters

Every person with disability is different, with unique qualities, strengths, weaknesses and support needs.

Every disability is different, and some may not be visible.

We all play an important role in changing the way we think and talk about disability. From the conversations we have, to the documents we write, it is our collective responsibility to make important choices that support long lasting change.

There are many misconceptions and misunderstandings in the community about what it means to have a disability. This is why the use of accurate and respectful language is so important.

We acknowledge that language is a personal preference, and that different language and terminology preferences exist within the disability and neurodivergent community.

Based on feedback during statewide consultations, we have adopted 'person-first language' (i.e. person with disability) for this Plan, rather than 'identity-first language' (i.e. disabled person).

Creating a more inclusive community begins with listening, learning and reflecting on assumptions we may hold about disability. While many people with disability generously share their experiences, fostering broader understanding is a responsibility we must all share.

The most important thing is to ask the person with disability how they would like to be referred to and represented, and to respect their wishes.

(Source: The State Disability Inclusion Plan 2025-2029)



Let's talk about disability

Defining disability

Disability is diverse and experienced by people of all ages, backgrounds and cultures. It can include physical, sensory, cognitive, intellectual, psychosocial and invisible disability.

This Plan is underpinned by both the social and human rights models of disability, which recognise that disability is not caused by an individual's impairment, but by the physical, attitudinal and systemic barriers created by society.

These models emphasise the importance of removing those barriers to create a more inclusive and equitable community – one where people with disability have the same opportunity to participate, contribute and thrive as everyone else.

The human rights model further reinforces this by affirming the inherent dignity, autonomy and equal rights of people with disability, as outlined in the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD). It places responsibility on society to uphold and protect these rights across all areas of life.

The *Disability Inclusion Act 2018 (SA)* defines disability as:

In relation to a person, includes long-term physical, psychosocial, intellectual, cognitive, neurological or sensory impairment, or a combination of any of these impairments, which in interaction with various barriers may hinder the person's full and effective participation in society on an equal basis with others.

(Source: The State Disability Inclusion Plan 2025-2029)





Let's talk about disability

Facts at a glance

In 2022

5.5 million Australians **21.4%** had a disability.



Indigenous Australians were 1.9 times more likely to have a disability than non-Indigenous Australians.



12.1% of children and young people aged 0-24 years (946,300 people) had disability, up from 8.3% in 2018.



52.3% of people aged 65 years and over had a disability, compared with just 15% of people aged 0-64.



Each year, the Australian Human Rights Commission receives more complaints about **disability discrimination** than about any other form of discrimination.

In 2022-23, **46%** of all complaints received were about **disability discrimination**.



In 2022, **37.5% of children aged 0-14 years** with disability had a parent with disability.



Almost two in five carers **38.6%** had a disability themselves.



In 2022, **6.3%** of South Australian people with disability were unemployed in comparison to 3.8% of people without disability.



In 2022, the proportion of South Australian people aged 20-64 with disability who had **completed year 12 or equivalent was 46%**, compared with 58% of people with disability nationally.



In 2025, there are an estimated **35,000 South Australians living with dementia**, including 2,100 people under the age of 65 living with younger onset dementia.



The Disability Royal Commission reported that **43%** of women with disability have experienced physical violence after age 15, compared with 25% of women without disability. Women with disability are also twice as likely to experience sexual violence as women without disability.



People with disability have higher health risk factors than those without disability. In 2022, **64%** of adults with disability in South Australia said their health was excellent or very good, compared with 94% of adults without disability in South Australia.



Source: Australian Bureau of Statistics, AIHW & National Indigenous Australians Agency and Dementia Australia in The State Plan 2025-2029.



Let's talk about disability

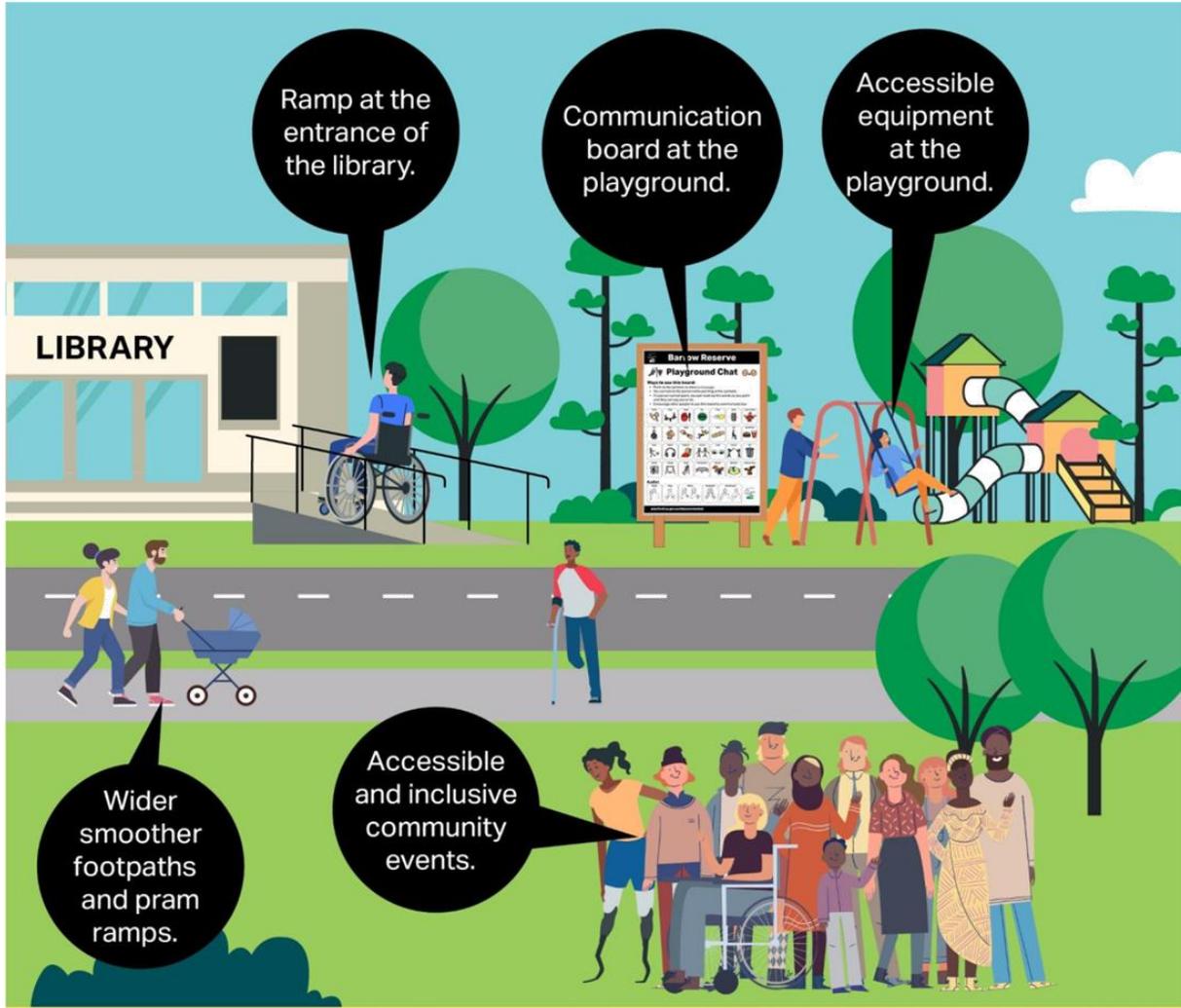
Intersectionality

People with disability are diverse. Intersectionality is about recognising that a person with disability may also be subject to discrimination or disadvantage relating to their race, religion, age, gender, sexual orientation, social or financial capacity. For instance, an Aboriginal and Torres Strait Islander person with disability may experience discrimination relating to their race and disability. This compounds the impacts experienced by people with disability.

Groups of people with disability who may face additional or compounded barriers include:

1. Aboriginal and Torres Strait Islander people with disability.
2. Culturally and linguistically diverse (CALD) people with disability.
3. Women with disability.
4. Children with disability.
5. LGBTQIA+ people with disability.
6. People with significant intellectual disability or who have high levels of vulnerability due to disability.
7. People with disability who live in regional communities.
8. Older people with disability.
9. Carers of people with disability.
10. People experiencing socio-economic disadvantage.

The *Disability Inclusion Act 2018 (SA)* lists the groups numbered 1-7 and requires councils to tailor actions to address the diverse and intersecting needs of these groups. In addition, the State Disability Inclusion Plan 2025-2029 also acknowledges the intersectionality of older people with disability and carers.



Council's Commitment to Inclusion





Council’s role in access and inclusion

Council’s plans

Community Vision

The Playford Community Vision 2043 is built around three core themes:

1. Prosperity
2. Liveability
3. Happiness

Strategic Plan 2025-28

The City of Playford’s Strategic Plan 2025-2028 sets out a clear direction for building a stronger, more connected, and inclusive community. Through four key themes, the plan reflects the voices of local residents and aims to create a city where everyone, regardless of age, ability, or background can thrive.

Strategic Plan Theme	Outcome
Theme 1 Our foundations Improving safety, accessibility and ease of movement around our city	 <ul style="list-style-type: none"> • Ensures footpaths, crossings, and public buildings are accessible for people with mobility aids or vision impairments. • Reduces barriers to participation by addressing safety concerns like poor lighting or uneven surfaces. • Supports inclusive design in all new infrastructure.
Theme 2 Our foundations Lifting city appearance	 <ul style="list-style-type: none"> • Encourages co-design with people with disability to ensure places are welcoming for all. • Supports wayfinding and signage that is easy to understand and navigate.
Theme 3 Building connections Fostering collaboration and connection to each other	 <ul style="list-style-type: none"> • Encourages accessible communication formats (e.g. Easy Read, Auslan, captions). • Builds stronger support networks for people with disability and their carers.
Theme 4 Building connections Activating and facilitating welcoming community spaces and events	 <ul style="list-style-type: none"> • Promotes social inclusion by ensuring events and programs are accessible to people with disability. • Ensures events and programs are planned and designed with an inclusion and accessible lens.

Disability Access and Inclusion Plan (DAIP) 2025-2029

This Disability Access and Inclusion Plan will be Council’s sixth Plan. It sets out the actions Council will deliver to contribute to the domains, priority areas, and mandatory measures identified for councils in the State Disability Inclusion Plan 2025-2029.



Council's role in access and inclusion

Inclusion in Action

At the City of Playford, we're working alongside people with disability to build a more inclusive, accessible and connected community. Here are some of the milestones we're most proud of:

Positive Futures Expo

Opening doors to opportunity.

Every year, hundreds of people with disability, families, carers and services come together at our Positive Futures Expo. The event showcases opportunities in education, employment, health, housing, sport, the arts and more. It is about connections, inspiration and building brighter futures together.

Changing Places at Fremont Park

Access that changes lives.

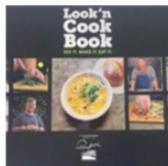
The Changing Places facility at Fremont Park means people with complex support needs can fully enjoy one of Playford's most popular parks. With features like a height-adjustable adult change table and hoist, it provides dignity, safety and true inclusion for the whole community.

Projects that Build Everyday Skills

Confidence in the kitchen, at the shops, and in life.

Our community projects focus on the everyday skills that build independence, inclusion and joy. Highlights include:

- **Look 'n Cookbook** – a step-by-step accessible recipe book designed by and for people with disability.
- **Everyday Money Skills** – practical workshops supporting budgeting, banking and financial confidence.
- **Right Track Toolkit** – co-designed with Aboriginal and Torres Strait Islander people and culturally and linguistically diverse communities, these resources support people to build confidence in understanding disability and navigating the National Disability Insurance Scheme (NDIS).

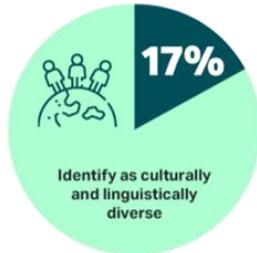




Council's role in access and inclusion

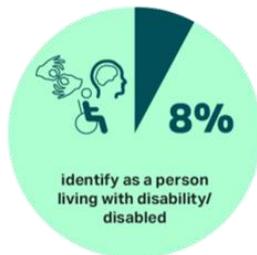
Our workforce

The City of Playford values and celebrates the diversity within its workforce, which reflects the vibrant community we serve. According to the 2024 Workforce Diversity Survey, our staff represent a wide range of backgrounds, cultures, and lived experiences.



Cultural and Linguistic Diversity (CALD):

17% of our workforce identify as being from culturally and/or linguistically diverse backgrounds. Staff speak a variety of languages other than English, including Serbian, Italian, Cambodian, Marathi, Kannada, Hindi, Mandarin, German, Filipino, Chinese, Vietnamese, Thai, Russian, Ateso, Luganda, Dinka, Auslan, Greek, Punjabi, Japanese, Afrikaans, Sinhala, Arabic and Khmer.



Disability Inclusion:

8% of respondents identify as a person living with disability or as disabled, highlighting the importance of ensuring our workplace is accessible and supportive for all.



Aboriginal and Torres Strait Islander Representation:

3% of staff identify as Aboriginal, contributing valuable cultural knowledge and perspectives to our organisation.



LGBTQIA+ Inclusion:

7% of respondents identify as part of the LGBTQIA+ community, reflecting our commitment to a safe and welcoming environment for people of all sexual orientations and gender identities.

Gender Diversity:

Our workforce is 51% female, with representation across a spectrum of gender identities, including non- binary and agender staff.

Female	91	51%
Female: She/Her	2	1.5%
Female & Assigned female at birth	1	0.5%
Cisgender Female	3	2%
Male	58	32%
Male: He/Him	1	0.5%
Agender	1	0.5%
Non-Binary	1	0.5%
XY	1	0.5%
Not Stated	20	11%



These results demonstrate the City of Playford's ongoing commitment to diversity, equity, and inclusion. A diverse workforce strengthens our organisation and enhances our ability to deliver accessible, responsive services to the community.



Disability Snapshot





Disability Snapshot

Our community

Our community is vibrant and diverse, made up of people of all ages, genders, backgrounds and abilities.

There is no single statistic that perfectly measures the number of people living with disability in a council area. The Australian Census only records the number of people who need assistance with core activities such as self-care, mobility or communication.

However, we know disability is very diverse and not always visible. While many people need supports, not all people living with disability do, and some may not identify as having a disability. For instance, older people may see changes in their physical or cognitive abilities as part of ageing, rather than as a disability.

Similarly, some people with autism may view their neurodivergence as a difference rather than a disability.

The statistics below provide some insight into the impact of disability in the City of Playford:

8373 people or **8.4%**
of our community need assistance with core activities.

Of these people:



Source:
ABS Census
2021

10% of our community provide unpaid care to people with a disability, health condition or due to old age.



Policy and Legislative Framework





Policy and Legislation Framework

City of Playford's Disability Access and Inclusion Plan is shaped by a range of international, national, state, and local commitments. These frameworks guide how Council supports people with disability, ensuring our actions are aligned with broader efforts to promote inclusion, uphold human rights, and respond to emerging reforms.

International

United Nations Convention on the Rights of Persons with Disabilities

Acknowledges that people living with disability have the same human rights as other members of the community and that the State and the community have a responsibility to facilitate the exercise of those rights.

National

These national laws and strategies establish the legal and policy framework that councils must operate within. They also set expectations for inclusive practices and continuous improvement in access and participation.

Disability Discrimination Act 1992 (Australian)

Makes it unlawful to discriminate against a person, in many areas of public life, because of their disability.

Australia's Disability Strategy 2021-2031

Sets out a plan for all levels of government to continue to improve the lives of people with disability in Australia.

Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability

The report made 222 recommendations on how to improve laws, policies, structures and practices to ensure a more inclusive and just society that supports the independence of people with disability.

National Reform Agenda

Extensive reforms to the NDIS and Australia's Disability Strategy are reshaping how disability services are delivered across Australia. These changes will influence how councils plan for access and inclusion, requiring greater flexibility and responsiveness, and alignment with evolving priorities.



Policy and Legislation Framework

South Australian

Disability Inclusion Act 2018

Acknowledges the equal human rights and promotes the independence and social and economic inclusion of people with disability.

Requires all State authorities (including councils) to prepare and report on Disability Access and Inclusion Plans.

The State Disability Inclusion Plan 2025-2029

Identifies **five** domains of action for the state and local governments to achieve the vision of a South Australia where no one is left behind. Council Disability Access and Inclusion Plans must align to the State Plan and include the measures assigned to local government.

South Australian Autism Strategy 2024-2029

NDIS data indicates that autism remains the largest disability group in South Australia, followed by intellectual disability. This Strategy sets out a five-year roadmap for the government to help improve the lives of people with Autism of all ages and their families.





Shaping the Disability Access and Inclusion Plan





Shaping the Disability Access and Inclusion Plan

What is the Disability Access and Inclusion Plan?

This Disability Access and Inclusion Plan has been prepared by the City of Playford. All councils in South Australia are required by legislation (law) to prepare a Disability Access and Inclusion Plan.

A Disability Access and Inclusion Plan says what a council will do to enable people with disability to access and be included in council places, services, events, employment and government representation. The Disability Access and Inclusion Plan sets out Council's commitment to creating a community where people with disability have equal opportunity to participate in all aspects of life.

This Disability Access and Inclusion Plan is Council's roadmap for action over the next four years. It outlines the practical steps that will be taken to remove barriers, improve access, and ensure people with disability are included in the design and delivery of council places, services, programs, employment opportunities, and decision-making.

The Disability Access and Inclusion Plan reflects the aspirations of our community and is shaped by the voices of people with disability, their families, carers, and support networks. It is not just a plan on paper - it is a statement of shared responsibility and a call to action across Council to embed access and inclusion into everything we do.

By delivering on this Disability Access and Inclusion Plan, Council will:

- Build on the progress achieved through our Disability Access and Inclusion Plan (2020 – 2024).
- Contribute to the statewide vision of "a South Australia where no one is left behind."
- Support our local community vision of prosperity, liveability, and happiness for all.

This Disability Access and Inclusion Plan represents Council's ongoing commitment to creating an inclusive city where every person can contribute, belong, and thrive.



Shaping the Disability Access and Inclusion Plan

How to use this Plan

This Disability Access and Inclusion Plan is designed to be a practical tool for Council, our partners, and the community. It outlines clear actions that will guide Council in removing barriers, creating opportunities, and embedding access and inclusion in all aspects of Council business.

The Disability Access and Inclusion Plan can be used in the following ways:

- **Council staff and Elected Members** to inform decision-making, service delivery, infrastructure planning, and community engagement. The Disability Access and Inclusion Plan acts as a whole-of-organisation commitment that ensures access and inclusion are considered across all programs, policies, and projects.
- **People with disability, families, and carers** to understand Council's priorities and hold us accountable to delivering meaningful improvements. The Disability Access and Inclusion Plan also highlights opportunities for people with disability to be involved in shaping our city.
- **Partners, service providers, and community organisations** to support collaboration and alignment with Council's work. The Disability Access and Inclusion Plan provides a shared framework for building an inclusive community together.
- **The wider community** to promote awareness, celebrate diversity, and encourage collective responsibility in making Playford accessible, welcoming, and inclusive for all.

The Disability Access and Inclusion Plan is not a static document. Council will report annually on progress and review actions regularly to ensure they remain relevant, achievable, and responsive to community needs.



Shaping the Disability Access and Inclusion Plan

Disability Access and Inclusion Plan Implementation

The City of Playford is committed to ensuring that the actions and strategies outlined in this plan are effectively delivered, monitored, and continuously improved. Implementation is a shared responsibility, involving Council, community leaders, stakeholders, and people with disability.

Group	Role	Membership
SA Department for Human Services	Oversees the implementation of the Disability Inclusion Act 2018 and the State Disability Inclusion Plan. Ensures councils develop, implement, report on, and review Disability Access and Inclusion Plans in accordance with the Act.	Chief Executive of the Department for Health
City of Playford (Elected Body)	Endorses the Disability Access and Inclusion Plan and approves budget allocations for its delivery. Tracks progress through the Council's Annual Report.	City of Playford Elected Members
Council Staff - Disability Access and Inclusion Responsibilities	Deliver, report, and review Council actions that support access and inclusion. Collaborate across departments and consult with the community to ensure initiatives meet needs. Coordinate and track progress through the Quality Coordinator, Disability Inclusion.	Nominated staff from all Council departments responsible for delivering actions. Staff contribute to planning, implementation, and reporting of inclusion initiatives.



Shaping the Disability Access and Inclusion Plan

Group	Role	Membership
<p>Access & Inclusion Community Leaders</p> <p><i>(e.g., Access & Social Inclusion Advisory Group)</i></p>	<p>Provides guidance and advice on Council plans, projects, programs, services, and events from an access and inclusion perspective.</p> <p>Meets regularly to review initiatives and provide feedback during development phases.</p>	<p>People with disability, carers, family members, and service providers. Includes The State Plan priority groups such as women, children, and people of Aboriginal and Torres Strait Islander and culturally and linguistically diverse backgrounds.</p>
<p>Stakeholders</p>	<p>Collaborates with Council to support delivery of Disability Access and Inclusion Plan actions, including promotion of opportunities, consultation, and awareness.</p>	<p>Service providers and organisations representing women, children, and people of Aboriginal and Torres Strait Islander and culturally and linguistically diverse backgrounds.</p>





Shaping the Disability Access and Inclusion Plan

How we will plan, deliver and report on progress

Each year, the City of Playford will identify and plan for actions to be delivered. Actions requiring new resources will be subject to approval as part of Council's Annual Business Plan and Budget process.

Progress on actions within the Disability Access and Inclusion Plan will be reported annually to Council and the Department of Human Services. Annual progress reports are published on the City of Playford website within Council meeting minutes to ensure transparency and accountability to the community.

An interim review will be conducted to ensure consistency with any changes to the South Australian Disability Inclusion Plan, legislation or law. Every four years, the Disability Access and Inclusion Plan will be reviewed and updated in consultation with people with disability, the community and stakeholders.

Council will consistently monitor and adjust Disability Access and Inclusion Plan actions through:

- Consultation and feedback from Council staff, Elected Members, Access & Inclusion Community Leaders and stakeholders.
- Continuous improvement based on community feedback and emerging best practices.

This approach ensures accountability, transparency, and ongoing engagement with the people and communities the Disability Access and Inclusion Plan is designed to support.





Shaping the Disability Access and Inclusion Plan

Developing this Disability Access and Inclusion Plan

Steps undertaken to prepare the Disability Access and Inclusion Plan:

1. Background Paper (May 2025)

We prepared a background paper that outlined key information about our community, disability and how other levels of government are planning for access and inclusion.

2. Community Engagement - Phase 1 - Shaping the Plan (June - July 2025)

We invited community members, service providers, and stakeholders to help shape the Plan by sharing what worked well in the previous Disability Access and Inclusion Plan, what could be improved, and what priorities should guide the next one. Their feedback directly informed the draft Disability Access and Inclusion Plan.

3. Drafting the Disability Access and Inclusion Plan (August - September 2025)

Following the release of the State Plan 2025-2029 (August 2025) we began drafting our Disability Access and Inclusion Plan.

Our Plan aligns with the guidelines, template, goals and measures for councils in the State Disability Inclusion Plan 2025-2029.

4. Community Engagement - Phase 2 - Checking In (January - February 2026)

We will return to the community to share the draft Disability Access and Inclusion Plan and check that it reflects what we heard. Feedback from this phase will help finalise the Plan.

5. Finalise Disability Access and Inclusion Plan (Early 2026)

We will revise the Disability Access and Inclusion Plan based on community feedback and present to Council for formal adoption. Once endorsed, both the full Strategy and an Easy Read version will be published on Council's website.

6. Close the Loop

We will share the endorsed Disability Access and Inclusion Plan with the community and outline the next steps for implementation and reporting.



Shaping the Disability Access and Inclusion Plan

Listening to People with Disability

How we engaged

In June and July 2025, we reached out to people with disability, their carer/ss, families, service providers and other key stakeholders for feedback on:

- What worked well and what could be improved in the Disability Access and Inclusion Plan (2020-2024).
- Their top priorities for disability, access and inclusion across the City of Playford.
- Their big ideas on what they would like to see in the next Disability Access and Inclusion Plan (2025-2029).

To support participation for people with different needs, consultation materials were available in multiple formats. The Playford Engagement Hub also featured accessibility tools, including the UserWay accessibility widget, a built-in language translator, and a short video tutorial.

People provided feedback in a way that suited them best, including:

- Online surveys.
- Face-to-face sessions.
- Social media interactions.
- Audio/video recordings or drawings.
- Ideas wall on Engagement Hub.
- Email submissions.
- "Your Big Idea" proposals.
- Dotmocracy voting activities.
- Phone conversations.

This mix of methods, offered in accessible formats, helped ensure a broad range of voices were heard.

- More than 2,600 people visited the project page.
- Over 4,500 people saw social media posts.
- Nearly 1,700 people opened project emails.
- In total, 240 people provided direct feedback through these channels.



Shaping the Disability Access and Inclusion Plan

What we heard

Top five priorities for our Disability Access and Inclusion Plan identified by the community:

1. Universal design and improving physical access.
2. Supporting active participation in community life.
3. Disability awareness and education.
4. Strengthening cultural inclusion and safety.
5. Creating more inclusive events and activities for all ages.

A detailed summary of community feedback is available in the What We Heard report, which can be accessed on Playford Engagement Hub | [City of Playford's New Disability Access and Inclusion Plan](#)





Shaping the Disability Access and Inclusion Plan

Action Plan: Domains, Priorities and Measures

Our Disability Access and Inclusion Plan is aligned to The State Disability Inclusion Plan, representing our local community needs and contributing to creating an accessible and inclusive South Australia.

The State Plan domains and outcomes we will work towards are:

	<p>Inclusive Environments and Communities</p>	<p>All people with disability can participate as equal citizens and feel connected to their communities.</p>
	<p>Education and Employment</p>	<p>All people with disability benefit from inclusive educational experiences, equitable employment opportunities and financial security.</p>
	<p>Personal and Community Support</p>	<p>All people with disability can access quality tailored personal and community supports addressing their individual needs.</p>
	<p>Health and Wellbeing</p>	<p>All people with disability can attain the highest possible health and wellbeing outcomes throughout their lives.</p>
	<p>Safety, Rights and Justice</p>	<p>All people with disability should feel safe, have their rights upheld and have full and equal protection before the law.</p>

The next section follows The State Plan template required for councils to use for their Disability Access and Inclusion Plan. For each domain it lists the actions council will deliver, when and how each action will be measured. The State Disability Inclusion Plan includes compulsory measures that councils must collect data for, to enable reporting on certain measures at a statewide level. These compulsory measures are shown with a State Plan reference number (e.g., The State Plan 1.1.2).



Disability Access and Inclusion Plan actions table

Domain 1: Inclusive environments and communities



Domain 1: Inclusive environments and communities.

Outcome Statement: A South Australia where all people with disability can participate as equal citizens and feel connected to their communities.

Objective: To influence community attitudes to remove discrimination and build a South Australian community that values difference and respects the contributions people with disability make to our communities. This includes ensuring the community itself is fully accessible.

Priority Areas for Domain 1

- | | |
|--|---|
| 1. Active participation | 5. Communications and information |
| 2. Inclusive communities and attitudes | 6. Transportation |
| 3. Universal Design | 7. Collaboration, consultation and innovation |
| 4. Accessible facilities | 8. Housing |

Priority Area 1: Active participation

Outcome: People with disability are active participants in accessible and inclusive communities.

No	Action	Measure	Timeframe	Responsibility
1	Provide social and recreation programs, events and activities that are accessible and inclusive of people with disability including children, young people and adults of diverse cultural, social, and community backgrounds.	The number of inclusive and accessible events, both internal and external, with 50+ people following best practice event management principles. (The State Plan 1.1.2)	Ongoing	Connection & Inclusion
2	Develop and follow accessible event guidelines to enable the inclusion of people with disability in all City of Playford events.		Year 1	Connection & Inclusion Events
3	Identify the factors that enable people with disability, from diverse ages, cultures, and gender identities, including LGBTQIA+ communities, to participate in community programs and events, and apply these learnings in practice.		Year 1	Connection & Inclusion
4	Provide information about the accessibility features of all City of Playford events and programs and ask questions about access and cultural needs in registrations.		Ongoing	Connection & Inclusion Events



Disability Access and Inclusion Plan actions table

Domain 1: Inclusive environments and communities



Priority Area 2: Inclusive communities and attitudes

Outcome: People with disability are respected and included in their communities, where inclusive attitudes and behaviours are widely demonstrated.

No.	Action	Measure	Timeframe	Responsibility
5	Provide disability access and inclusion training to Elected Members, staff, and volunteers.	The number of initiatives undertaken to promote disability inclusion and improve community attitudes towards people with disability in the community, including: <ul style="list-style-type: none"> • The number of staff and volunteers participating in disability awareness training, including Universal Design. • The number of workplace initiatives promoting disability inclusion. (The State Plan 1.2.1)	Ongoing	Organisational Development
6	Support local businesses and community groups and organisations to become more accessible and inclusive for people with disability.		Ongoing	Economic Development Connection & Inclusion
7	Collaborate with Aboriginal and Torres Strait Islander community organisations to identify and implement ways council can support Aboriginal people with disability and their families, ensuring inclusion is part of everyday community life. Respect, empathy, advocacy, and the promotion of independence are prioritised so that everyone feels valued, engaged, and able to participate and contribute.	The number of actions embedded in our Disability Access and Inclusion Plan working towards Closing the Gap targets. (The State Plan 1.2.3)	Ongoing	Connection & Inclusion
8	Facilitate opportunities for the community to connect, learn about, and celebrate disability through inclusive events and educational workshops, fostering awareness, understanding, and participation for all.	Feedback and reflections from participants on increased awareness, understanding, and sense of inclusion following events/workshops. Documented examples of how events or workshops contributed to community awareness and positive attitudes toward people with disability.	Ongoing	Connection & Inclusion Events & Activation



Disability Access and Inclusion Plan actions table

Domain 1: Inclusive environments and communities



Priority Area 3: Universal Design

Outcome: Everyone in South Australia can access and enjoy inclusive and accessible natural and built environments.

No.	Action	Measure	Timeframe	Responsibility
9	Follow universal design principles in the upgrade, construction and maintenance of buildings, facilities, public realm, and open space in line with community needs and council budgets.	<ul style="list-style-type: none"> The number of public-facing council buildings, spaces, play spaces and infrastructure that are modified to improve accessibility. For example, by adding signage or widening doors. The number of upgrades to parks, reserves, beaches, and playgrounds (within these areas) that are built or modified to improve accessibility. The number of new council developments that incorporate Universal Design. (The State Plan 1.3.2)	Ongoing	Assets & Delivery Operations
10	Build, upgrade, and maintain council footpaths, paths, trails, and crossings to be accessible and safe in line with community needs and council budgets.		Ongoing	Assets & Delivery
11	Provide or make improvements to council on-street and facility accessible parking spaces and drop-off zones.		Ongoing	Assets & Delivery
12	Prioritise accessibility upgrades at council-owned community venues to enable participation.		Ongoing	Assets & Delivery
13	Educate developers about the benefits and opportunities of incorporating universal design into commercial or housing developments.		Qualitative report of outcomes delivered.	Ongoing

Priority Area 4: Accessible facilities

Outcome: People with disability can access public toilet facilities that meet their needs when out in the community.

No.	Action	Measure	Timeframe	Responsibility
14	Upgrade or install new accessible toilets or changing places facilities in line with community needs and council budgets.	The number of public council owned toilet facilities across the council area that meet accessibility standards and/or a designated Changing Places facility. (The State Plan 1.4.1)	Ongoing	Assets & Delivery



Disability Access and Inclusion Plan actions table

Domain 1: Inclusive environments and communities



Priority Area 5: Communications and information

Outcome: People with disability can find the information they need in the format(s) they need it in.

No	Action	Measure	Timeframe	Responsibility
15	Ensure council venue information, including access features and visual stories, is available in accessible formats online and in hard copy to support inclusion.	The number of resources or materials that have been developed in accessible formats. For example, websites that meet Web Content Accessibility Guidelines (WCAG) 2.2 level AA accessibility standard or above, Auslan translations and Easy Read documents. (The State Plan 1.5.1)	Year 1	Marketing & Communications Connection & Inclusion
16	Continue to provide accessible communication through plain language, different formats and assistive tools.		Ongoing	Marketing & Communications
17	Introduce visual communication supports at council service points, including libraries, community centres, and customer service desks, to facilitate inclusive engagement for people with diverse communication needs.		Year 1	Connection & Inclusion



Disability Access and Inclusion Plan actions table

Domain 1: Inclusive environments and communities



Priority Area 6: Transportation

Outcome: People with disability can get to where they need to go safely.

No.	Action	Measure	Timeframe	Responsibility
18	Advocate for improved and inclusive transport options that meet the needs of people with disability, ensuring they can travel safely, affordably and independently to access employment, education, services, and community activities.	The number and quality of council advocacy actions undertaken to improve inclusive transport options for people with disability.	Ongoing	Assets & Delivery + Advocacy from Executive

Priority Area 7: Collaboration, consultation and innovation

Outcome: People with disability are actively involved in government decisions that affect their lives.

No.	Action	Measure	Timeframe	Responsibility
19	Undertake community engagement activities using accessible information and tools, promote it to disability networks and share outcomes.	The number of public consultations that included and sought input from people with disability. (The State Plan 1.7.1)	Ongoing	Community Insights
20	Sustain and enhance the Access and Social Inclusion Advisory Group, providing meaningful engagement for members and leveraging their input in the planning and design of major council projects and programs.	The number of people with disability, including parents and carers, serving on committees and working groups. (The State Plan 1.7.2)	Ongoing	Connection & Inclusion
21	Ensure questions about disability access and inclusion are in council's annual community survey.	Community perceptions of City of Playford's progress on disability access and inclusion, are reflected in survey responses and themes. Qualitative feedback from survey respondents on barriers and opportunities for improving inclusion.	Ongoing	Community Insights

Priority Area 8: Housing

No identified actions for local government within this area.



Disability Access and Inclusion Plan actions table

Domain 2: Education and employment



Domain 2: Education and employment.

Outcome Statement: A South Australia where all people with disability benefit from inclusive educational experiences, equitable employment opportunities and financial security.

Objective: To ensure equal opportunity to learning and earning is achieved by addressing the barriers and obstacles people with disability of all ages continue to face at all levels of the education and employment experience.

Priority Areas for Domain 2

- | | |
|---|---------------------------------------|
| 1. Targeted knowledge, understanding and support | 4. Access to employment opportunities |
| 2. Supports and resources for children and young people | 5. Inclusive working environments |
| 3. Targeted transitional supports | 6. Data and reporting |

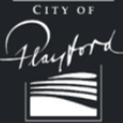
Priority Area 1- Targeted knowledge, understanding and support.
No identified actions for local government within this area.

Priority Area 2 - Supports and resources for children and young people.
No identified actions for local government within this area.

Priority Area 3: Targeted transitional supports

Outcome: People with disability have supportive environments to learn, grow, and transition throughout their life.

No.	Action	Measure	Timeframe	Responsibility
22	Develop diverse and meaningful volunteering opportunities through accessible and inclusive promotion, administration, and support.	The number of initiatives taken to encourage people with disability to volunteer. (The State Plan 2.3.5)	Ongoing	Connection & Inclusion
23	Strengthen lifelong learning opportunities by ensuring council's spaces and programs are accessible and inclusive of people with disability including children, young people and adults of diverse cultural, social, and community backgrounds.	Examples of participation outcomes showing people with disability are supported to engage, learn, and transition throughout life.	Ongoing	Library Services



Disability Access and Inclusion Plan actions table

Domain 2: Education and employment



Priority Area 4: Access to employment opportunities

Outcome: People with disability have opportunities to achieve, develop and succeed in their chosen fields.

No.	Action	Measure	Timeframe	Responsibility
24	Adopt accessible and inclusive recruitment guidelines and build the capacity of human resources staff and hiring managers to implement them effectively.	The number of organisational changes adopted to improve inclusive recruitment for people with disability. For example, tailoring roles to fit individuals and employer incentives. (The State Plan 2.4.3)	Year 1 and ongoing	Organisational Development
25	Deliver community "expo" events that promote opportunities for participation, leadership and employment for people with disability.	Highlighting improvements or adjustments made to the events based on participant feedback or sector collaboration.	Ongoing	Connection & Inclusion Economic Development

Priority Area 5: Inclusive working environments

Outcome: People with disability have access to supportive places to learn.

No.	Action	Measure	Timeframe	Responsibility
26	Adopt universal design principles in the upgrade or construction of new workplace environments.	The number of workplace practices implemented to support people with disability to have equal opportunities for growth and success, including support to remain in employment.	Ongoing	Assets & Delivery, Asset Operations
27	Explore and put in place practices that promote inclusive employment for staff with disability through assistive technologies, flexible or outcome-based work arrangements, and appropriate workplace supports.	For example, outcome-based employment, flexible work arrangements, workplace adjustments and mentoring programs.	Year 1 and ongoing	Organisational Development
28	Support staff in leading inclusive teams by providing targeted guidance, mentoring, and development opportunities focused on disability inclusion.	(The State Plan 2.5.1)	Year 1 and ongoing	Organisational Development

Priority Area 6: Data and Reporting.

No identified actions for local government within this area.



Disability Access and Inclusion Plan actions table

Domain 3: Personal and community support



Domain 3: Personal and community support.

Outcome Statement: A South Australia where people with disability can access quality, tailored personal and community supports addressing their individual needs.

Objective: To build a service system in South Australia that takes a person-centred approach that recognises the contributions and potential of all people with disability.

Priority Areas for Domain 3

- 1. Accessibility
- 2. Advocacy and supports
- 3. Information sharing
- 4. Family and carer support
- 5. Programs

Priority Area 1: Accessibility

Outcome: People with disability can easily access community supports and services.

No.	Action	Measure	Timeframe	Responsibility
29	Connect people with disability to council and local services by maintaining accessible information across digital and print channels.	The number of council initiatives and improvements made to connect people with disability to community supports and services wherever they present. For example, referral hubs, mobile outreach, online information platforms, frontline worker training, and partnerships with community organisations. (The State Plan 3.1.1)	Ongoing	Marketing & Communications
30	Engage with community and sector experts to inform, design, and deliver targeted programs and services that are inclusive and responsive to the needs of people with disability.		Ongoing	Connection & Inclusion

Priority Area 2: Advocacy and supports

Outcome: People with disability are supported to make their own choices and use advocacy when needed to protect and promote their rights

No.	Action	Measure	Timeframe	Responsibility
31	Maintain dedicated staff resources to advocate for disability inclusion and provide clear contact points for the community.	Description of outcomes delivered through council advocacy and accessible contact points for people with disability.	Ongoing	Connection & Inclusion



Disability Access and Inclusion Plan actions table

Domain 3: Personal and community support



Priority Area 3: Information sharing

Outcome: People with disability receive more coordinated and effective support when services work together and share information.

No.	Action	Measure	Timeframe	Responsibility
32	Participate in the Local Government Access and Inclusion Network.	The number of inter-agency meetings and initiatives to support the implementation of the State Plan and our Disability Access and Inclusion Plan. (The State Plan 3.3.1)	Ongoing	Connection & Inclusion
33	Partner with the Sunflower Project to acknowledge and support people with hidden or invisible disability.		Year 1 and ongoing	Connection & Inclusion
34	Be responsive to new partnerships to improve disability access and inclusion.		Ongoing	Connection & Inclusion

Priority Area 4: Family and carer support.

No identified actions for local government within this area.

Priority Area 5: Programs

Outcome: Government-funded programs and services include disability-specific provisions to enable full and equal participation.

No.	Action	Measure	Timeframe	Responsibility
35	Review council grant programs to make them more inclusive, enabling people with disability to participate fully and equally in opportunities that deliver positive outcomes.	The number of council grants and funding amount distributed to enhance disability inclusion. (The State Plan 3.5.1)	Year 1 and ongoing	Connection & Inclusion



Disability Access and Inclusion Plan actions table
Domain 4: Health and wellbeing



Domain 4: Health and wellbeing.

Outcome Statement: A South Australia where all people with disability can attain the highest possible health and wellbeing outcomes throughout their lives.

Objective: To have a well-connected health and mental health sector that is easy to access, navigate and interact with for all people with disability.

Priority Areas for Domain 4

1. Inclusive infrastructure
2. Targeted knowledge, understanding and support
3. Supports and interventions

Priority Area 1: Inclusive infrastructure.

No identified actions for local government within this area.

Priority Area 2: Targeted knowledge, understanding and support.

Outcome: People with disability can access healthcare that is inclusive and responsive to the intersectionality and diversity of disability, recognising the important role of carers.

No.	Action	Measure	Timeframe	Responsibility
36	Engage with government agencies, health providers, and disability sector experts to advocate for accessible and inclusive health and wellbeing services that respond to the diverse needs of people with disability.	Description of outcomes delivered through council advocacy, including improvements in accessibility, inclusiveness, and responsiveness of health and wellbeing services for people with disability, and increased sector awareness of diverse needs and carer perspectives.	Ongoing	Advocacy from Executive Connection & Inclusion



Disability Access and Inclusion Plan actions table

Domain 4: Health and wellbeing



Priority Area 3: Supports and interventions.

Outcome: People with disability receive coordinated health supports that meet their needs, with stronger connections between mental health and disability services.

No.	Action	Measure	Timeframe	Responsibility
37	Collaborate with community organisations and health providers to design and deliver inclusive, accessible health and wellbeing programs and supports for people with disability.	Description of outcomes delivered through council-led collaborations, including increased accessibility, inclusiveness, and responsiveness of health and wellbeing programs and supports, and enhanced participation and engagement of people with disability.	Ongoing	Connection & Inclusion
38	Partner with dental institutions, practitioners, and disability stakeholders to strengthen access to oral health care and promote improved dental hygiene for people with intellectual disability.	Description of outcomes delivered highlighting examples of resources, pathways, or programs developed to address barriers and improve oral health outcomes.	Year 1 and ongoing	Connection & Inclusion



Disability Access and Inclusion Plan actions table
Domain 4: Health and wellbeing



Domain 5: Safety, rights and justice.

Outcome Statement: A South Australia where all people with disability feel safe, have their rights upheld and have full and equal protection before the law.

Objective: To improve the safety and overall experience of people with disability coming into contact with our emergency services, criminal justice and civil law systems.

Priority Areas for Domain 5

1. Targeted knowledge, understanding and support
2. Responding to emergencies
3. Support and navigating the justice system
4. Consultation and collaboration
5. Safeguarding

Priority Area 1: Targeted knowledge, understanding and support.
No identified actions for local government within this area.

Priority Area 2: Responding to emergencies.

Outcome: People with disability are kept safe during emergencies, with their needs planned for and prioritised.

No.	Action	Measure	Timeframe	Responsibility
39	Build understanding and experience in Person-Centred Emergency Preparedness (P-CEP) across council emergency planning.	The number of emergency response resources and systems developed for people with disability, including the Person-Centred Emergency Preparedness (P-CEP) approach. (The State Plan 5.2.1)	Year 1 and ongoing	Work Health & Safety

Priority Area 3: Support and navigating the justice system.
No identified actions for local government within this area.

Priority Area 4: Consultation and collaboration.
No identified actions for local government within this area.



Disability Access and Inclusion Plan actions table

Domain 4: Health and wellbeing



Priority Area 5: Safeguarding

Outcome: People with disability can access effective, inclusive and responsive safeguarding supports and services.

No.	Action	Measure	Timeframe	Responsibility
40	Apply appropriate safeguards, checks and accreditation for staff or volunteers working with vulnerable people with disability.	Ongoing use, maintenance, and improvement of safeguarding policies, procedures, and compliance measures for staff and volunteers supporting people with disability.	Ongoing	Organisational Development

Glossary

Access and Inclusion - Ensuring that people with disability can participate fully, equally, and independently in community life by removing physical, social, cultural, and systemic barriers.

Accessible Formats - Information provided in ways that suit different needs, such as Easy Read, Auslan, captions, large print, Braille, or screen-reader compatible digital documents.

Carer - A person who provides unpaid support to a family member or friend who has a disability, health condition, mental illness, or who is ageing.

Changing Places - Fully accessible public toilet facilities with specialised equipment such as hoists and adult change tables for people with high support needs.

Co-design - A collaborative process where people with lived experience, including people with disability, work alongside organisations to design, plan, and deliver projects, programs, or services.

Culturally and Linguistically Diverse (CALD) - Refers to people who identify as having a cultural heritage and/or language background other than English.

Disability Access and Inclusion Plan (DAIP) - A legislated plan prepared by South Australian councils and other State authorities under the Disability Inclusion Act 2018, setting out actions to improve access and inclusion for people with disability.

Intersectionality - Recognising that people may experience overlapping forms of disadvantage or discrimination based on disability, race, gender, sexuality, culture, socio-economic status, or other identities.

Neurodivergent - A broad term for people whose brain functions, learns or processes information differently from what's considered typical. This includes a wide range of conditions and ways of thinking such as autism, attention deficit/hyperactivity disorder (ADHD), dyslexia and others and isn't limited to a specific list.

Person-Centred Emergency Preparedness (P-CEP) - An approach that ensures the needs and capabilities of people with disability are included in emergency management planning.

Person-first language - Language that places the person before their disability (e.g. "person with disability"), emphasising individuality and humanity.

Priority Cohorts - Groups of people with disability who may experience additional barriers, such as Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse communities, women, children, older people, LGBTQIA+ people, or carers.

Universal Design - A design approach that creates buildings, environments, products, and services usable by all people, to the greatest extent possible, without the need for adaptation.

UNCRPD - The United Nations Convention on the Rights of Persons with Disabilities, an international treaty affirming the rights and dignity of people with disability.

Acknowledgements

The City of Playford gratefully acknowledges the invaluable contributions of individuals, groups, and organisations who supported the development of this Disability Access and Inclusion Plan 2025-2029. Their insights, lived experiences, and dedication have been essential in shaping a plan that reflects the needs, aspirations, and diversity of our community.

We extend our sincere thanks to:

- Members of Council's Access & Social Inclusion Advisory Group, for their ongoing guidance, advice, and commitment to ensuring community voices are central to council decision-making.
- People with disability, their families, carers, and loved ones, whose lived experiences provided critical insights into the barriers, opportunities, and priorities for inclusion in our community.
- Disability service providers, who contributed their expertise, shared sector perspectives, and supported engagement with people with disability across the city.
- Community members and volunteers, who provided feedback, participated in consultations, and helped to shape initiatives that make the City of Playford more welcoming and accessible for everyone.

We also acknowledge Urban and Regional Planning Solutions, whose professional facilitation of consultation activities, research, and support throughout the Disability Access and Inclusion Plan development process ensured a robust, inclusive, and evidence-informed plan.

The City of Playford thanks all contributors for their generosity, expertise, and dedication. This plan reflects a shared commitment to building a more accessible, inclusive, and thriving community.

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This Disability Access and Inclusion Plan is available on the City of Playford website www.playford.sa.gov.au

Including versions in alternative formats, such as Easy Read and screen reader word files.

For any further accessibility requests please contact via

Email: playford@playford.sa.gov.au or by phone: **08 8256 0333**



City of Playford

Draft Disability Access & Inclusion Plan (DAIP)
2025 - 2029

Phase 2 Engagement
What We Heard Report

February 2026



Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report

Purpose of report

This report outlines the findings from Phase 2 community engagement on the Draft Disability Access Inclusion Plan (the DAIP) 2025-2029. It provides a summary of community sentiment and feedback to support Council in finalising the next steps of the Plan.

The insights gathered through the engagement will ensure the DAIP reflects lived experiences, aligns with community needs, meets requirements in the *Disability Inclusion Act 2018 (SA)* and guides Council's decision-making to enhance accessibility and inclusion across the city.

We would like to sincerely thank everyone who shared their thoughts and feedback to help shape Council's next DAIP 2025-2029.

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report

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Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report

Executive summary

The City of Playford is updating its Disability Access and Inclusion Plan (DAIP) to build on the progress achieved through the 2020–2024 Plan. The new DAIP strengthens Council's commitment to accessibility, inclusion and meaningful participation for people with disability across the city, while aligning with the requirements of the State Disability Inclusion Plan.

As a high-level plan aligned with State requirements, the DAIP sets priority actions and performance measures while allowing flexibility to respond to emerging needs over the four-year period, which is particularly important in a growing city such as the City of Playford.

Engagement on the DAIP was delivered in two phases:

- **Phase 1 – Shaping the Plan with Our Community:** (16 June to 13 July 2025)
A total of 240 community members shared their experiences and ideas through surveys, engagement activities and face-to-face conversations. This feedback directly informed the development of the draft DAIP.
- **Phase 2 – Community Engagement 'Check-in'** (12 January to 8 February 2026)
The draft DAIP was then shared with the community to confirm that it reflected the priorities identified in Phase 1. This report outlines what we heard during this second phase of engagement and how the feedback has been considered.

Once endorsed by Council, the final DAIP will be published on Council's website in accessible formats, including Easy English and screen-reader friendly versions, ensuring the community is aware of the commitments and next steps.

What we heard in Phase 2

During Phase 2 consultation, a total of **33 responses** were received, including 19 standard surveys, 5 Easy English surveys, 3 email submissions, 1 face-to-face response, and a workshop with 6 members of Council's Access and Social Inclusion Advisory Committee (ASIAG).

In addition to formal submissions, the figures below demonstrate strong community awareness, with high levels of engagement from people accessing and reviewing detailed information about the draft Plan.

- Engagement Hub website: 526 unique visitors
- Social media: 4,259 views, reaching 2,673 people
- Direct emails: 4,053 subscribers, with 2,262 opens
- DAIP document downloads: 340

Feedback shows general support for the draft DAIP and its overall direction. Some respondents acknowledged the planning behind the document and its alignment with community priorities.

At the same time, the level of neutral responses, together with accompanying comments, highlights community expectation of evidence that commitments will translate into practical action and tangible change in everyday accessibility.

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report

Most feedback focused less on the wording of the draft DAIP and more on lived experience of accessibility in Playford. Respondents shared practical examples of barriers encountered in daily life, reinforcing that community expectations are shaped by tangible improvements in local environments.

While the draft DAIP addresses most issues raised particularly in relation to inclusive infrastructure, accessible public spaces, participation and disability awareness the feedback reinforces the importance of clearly demonstrating how strategic commitments will translate into measurable progress over time.

Council recognises that information on DAIP progress is not always visible or easy to access. Moving forward, Council will improve how achievements are communicated so the community can clearly see how the DAIP actions are delivering practical, everyday improvements in accessibility.

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report

1. Engagement background and objectives

Council is reviewing and updating its Disability Access and Inclusion Plan (DAIP) for 2025–2029, as required under the *Disability Inclusion Act 2018 (SA)*. The updated DAIP builds on the 2020-2024 Plan and sets the direction for improving access and inclusion across the City of Playford over the next four years.

Phase 1 Community Engagement – Shaping the Plan

In June–July 2025, Council undertook Phase 1 of community engagement to help shape the new DAIP. We heard from people with disability, carers, families, service providers, and other community members about:

- What worked well and what could be improved from the previous DAIP (2020-2024)
- Top priorities for disability access and inclusion in Playford; and
- Big (and small) ideas for the next DAIP 2025-2029.

Engagement highlights:

- **2,600+ people** visited our Engagement Hub project page.
- **4,500+** saw our social media posts.
- **1,700** people opened our project emails.
- **240 people** gave feedback via surveys, dotmocracy activities, face-to-face sessions, and other channels.

The key priorities identified by the community were:

1. Universal design and improving physical access
2. Supporting active participation in community life
3. Disability awareness and education
4. Strengthening cultural inclusion and safety; and
5. Creating more inclusive events and activities for all ages.

This feedback was documented in the Phase 1 *What We Heard Report* and directly informed the development of the draft DAIP for Phase 2 engagement.

Phase 2 Community Engagement – Check in - Have we got the draft right

This report relates to Phase 2 of engagement. In this stage, the draft DAIP was shared with the community to confirm whether it reflected what we heard in Phase 1. Feedback from Phase 2 will be used to refine the draft DAIP before it is presented to Council for endorsement.

A third stage of engagement will occur once the Plan is endorsed, ensuring the community is informed of the final DAIP and next steps for implementation.

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report

Statewide and Local Context

The DAIP aligns with the South Australian State Disability Inclusion Plan, which provides the overarching vision and priority areas for improving disability access and inclusion statewide. Our DAIP translates these goals into local actions tailored for the Playford community.

As one of South Australia's fastest growing-growing communities, with higher-than-average rates of disability and caring responsibilities. This makes alignment with state priorities especially important so we can plan well for the needs of both current and future residents.

The updated DAIP will act as a roadmap for the next four years, closely linked to Council's new Strategic Plan 2025–2028. It will include measurable goals to help track progress, identify gaps and make sure resources are directed where they're needed most. This also keeps us aligned with national and state strategies and recommendations, like Australia's Disability Strategy, the upcoming State Disability Inclusion Plan, the Disability Royal Commission findings, the SA Autism Strategy, the National Agreement on Closing the Gap, and updates to the National Disability Insurance Scheme Act.

1.1 Community engagement objectives

- Inform and educate the community about the draft DAIP 2025-2029.
- Consult our community by asking 'have we got it right' and refine the draft DAIP where relevant.
- Build broader levels of support for the Plan.
- Meet Council's requirements as per *Disability Inclusion Act 2018 (SA)* and the South Australian State Disability Inclusion Plan.

As a Council, we also wanted to

- Be accessible and inclusive in our engagement and communication approach i.e., we proactively reach out to those who may less regularly come into contact with Council.
- Demonstrate Council's aspirations to genuinely involve the community in meaningful and high-quality community engagement, that goes above the minimum approach required by legislation.
- Continue to build ongoing and strong relationships with the people who live, work and visit the City of Playford.

1.2 Community engagement level

Community engagement level: **Consult**

Council uses its Community Engagement Policy & Procedure and the International Association of Public Participation (IAP2) Spectrum to guide how we involve the community. These tools help clarify the community's role and how much influence they have in decisions.

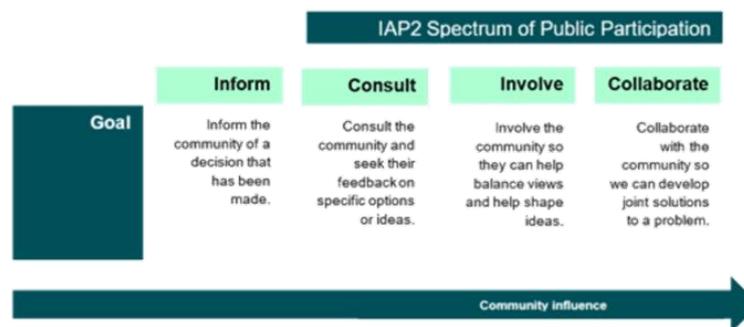
In Phase 1 of the DAIP community engagement, we used a mix of *Inform* and *Involve* levels. At the *Involve* level, we worked directly with the community so their ideas and feedback would

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report

meaningfully shape the draft DAIP. This means the community's input isn't just collected, it's actively considered and directly influences the draft plan's content and priorities.

In Phase 2 the engagement level was *Consult*, with the community invited to review the draft DAIP and provide feedback to ensure we had accurately captured their priorities and ideas.

By engaging this way, we make sure the DAIP reflects the real experiences, needs and ideas of the people who live, work and access services in Playford.



2. Being accessible and inclusive in our engagement

Guided by Council's Community Engagement Policy and Procedure, we **strive to be accessible and inclusive**. This means using clear language, making it as easy as possible for people to get involved, choosing accessible venues and formats, and considering other barriers so everyone can take part meaningfully.

With this in mind, we planned engagement activities that were relevant and inclusive, using different methods to reach a broad mix of voices from across Playford.

2.1 Our approach

To make participation as easy and accessible as possible, we offered information in accessible formats, provided helpful tools, and created multiple ways for people to share their feedback.

Accessible information	We offered consultation materials in multiple formats to support participation for people with different needs. This included Easy English and screen-reader-compatible versions of the survey, as well as information provided in clear, plain language.
Digital accessibility	The Playford Engagement Hub featured the UserWay accessibility widget and a built-in language translator to support people with diverse abilities and language needs. A short video tutorial explained how to use these tools.

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report

Enabling choice	People could provide feedback in a way that suited them best, including: <ul style="list-style-type: none"> Online survey – short and long version Face to face Social media interactions Audio/video recordings or drawings Email submissions; and Phone conversations.
Reaching a diverse audience	We identified and reached out to key stakeholders and service providers to encourage participation across a broad cross-section of the community. This included targeted outreach to our Access and Social Inclusion Advisory Group (ASIAG) and local disability service providers.

3. What we asked

Community engagement invited feedback on whether the draft DAIP 2025-2029 meets the needs of people with disability in Playford. Participants could choose how much detail they wanted to provide.

Overall feedback option

People could complete a short survey to share their overall view on the draft plan, including their level of agreement with the statement:

Q: “Overall, I feel the draft DAIP 2025–2029 meets the needs of people with disability in Playford.”

Participants could also add any other comments about the plan or suggestions.

Detailed feedback option

Participants who wanted to provide more in-depth input could continue to a longer survey focused on key community priorities identified in Phase 1 engagement.

The survey was structured to make it easier to see how community feedback had shaped the draft plan. For each priority area, participants were shown:

- What you told us** – summary of what community members had previously said was important.
- What Council plans to do** – the relevant actions from the draft DAIP 2025-2029.
- Your feedback** – space to comment on whether the proposed actions meet the needs of people with disability and share other suggestions.

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report

The engagement process was designed to be flexible, respectful and accessible, recognising that people with disability have different preferences, communication styles, and levels of time and energy to participate.

Providing both a short and more detailed survey, with the option to opt out at any time, allowed people to engage in a way that suited them.

To better understand who we heard from, we also asked about age, gender, household type, disability status and cultural background.

4. How we asked it

The community were invited to get involved through a mix of promotion and targeted outreach. This included:

- The City of Playford Engagement Hub project page
- Social media posts shared on Council's social media channels
- Posters displayed at community locations
- Direct emails to Council's Connected Community database and to those who asked to stay informed during Phase 1
- Public notice placed in The Advertiser; and
- Direct engagement with key stakeholders such as ASIAG and disability service providers.

These activities ran from **12 January to 8 February 2026** and community members could share their feedback in several ways:

Feedback Options	Description
Engagement Hub	Dedicated online platform with project information, FAQ's and survey. The draft DAIP was available in standard format, Easy English and screen reader accessible versions, Engagement Hub will be updated with outcomes to show the community how their feedback shaped the plan.
Survey	Available online, in hard copy, Easy English, and by phone
Face to Face	ASIAG members participated in a workshop with staff to review the draft DAIP and provide feedback.
Other channels	Email, phone, social media, and creative submissions – audio/video/drawing

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report

5. How did we go?

5.1 Overview of community engagement and performance

To measure community engagement performance over the engagement period, Council tracked the number of aware, informed and engaged community members. These are defined in the table below with their performance measures.

A total of 33 formal responses were received during the consultation, comprising 19 standard survey submissions, 5 Easy English survey responses, three emails submissions, one face to face response, and a workshop with 6 ASIAG members.

While this represents a relatively small number of formal submissions, it builds on the strong participation in **Phase 1 community engagement (240 participants)**. Council's experience shows that early-stage idea generation typically attracts broader participation than later consultation on high-level strategic plans, where feedback tends to come from people with strong lived experience or a specific interest in the topic.

Community engagement activities generated **strong overall awareness**. The Engagement Hub recorded **526 unique visitors**, while the related social media post received **4,259 views** and reached **2,673 people**. Direct email communication through the Connected Community network reached **4,053 subscribers**, with **2,262 emails opened**. In addition, **340 DAIP documents were downloaded**, demonstrating that many community members took the time to access and review detailed information.

While formal participation numbers were modest, awareness and information access were high. This indicates strong interest in the DAIP, even where community members chose not to provide direct feedback. Those who did participate provided detailed, lived-experience insights, particularly people with disability, carers, and community advocates.

Description	Channels	Performance
Aware visitors Number of those who visited the Engagement Hub page, saw the social media posts or opened direct email	Engagement Hub page views	843
	Engagement Hub unique views	526
	Social media post views	4259
	Social media post reach	2673
	Social media post interactions	8
	Social media post link clicks	14
	Connected Community emails sent	4053
	Connected Community emails opened	2262
Informed visitors Number of those who downloaded DAIP documents, read FAQ's	Engagement Hub document downloads	340

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report

Engaged Visitors Number of those who provided feedback in some way	Standard Survey responses	19
	Access and Social Inclusion Advisory	
	Group workshop	6
	Easy English survey version	5
	Face to Face	1
	Email	3
	Total	33

6. Who we heard from

To better understand who participated in this consultation, community members were invited to voluntarily share demographic information such as age, cultural background, gender, disability status and caring roles. Collecting this information helps Council assess whether engagement reached a broad cross-section of the community and identify any gaps requiring further outreach.

Providing this information was optional, allowing people to participate in a way that felt safe and respectful.

In total, 24 survey respondents chose to provide varying demographic information. The results are summarised below.

6.1 Location of participants

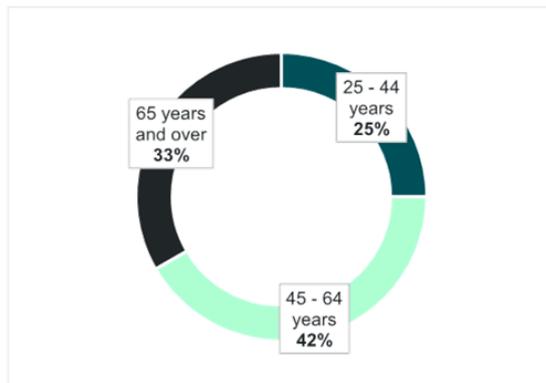
Suburb	No. of participants
Andrews Farm	2
Angle Vale	1
Blakeview	3
Craigmore	1
Davoren Park	1
Elizabeth Downs	1
Elizabeth East	2
Elizabeth Park	1
Hillbank	1
Munno Para	4
Munno Para Downs	1
Munno Para West	1
Munno Para West	1
One Tree Hill	1
Penfield	1
Unknown*	11
Total	33

*Unknown includes those who provided feedback and did not state their suburb

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report

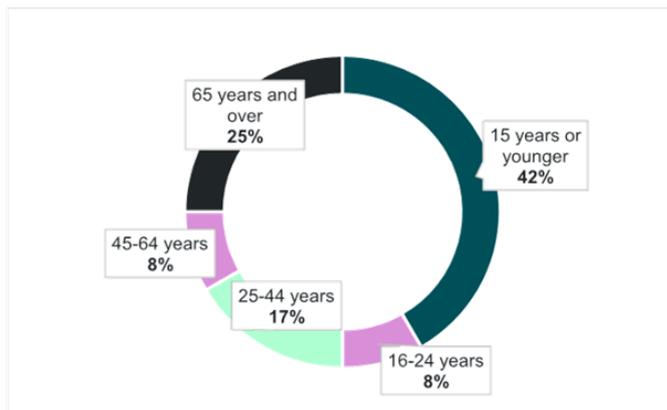
6.2 Age of participants

Of those who shared their age group (n = 12), the largest proportion were aged 45–64 years (42%). Participants aged 25–44 years (25%) and 65 years and over (33%) were also represented. No responses were received from people aged 24 years and under.



6.3 Age range of those being cared for

Among respondents who identified as carers (n = 12), most cared for a person aged 15 years or younger (42%), followed by 65 years and over (25%). Smaller proportions cared for people aged 25–44 years (17%), and 16–24 years or 45–64 years (8% each).



Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report

Additional identity characteristics

Of the nine participants who responded to the question about their own identity, two identified as LGBTIQ+, while the remaining respondents selected “none of the above.”

Among carers (n = 12), two indicated that the person they care for identifies as LGBTIQ+, and one indicated the person they care for is culturally and linguistically diverse.

6.4 Gender of participants

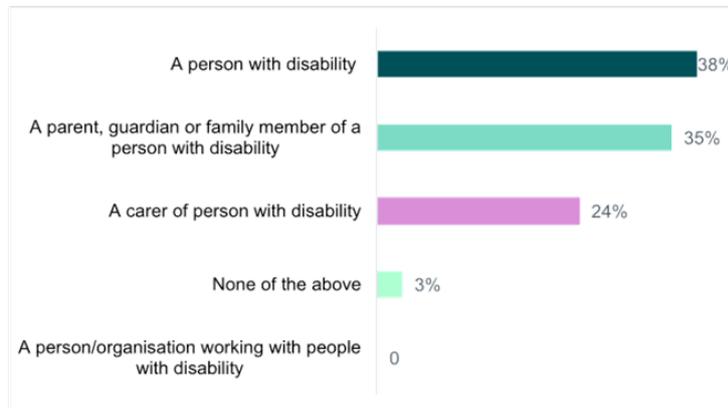
Of participants who identified their gender (n = 12), the majority identified as women (75%), followed by men (17%) and non-binary participants (8%).



6.5 Participants with a connection to disability

Over a third of survey participants identified as having a disability (38%), while around one-third (35%) reported being a parent, guardian or family member of a person with a disability. Because this was a multiple-response question, some people selected more than one category for example, identifying as both a person with disability and a carer. Parents and guardians may also see themselves as carers, so overlap between these categories is expected. The Easy Read survey question was asked differently and identified an additional two of the respondents which have been included.

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



(n=29, multiple responses – standard survey and easy English)

7. What we heard

This section summarises all the feedback received during consultation on the draft DAIP 2025-2029. Feedback was gathered through community surveys (including an Easy English version), emails, face to face and targeted engagement with the ASIAG.

7.1 Survey participation and overall support

7.1.1 Phase 1 - participation

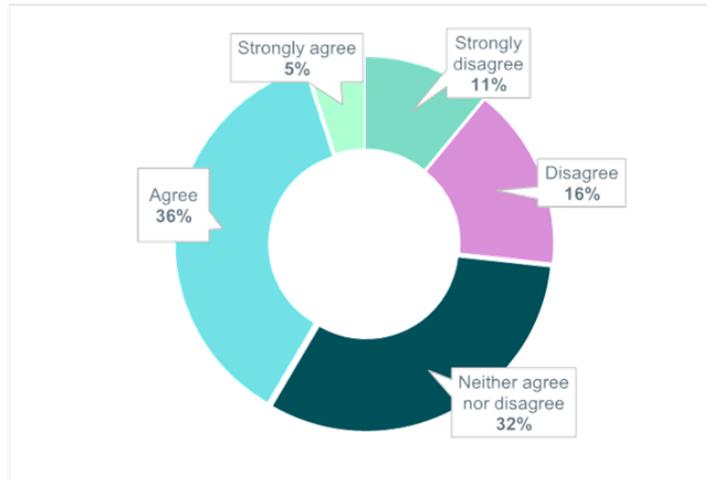
“Did you provide feedback in our first phase of community engagement in June-July 2025 to help develop the draft DAIP?”

Of the 17 respondents who answered this question, five had participated in the first stage of engagement, seven had not, and five were unsure. This suggests the consultation captured a mix of returning contributors and new participants.

7.1.2 Overall support for the draft DAIP

“Overall, I feel the draft DAIP 2025-2029 meets the needs of people with disability in Playford.”

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report

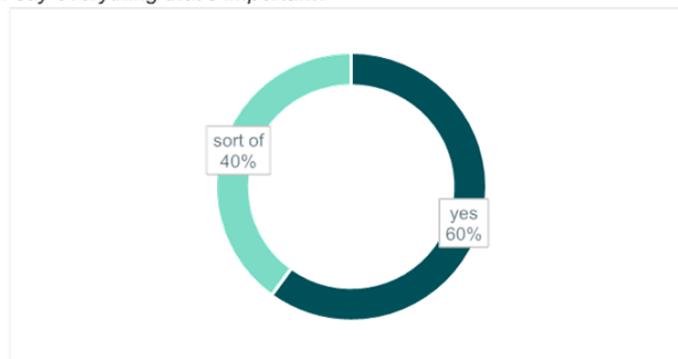


(n=19)

Responses showed more agreement than disagreement (Agree + Strongly agree = 8). However, the largest single group selected neutral (5 respondents), with a similar number expressing negative sentiment (Disagree + Strongly disagree = 5).

7.1.3 Easy English version

"Does the plan say everything that's important?"



(n=5)

Three respondents felt the DAIP covers what matters, while two felt it only partly does.

7.2 Key themes in community feedback and council response

Feedback shows general support for the draft DAIP and its overall direction. Several respondents also expressed appreciation for the planning and thought that has gone into ensuring inclusion,

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report

highlighting that the DAIP reflects Council's priorities and provides a strong foundation for accessibility and inclusion initiatives. However, the level of neutral responses, together with accompanying comments, suggests the community is seeking greater confidence that the Plan will lead to meaningful, day-to-day improvements in accessibility.

Most feedback focused on practical, local access challenges including:

- Footpaths and path connections
- Transport and road crossings
- Accessible parking; and
- Usability of public spaces and facilities.

These responses reflect the everyday barriers people with disability face when navigating their communities. While not all feedback directly referenced the wording of the draft DAIP, it provides important lived-experience insight into where accessibility improvements are most needed.

Where respondents did comment on the DAIP itself, they primarily called for:

- Clearer measurable outcomes
- More specific implementation detail; and
- Stronger links between strategy and visible change on the ground.

Responses also varied depending on whether participants had read the DAIP. Those who had read it focused on its structure, intent, and how outcomes would be measured, while those who had not read it described immediate, local barriers in daily life. This reinforces that, while the DAIP is a high-level strategic document aligned with State requirements, community expectations are strongly shaped by visible improvements in local environments.

Together, this feedback highlights the importance of clearly demonstrating how the DAIP translates strategic commitments into measurable progress. The DAIP sets high-level strategic actions, with performance measures guided by the State Plan. This structure provides flexibility to respond to changing community needs over the four-year period, which is particularly important in a growing city like Playford.

Council collects data on built environment projects (such as footpaths and infrastructure upgrades) and other DAIP-related actions, including National Disability Insurance Scheme programs, events, and initiatives such as Belonging in the North / Kawanta Pirku-itya, to meet State and Federal Government reporting requirements. This information is currently reported through the [Council's Annual Report](#). Council also gathers information about accessibility needs and priorities through customer requests, the Playford Community Survey, and targeted engagement with people with disability on specific projects, such as playground upgrades.

While this information is already collected and reported, Council recognises it is not always visible or easy for the community to access. Initial discussions with ASIAG have explored ways to provide more regular and accessible updates on DAIP achievements. Moving forward, Council will focus on improving how progress is communicated, so the community can clearly see how DAIP actions are translating into real, on-the-ground improvements.

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report

7.3 Feedback from the Access and Social Inclusion Advisory Group (ASIAG)

Six members of the Access and Social Inclusion Advisory Group (ASIAG) participated in a facilitated discussion to provide feedback on the draft DAIP. This group brings lived experience of disability as well as professional and community perspectives, offering practical insight into how Council's strategies translate into everyday outcomes.

A central theme of the discussion was the importance of communication and meaningful involvement of people with disability in planning and decision-making.

Summary of their feedback:

- **Continuing to centre lived experience** in DAIP planning, design, implementation and evaluation processes.
- **Increasing visibility of Council's access and inclusion work** through regular, accessible updates via social media, short videos, and plain language messaging about upcoming works and opportunities to provide input.
- **Hearing from staff directly involved in projects in council communications**, to help the community better understand what is happening and why.
- **Strengthening community education**, including campaigns around responsible community behaviour (e.g., not blocking footpaths with cars).
- **Providing advance notice of works**, including schedules of footpath upgrades and other infrastructure improvements.
- **Using service providers and local networks** to help gather feedback and share information with people who may not engage through online channels.
- **Improving inclusion at events** through practical measures such as social stories, sensory friendly spaces, clearer wayfinding signage, and a consistent, accessible information point for venues, programs, events, and services.

7.4 DAIP Community priorities - summary of feedback

After asking whether the draft DAIP meets the needs of people with disability, the survey invited participants to share feedback on a range of priority areas. These priorities were based on what the community had previously told us matters most and were linked to the actions included in the draft DAIP.

Although respondents could comment under each individual priority, only a small number of responses were received. Most participants instead shared broader feedback about their day-to-day access experiences, which often related to more than one priority area in the initial part of the survey.

To ensure feedback is presented clearly and meaningfully, responses from across these questions together with the feedback from the initial part of the survey, have been grouped and analysed

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report

under common themes aligned with the DAIP priority areas, rather than reported strictly question-by-question.

This section summarises the feedback received on the community's key priorities. For each priority we have included:

- Respondent numbers and sentiment
- Feedback themes raised by the community; and
- Council's response.

For each priority area, the survey asked for feedback on specific actions drawn from the draft DAIP. The full list of actions included in the survey is provided in Appendix 9.1

7.4.1 Community priority 1 – Universal design and improving physical access

Q: *“Overall, I feel these actions meet the needs of people with disability in Playford”:*

Strongly agree – 2, Agree – 1, Neither agree or disagree – 2, Disagree – 1, Strong disagreed - 0

A total of 6 people answered this question. Responses were mixed, with half of participants agreeing that the actions meet the needs of people with disability in Playford, two remaining neutral, and one disagreeing.

Feedback across the survey, related to this priority is below:

Community feedback related to this priority (n=12)	Council response
<p>Respondents reported difficulties moving safely and independently in their neighbourhoods, especially when using mobility aids, with poor or missing footpaths often preventing them from leaving home.</p> <p>Key issues raised:</p> <ul style="list-style-type: none"> • Missing, narrow, or uneven footpaths; steep driveways; blocked paths; unsafe crossings; lack of continuous links • Accessible parking, zebra crossings, and kerb ramps highlighted as essential • Concerns about impacts of population growth and delays in Council responses 	<p>Most community feedback relates to DAIP Priority Area 3 – Universal Design (Actions 9–12), focusing on making Council's built environment more accessible for everyone.</p> <p>Council delivers improvements through programs such as footpath and DDA upgrades, customer requests, traffic management studies, accessible planning for playgrounds and buildings, Urban Design Guidelines, and initiatives like communication boards in parks.</p> <p>Council also prioritises inclusion at community events, providing sensory “chill-out” spaces and implementing accessible</p>

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

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<p>Other themes:</p> <ul style="list-style-type: none"> • Desire for inclusive community events, including sensory-friendly options • Need for practical supports such as transport and financial assistance • Limited public toilets restricting community participation 	<p>event guidelines is (Priority Area 1, Action 2) to support full participation.</p> <p>Timing and funding for works are guided by the Annual Business Plan and Budget, with consultation each May, and the new Transport Strategy directs investment to safer, more accessible roads, footpaths, and crossings.</p>
---	---

7.4.2 Community priority 2 - Supporting active participation, events, and employment

Q: “Overall, I feel these actions meet the needs of people with disability in Playford”:

Strongly agree – 1, Agree- 2, Neither agree or disagree- 2, Disagree – 0, Strong disagree - 2

A total of 7 people answered this question. Responses were mixed. Three participants (43%) agreed or strongly agreed that the actions meet the needs of people with disability in Playford, two participants remained neutral, and two participants strongly disagreed.

Feedback across the survey, related to this priority is below:

Community feedback related to this priority (n=3)	Council response
<p>Respondents talked about the importance of lived experience informing Council decision making.</p> <p>Other feedback focused on support for paid roles for people with disability, peer support group funding, and stronger employment pathways, rather than focusing solely on volunteering.</p>	<p>Council has a lived-experience advisory group (the ASIAG) with information available on the website including expressions of interest for joining the group. This group functions to provide advice to Council on key projects from an access and inclusion lens.</p> <p>Council values volunteering and employment pathways for people with disability. Volunteering is identified under Action 22 as a way to build skills that support both meaningful community participation and employment outcomes.</p> <p>Actions 24–28 focus on inclusive recruitment practices, universally designed workplaces, and the provision of appropriate workplace supports.</p>

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

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	<p>Existing initiatives, including the Positive Futures Expo and Pathways to Purpose program, further support employment readiness and connections to opportunity that sit under Action 25.</p> <p>Advice from ASIAG informs Council initiatives, including Actions 19–21 on engaging people with disability in decision-making.</p> <p>Action 35 focuses on reviewing Council grant programs to strengthen inclusion, enabling people with disability to participate fully and equally in funded opportunities. This includes consideration of grants that support initiatives such as peer support groups</p>
--	---

7.4.3 Community priority 3 - Disability awareness and education

Q: *“Overall, I feel these actions meet the needs of people with disability in Playford”.*

Strongly agree-1, Agree-3, Neither agree or disagree- 1, Disagree –1, Strong disagree – 1

A total of 7 people responded. Four participants (57%) agreed or strongly agreed, one participant was neutral, and two participants (29%) disagreed or strongly disagreed. Overall, responses indicate general support, with some differing views

Feedback across the survey, related to this priority is below:

Community feedback related to this priority (n=4)	Council response
<p>Feedback emphasised the need to educate the broader public particularly in shared and public spaces about respectful behaviour toward people with disability including use of mobility devices in and among pedestrians</p> <p>One respondent highlighted that autistic people prefer identity-first language (“autistic people”) rather than person-first terminology.</p>	<p>In the DAIP Actions 5–8 focus on initiatives to promote disability inclusion, improve community attitudes, and increase understanding.</p> <p>Action 21 commits to measuring community perceptions of access and inclusion through Council’s annual survey.</p>

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report

<p>One respondent acknowledges the inclusion of the Hidden Disabilities Sunflower program in the DAIP.</p> <p>One respondent also raised the needs of people living with diabetes and the need for accessible and safe need disposal options in public facilities and community spaces.</p>	<p>Council has adopted 'person-first language (i.e. person with disability) for this DAIP, rather than identity-first language (i.e. disabled person) but acknowledge within the DAIP that language is a personal preference, and that different language and terminology preferences exist within the disability and neurodivergent community.</p> <p>Action 33 includes partnering with the Hidden Disabilities Sunflower program. Council also delivers and supports community events and initiatives that promote awareness and education, including celebration of International Day of People with Disability, sharing lived-experience stories, and programs that strengthen understanding and inclusion.</p>
---	--

7.4.4 Community priority 4 - Strengthening cultural inclusion and safety

Q: "Overall, I feel these actions meet the needs of people with disability in Playford".

Strongly agree-1, Agree-3, Neither agree or disagree-2, Disagree-0, Strong disagree-0

A total of 6 people responded. Four participants (67%) agreed or strongly agreed, while two participants (33%) were neutral. No respondents disagreed. Overall, the feedback indicates clear support for the actions.

Feedback across the survey, related to this priority is below:

Community feedback related to this priority (n=2)	Council response
<p>A small number of respondents described feeling unsafe at Council events or finding it difficult to approach Council when raising concerns. These comments highlight that beyond physical accessibility, emotional safety, responsiveness, and respectful engagement are critical to ensuring people with disability feel welcome and able to participate.</p>	<p>The draft DAIP addresses these concerns through Actions 1 – 3 which focus on creating inclusive and welcoming events and community spaces. In addition, Action 29 - 30 includes a focus on improving communication across Council and removing barriers to be able to feel confident and supported to raise concerns.</p>

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report

8. Next steps

Following review of community feedback and incorporation of any necessary updates, the revised DAIP will be presented to Council for formal adoption. Once endorsed, the DAIP and an Easy Read and a screen-reader friendly version will be published on Council's website to ensure accessibility.

Council will actively share the endorsed DAIP with the community and clearly communicate implementation timeframes, responsibilities, and reporting mechanisms to ensure transparency and accountability. Progress will be monitored and reported publicly to demonstrate outcomes and continuous improvement.

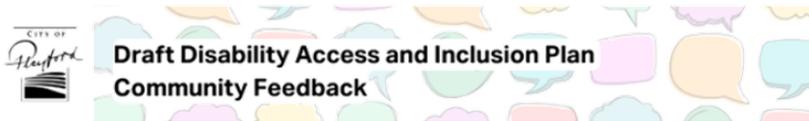
We would like to sincerely thank everyone who shared their thoughts and feedback to help shape Council's next DAIP 2025-2029.

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report

9. Appendix

9.1 Survey – Standard Version



Have we got it right?

Draft Disability Access & Inclusion Plan (DAIP) 2025–2029

What we are asking

We'd love your feedback on the draft Disability Access & Inclusion Plan (DAIP), which explains how Council will make services, places, and information more accessible and inclusive.

We encourage you to check out the draft DAIP or Easy Read version before sharing your thoughts. But if you haven't read it yet, that's okay! You can still share your thoughts based on your experiences and what matters most to you.

About the survey

The survey takes around 5–10 minutes to complete, and you're welcome to skip any questions you don't want to answer. You can choose to:

- complete a **short survey** to share your overall thoughts, or
- continue to the **full survey** if you'd like to provide more detailed feedback on priorities and actions.

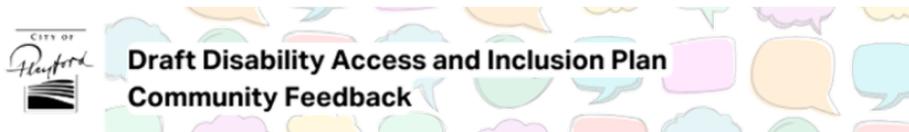
Full survey – how it works:

For each community priority, you'll see:

- **What you told us** – summary of community feedback
- **What Council plans to do** – our actions in response
- **A space for your feedback** – this is where you can tell us whether specific actions meet the needs of people with disability and share other comments.

For any questions or assistance completing the survey contact Roxanne Withers via email connected@playford.sa.gov.au or call 8256 0333

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



What suburb do you live in? _____

Are you... (Tick ✓ all which apply to you):

- A person with disability
- A parent, guardian or family member of a person with disability
Please indicate the age(s) and gender(s) of the person/people with a disability _____
- A carer of a person with disability
Please indicate the age(s) and gender(s) of the person/people you care for _____
- A person/organisation working with people with disability
- None of the above
- Prefer not to say
- Other (Please specify)

What is your age? _____

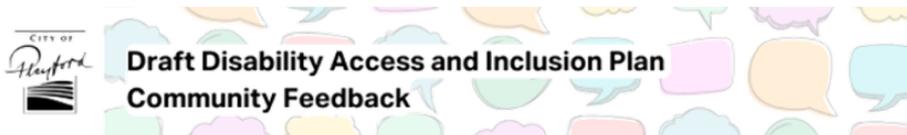
What is your gender? _____

Do you identify as any of the following? (Tick ✓ all which apply to you):

- an Aboriginal and / or Torres Strait Islander person
- Culturally and linguistically diverse
- LGBTQIA+
- Other (please specify) _____
- None of these

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report



If applicable, do the people you care for identify as any of the following? (Tick ✓ all which apply):

- an Aboriginal and / or Torres Strait Islander person
- Culturally and linguistically diverse
- LGBTQIA+
- Other (please specify) _____
- None of these

Did you provide feedback in our first stage of community engagement in June - July 2025 to help develop the draft DAIP?

(It's completely fine if you didn't – your feedback now is just as important)

- Yes
- No
- Not sure

Have you read the draft DAIP 2025-2029 (or Easy Read version)?

- Yes – in detail
- Yes – only the parts that interest me / Easy Read version
- No – I haven't read it yet

How much do you agree with the following:

Overall, I feel the draft DAIP 2025–2029 meets the needs of people with disability in Playford

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



Draft Disability Access and Inclusion Plan Community Feedback

Can you tell us more about your answer?

(This is optional – you can share as much or as little detail as you like. You can talk about what's working, what's not, or what could be improved.)

Any other comments you would like to share?

Thanks for sharing your thoughts!



Finished?

If you're finished – please hand this survey to a City of Playford staff member at the Playford Civic Centre, 10 Playford Boulevard, Elizabeth or Stretton Centre 307 Peachey Road, Munno Para by 8 February 2026.

Or you can post to Reply Paid, Attention - Community Engagement, 12 Bishopstone Road, Davoren Park, 5112



Keep going?

If you'd like to complete the Full Survey – please continue on the next page.

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



Draft Disability Access and Inclusion Plan Community Feedback

Full Survey: Your feedback on priorities

We'd like your thoughts on the priorities that the community told us matter most. For each priority, you'll see some of the actions that Council plans to take - these actions come directly from the draft Disability Access and Inclusion Plan 2025-2029.

In the plan, actions are grouped under slightly different headings. For this survey, we've aligned them with the priorities the community identified to make it easier for you to provide feedback.

The full list of actions is included in the draft Disability Access and Inclusion Plan 2025-2029 and Easy Read version (available at playford.engagementhub.com.au)

Note: Some related priorities have been combined in this survey for simplicity. For example, active participation, volunteering, events, and employment are grouped together.

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



Draft Disability Access and Inclusion Plan Community Feedback

Community priority 1 - Universal design and improving physical access
(‘Universal design’ means designing spaces, buildings, and services so they are easy for everyone to use—regardless of age, ability, or background.)

You told us:
It’s important that everyone can safely and easily move around their neighbourhood, and feel welcome when visiting public places like parks, playgrounds, libraries, and community centres.

Here’s what we plan to do:

- Use universal design principles when upgrading, building, or maintaining Council buildings, facilities, public spaces, and parks.
- Make Council footpaths, trails, and crossings accessible and safe.
- Improve accessible parking spaces and drop-off zones at Council facilities and on-street locations.
- Prioritise accessibility upgrades at Council-owned community venues to enable participation.
- Educate developers about the benefits and opportunities of universal design
- Advocate for improved and inclusive transport options.
- Improve accessible toilets and Changing Places facilities

How much do you agree with the following statement:

Overall, I feel that these actions meet the needs of people with disability in Playford?

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Optional: Is there anything missing or anything Council should do differently in this area?

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



Draft Disability Access and Inclusion Plan Community Feedback

Community priority 2 - Supporting active participation, events, and employment (‘Accessible event guidelines’ how to plan events that are welcoming for everyone, Visual communication supports ‘pictures and symbols that help explain information’)

You told us:

You want more inclusive programs, events, and opportunities that bring people together. This includes family-friendly activities, accessible spaces, stronger cultural inclusion, volunteering, and employment opportunities. Barriers such as sensory needs, cost, and accessible information should be considered.

Here’s what Council plans to do:

- Provide social and recreation programs, events, and activities that are accessible and inclusive for people with disability—including children, young people, and adults from diverse cultural, social and community backgrounds.
- Develop and follow accessible event guidelines so people with disability can participate in all City of Playford events.
- Develop volunteer and employment opportunities with the appropriate supports people need to participate.
- Deliver community “expo” events that promote participation, leadership, and employment for people with disability
- Introduce visual communication supports at Council service points.
- Continue to provide accessible communication through plain language, different formats and assistive formats

How much do you agree with the following statement:

Overall, I feel that these actions meet the needs of people with disability in Playford?

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Optional: Is there anything missing or anything Council should do differently in this area?

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



Draft Disability Access and Inclusion Plan Community Feedback

Community priority 3 - Disability awareness and education

You told us:

People with disability want to be respected, understood and included in everyday community life, and that this starts with greater awareness, understanding and inclusive behaviour across Council and the wider community.

Here's what we plan to do

- Facilitate inclusive events and workshops to help the community connect, learn, and celebrate disability.
- Support local businesses and community groups to become more accessible and inclusive.
- Provide disability access and inclusion training to Council members, staff and volunteers.
- Include questions about disability access and inclusion in Council's annual community survey.

How much do you agree with the following statement:

Overall, I feel that these actions meet the needs of people with disability in Playford?

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Optional: Is there anything missing or anything Council should do differently in this area?

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report



Draft Disability Access and Inclusion Plan Community Feedback

Community priority 4 - Strengthening cultural inclusion and safety

You told us:

People with disability come from diverse backgrounds and experiences. Inclusion should make everyone feel respected, valued, and welcome, recognising that people may face more than one barrier to participation.

Here's what we plan to do:

- Identify what helps people with disability of different ages, cultures and gender identities, including LGBTIQ+ communities, to take part in community programs and events, and use these learnings in practice.
- Continue to deliver, expand and enhance children's and youth programs and events responsive to the needs of young people with disability from diverse cultural, social, and community backgrounds.
- Collaborate with Aboriginal and Torres Strait Islander community organisations to identify and implement ways Council can support people with disability.

How much do you agree with the following statement:

Overall, I feel that these actions meet the needs of people with disability in Playford?

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Optional: Is there anything missing or anything Council should do differently in this area?

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



Draft Disability Access and Inclusion Plan Community Feedback

Is there anything else you would like to tell us about the draft DAIP 2025-2029?

Do you want to be kept in the loop on this project and any future engagements and research by Council?
(Your contact details will only be used to keep you updated about this project)

Yes

No

If you have elected to enter the prize draw or stay updated about the DAIP, **please provide your contact details:**

Name _____

Email _____

Phone _____

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Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report

9.2 Easy-Read Survey

Draft Disability Access and Inclusion Plan

Have we got it right? Share your feedback.

Easy Read Survey



Want some help to do the survey?

Talk to Roxanne:

 Phone: 8256 0333

 Email: connected@playford.sa.gov.au

 Web: playford.engagementhub.com.au

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Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report

About this survey



The City of Playford wrote this survey.

When you see the word "we" it means the City of Playford.

When you see the word "Council" it means the City of Playford.



This survey is written in an easy to read way.

We use pictures to explain some ideas.

Word

Hard word



The first time we write a hard word, the word is in **bold**.

We will explain what the word means.

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



You can ask for help to fill in the survey.

A friend, family member or Council worker may be able to help you.



We wrote a new **Disability Access and Inclusion plan**.

This plan tells Council what is important to people with disability.

We want the City of Playford to be a place where people:

- Feel included
- Like they belong
- Take part in the community

Page 3 of 13

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



You can look at the plan on a computer by going to this website:

playford.engagementhub.com.au

After you have looked at the plan, you can answer some questions



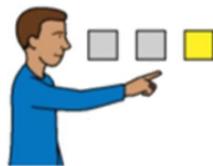
We want to know what you think about the new plan

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



You can help us to finish the plan by doing this **survey**.

A survey is set of questions.



You can tell us what you think.

When you see a  draw a tick in a circle to choose your answer

When you see a  write your answer on the lines

You can skip any question you don't want to answer.

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Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



What suburb do you live in? 



Do you have a disability? 

- Yes
- No

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



How old are you?





What is your gender?



- Male
- Female
- Non-binary
- Other _____

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



Are you an Aboriginal and / or Torres Strait Islander Person? ✓

- Yes
- No



What language do you speak at home? ✓

- English
- Different language

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



Do you belong to the **LGBTQIA+** community? ✓

This means you are gay, lesbian, bisexual, transgender, queer, intersex, asexual, or something else.

- Yes
- No



Have you read the Disability Access and Inclusion Plan? ✓

- Yes – all of it
- Yes – some of it
- No

Page 9 of 13

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



The plan should tell Council what people with disability need.

People in the Playford told us important things to put in the plan.

The plan has these things in it:



It's important that places and buildings are safe and easy to visit (footpaths, crossings, ramps)



It's important to have events, programs and services that everyone can use or enjoy

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report



It's important that people learn about disability, and understand how to help people with disability feel welcome



It's important that different people with disability feel included

Does the plan say everything that's important? ✓

- Yes
- Sort of
- No

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report

What do you think about the plan?

What's good about it? Is anything missing?



Is there anything else you want to tell us?



Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report

Do you want to talk to get updates about this project and other projects done by Council? 

Yes

No

What is your name and phone number or email address? 

You can ask someone to help you if you aren't sure.



Name _____



Phone Number _____



Email Address _____

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report

9.3 Playford Engagement Hub Project Site

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029

Background



Inclusion doesn't just happen - it's built, together.

Last year, we heard from people with disability, carers, families and the wider community about what access and inclusion should look like in Playford.

Your feedback shaped the Draft Disability Access and Inclusion Plan (DAIP) 2025-29. Now we're checking in - did we get it right? This is your chance to tell us if the draft reflects what matters to you and if there's anything we've missed.

Consultation is open 12 January to 8 February 2026.

 To make this page easier to view, click on the UserWay icon (found at the top left corner of the page). Watch a short video on how to use UserWay.

Your Language

To translate this page into another language, use the **'Select Language'** dropdown below. Please note, automatic translations are provided as a guide only and may not be accurate.

Select Language

Document Library

Draft DAIP 2025-2029 Documents ^

- Standard Version - Draft DAIP 2025-2029 (PDF)
- Easy Read Version - Draft DAIP 2025-2029 (PDF)
- Screen Reader Version - Draft DAIP 2025-2029 (Microsoft Word)

What We Heard Report & Summary - July 2025 v

Have Your Say - Hard Copy Surveys v

About the draft DAIP



What We Heard in 2025



Get Involved, Your Way!



Have Your Say Here

Step 1. Read the draft DAIP or the Easy Read version in the Document Library.

Step 2. Complete the online survey below or [click here](#) for the Easy Read version

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report

This is what the draft Disability Access and Inclusion Plan 2025-2029 document look like. There are 3 versions for you to choose from in the **Document Library section**, which is located to the right of the page:

- Standard Version (PDF)
- Easy Read Version (PDF)
- Screen Reader Version (Microsoft Word)

What is a DAIP (Disability Access and Inclusion Plan)?

A DAIP outlines how Council will support people with disability when it comes to:

- Council services and programs
- Community life
- Employment
- Decision-making

The draft DAIP aligns with the [South Australian State Disability Inclusion Plan](#) and reflects local priorities for the Playford community.

What does the draft DAIP do?

This draft plan sets out the practical actions Council will take over the next four years to:

- Improve access
- Remove barriers
- Create more inclusive services, spaces and opportunities

These actions guide how Council plans, delivers services and works with the community.

Why your feedback matters

We want to know if the draft DAIP reflects what matters most to people with disability in Playford and if anything is missing.

You choose how much feedback you give, a little or a lot. You can complete the [survey](#) here - or explore how else to get involved by clicking the **'Get Involved, Your Way!'** tab above.

Consultation is open 12 January to 8 February 2026.

What happens after community consultation?

We'll collate all feedback into a What We Heard Report and provide recommendations before the final DAIP 2025-2029 is reviewed and considered for adoption by Council in March 2026.

If you have more questions about the draft DAIP, you can find answers in the **'Frequently Asked Questions'** section to the right of this page.

Take the survey

FAQ

General Information - DAIP

View all

Timeline

- ✓ Phase 1 - Community Engagement
16 June to 13 July 2025
- ✓ Phase 1 - What We Heard Report
August 2025
- ✓ Developing the Draft DAIP
August to November 2025
- ✓ Endorsed by Council for consultation
Ordinary Council meeting - 25 November 2025
- ✓ Phase 2 - Community Engagement
12 Jan to 8 Feb 2026
- ... Phase 2 - What We Heard Report
February 2026
- ... DAIP endorsed by Council, published on website and notification to Department of Human Services (DHS)
March 2026 (TBC)

Who's Listening



Roxanne Withers
Community Engagement
City of Playford

Contact our friendly staff member **Roxanne** if you have any questions.

Phone: 8256 0333

Email: connected@playford.sa.gov.au



Cyndi Neuzerling
Quality Coordinator Disability Inclusion
City of Playford

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report

9.4 Poster

Have your say

Draft Disability Access and Inclusion Plan 2025-2029
Consultation open: 12 January 2026 - 8 February 2026

City of Playford
Disability Access
and Inclusion Plan
2025-2029

Take the survey here or
online. Easy Read
options available. Just
ask our friendly staff 😊

Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement What We Heard Report

9.5 Social Media Post



City of Playford
Published by Playford Elizabeth · January 13 at 9:33 AM · 🌐

💙 Have we got it right?
Playford's draft Disability Access & Inclusion Plan (DAIP) 2025-2029 💙

👉 We've been listening, learning and working alongside our community, and now we want your feedback.

Our draft Disability Access and Inclusion Plan sets out the actions Council will take over the next four years to:

- ✓ Improve access
- ✓ Remove barriers
- ✓ Create more inclusive services, spaces and opportunities
- ✓ Support people with disability to fully participate in community life, employment and decision-making

🗣️ Why your feedback matters
More than 240 people shared their ideas with us in 2025, helping shape this draft plan. Your lived experience and insights will help ensure it reflects what truly matters to people with disability in Playford, and that nothing important has been missed.

📅 Consultation is open from 12 January to 8 February 2026
You can share a little feedback or a lot, it's completely up to you.

👉 Read the Draft DAIP (or Easy Read version) and share your thoughts via our online survey:
<https://playford.engagementhub.com.au/>

🗣️ You can also provide feedback by audio, video, email or hard-copy survey.

👉 Let's work together to make Playford a more accessible and inclusive place for everyone 💙



Draft Disability Access & Inclusion Plan (DAIP) 2025-2029 – Phase 2 Engagement

What We Heard Report

9.6 Public Notice



Public Notice - Draft Disability Access and Inclusion Plan (DAIP) 2025-2029

The City of Playford invites you to share your feedback on our Draft Disability Access and Inclusion Plan (DAIP) 2025-2029.

The Draft DAIP outlines the practical steps Council will take over the next four years to improve access, remove barriers, and ensure people with disability can fully participate in Council services, programs, employment, and decision-making.

Community engagement is open from Monday 12 January until 5:00pm Sunday 8 February 2026.

You can view the Draft DAIP and provide your feedback in the following ways:

- **Online:** Visit playford.engagementhub.com.au (Easy Read and screen-reader versions available)
- **In person:** View information and collect a hard copy feedback form at Council's Customer Contact locations:
 - o Playford Civic Centre, 10 Playford Boulevard, Elizabeth
 - o Stretton Centre, 307 Peachey Road, Munno Para
- **Email:** Send your feedback to connected@playford.sa.gov.au
- **Post:**
Reply Paid
Community Engagement
City of Playford
Playford Operations Centre
12 Bishopstone Road, Davoren Park, SA, 5113

For more information or assistance, please contact our friendly Customer Contact Team on 8256 0333

5.2 NAWMA CHARTER - AMENDMENT

Responsible Executive Manager : Tina Hudson

Report Author : Renae Williams

Delegated Authority : Matters which cannot be delegated to a Committee or Staff

Attachments : [1](#) NAWMA Charter Amendment

PURPOSE

For Council to endorse the amended Charter of the Northern Adelaide Waste Management Authority (NAWMA).

STAFF RECOMMENDATION

Council endorse the NAWMA Charter Amendment (Attachment 1).

EXECUTIVE SUMMARY

NAWMA is a regional subsidiary established by the City of Playford, the Town of Gawler and the City of Salisbury pursuant to Section 43 and Parts 2 and 3 of Schedule 2 to the *Local Government Act 1999* (the Act). Its affairs are governed by the Act and the NAWMA Charter.

At a Special Meeting of the NAWMA Board held on 17 February 2026, the Board resolved to endorse an amendment to Clause 15.1, which relates to the terms of how the Chief Executive Officer (CEO) of NAWMA is employed. In addition, minor amendments are proposed to clauses 11.2.5 and 11.2.6 to correct incorrect clause references.

In accordance with Clause 3.4 of the NAWMA Charter, any amendment the NAWMA Charter requires the unanimous decision of the three (3) constituent Councils. The NAWMA Board is therefore seeking Council's endorsement of the proposed amendments.

1. BACKGROUND

NAWMA has written to Council following a Special Meeting of its Board, at which it resolved to amend the current NAWMA Charter.

The proposed amendments to the NAWMA Charter, relates to Clause 15.1 CEO, as identified in Attachment 1. In addition, there have been two (2) changes at Clauses 11.2.5 and 11.2.6 to rectify incorrect Clause numbers.

In accordance with Clauses 3.4 and 3.5 of the NAWMA Charter:

3.4 This Charter may not be amended except as agreed by a Unanimous Decision, evidenced by resolution. An amendment is not effective unless and until notice of it is published in the Gazette.

3.5 This Charter may be reviewed by the Constituent Councils at any time but must be reviewed as required by the Act.

2. RELEVANCE TO STRATEGIC PLAN

Decision-making filter: We will ensure we meet our legislative requirements and legal obligations.

As a part owner of NAWMA, Council has an interest and responsibility for ensuring adequate governance and functioning of the subsidiary.

3. PUBLIC CONSULTATION

There is no requirement to consult the community on this matter.

4. DISCUSSION

4.1 The amended NAWMA Charter provides the Board to appoint the CEO on a performance-based contract, either on an ongoing basis or for a fixed term. The current Charter limits the appointment of the CEO to a fixed term performance-based contract not exceeding five (5) years.

4.2 The amended NAWMA Charter enables the Board with greater flexibility in appointing the CEO, supporting its ability to attract and retain a suitably qualified candidate in a highly competitive labour market. Appointment on a performance-based contract also enables the Board to monitor and manage performance outcomes.

5. OPTIONS

Recommendation

Council endorse the NAWMA Charter Amendment (Attachment 1).

Option 2

Council informs the NAWMA Board that the proposed change to Clause 15.1 of the NAWMA Charter is not supported.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

NAWMA is a significant regional subsidiary and is responsible for providing waste and resource recovery services to more than 124,000 households and broad commercial customer base across northern Adelaide.

NAWMA facilities and services include:

- Coordination of three-bin kerbside collection services (general waste, household recycling and green organics)
- On-demand hard waste collection service

- Operation of two (2) Resource Recovery Centres (Edinburgh North and Pooraka)
- Receiving and processing of municipal waste at its Edinburgh North Waste Processing Facility
- Closure management of the Uleybury landfill (balefill)
- Operation of its 20 tonne/hr Materials Recovery Facility
- Facilitation of hazardous waste drop-off days
- Facilitation of community engagement and education programs.

Given the nature and scale of operations, it is imperative that the NAWMA Board can attract and retain a high calibre CEO. Working conditions are a key factor in achieving this outcome. The amended NAWMA Charter provides the Board flexibility in engaging the CEO on a mutually beneficial basis, while ensuring strong performance.

Risk Appetite

Reputation

Council has a low appetite for negative perceptions that compromise its credibility and reputation, achievement of its long-term vision (Playford Community Vision 2043) and strategic objectives, or ability to maintain its status as a progressive and major growth Council.

This decision will provide ongoing guidance and decision-making capability to Council's core services associated with residential waste collection and disposal.

6.1.2 Financial Implications

There are no financial or resource implications.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Council may form the view that the amendments to the NAWMA Charter are not supported. This may impact the NAWMA Board's ability to attract and retain a high calibre CEO.

6.2.2 Financial Implications

There are no financial implications to this option.



20 February 2026

Mr Sam Green
Chief Executive Officer
City of Playford
12 Bishopstone Road
Davoren Park SA 5113

Dear Sam,

RE: NAWMA Charter Amendment

The Northern Adelaide Waste Management Authority (Board) at a Special Meeting of the Board held on Tuesday 17 February 2026 resolved:

“Moved Mr Green

that the Board Approves an amendment of the NAWMA Charter as outlined in the tracked change document seen at Attachment 5.1.2 and recommend this amendment to the Constituent Councils for their approval and subsequent transmittal to the Minister and publication in the Gazette.

Seconded Cr Launer

Carried”

The proposed changes to the NAWMA Charter, specifically Clause 15.1 Chief Executive Officer (CEO), are appended to this correspondence. In addition, there have been two (2) changes at Clauses 11.2.5 and 11.2.6 to rectify incorrect Clause numbers.

In accordance with Clause 2.1 and 2.2 of the Charter:

2.1 This Charter may not be amended except as agreed by a Unanimous Decision, evidenced by resolution. An amendment is not effective unless and until notice of it is published in the Gazette.

2.2 This Charter may be reviewed by the Constituent Councils at any time but must be reviewed as required by the Act.

NAWMA would like the City of Playford to present a report to the next available Ordinary Meeting of the City of Playford seeking the Council’s endorsement of the proposed Charter amendments as appended.

Following the Council’s endorsement of the proposed changes to the Charter could the Council please provide a copy of the report and resolution to NAWMA so that we can provide a submission to the Minister endorsing the Charter amendments.

Yours sincerely

A handwritten signature in blue ink that reads 'G Dooley'.

Mr Graham Dooley
NAWMA Independent Chairperson

Box 10 MDC, Edinburgh North SA 5113
Phone (08) 8259 2100
www.nawma.sa.gov.au

LOCAL GOVERNMENT ACT 1999
NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY
CHARTER

The Constituent Councils:

- City of Playford;
- Town of Gawler; and
- City of Salisbury

have established the Northern Adelaide Waste Management Authority (the **Authority**).

The Authority is a regional subsidiary established pursuant to section 43 and Parts 2 and 3 of Schedule 2 to the *Local Government Act 1999* (the **Act**) for the purposes of providing and exploring options to deliver waste management and recycling services to the Constituent Councils (and beyond in the circumstances provided for in this Charter) in accordance with the objects, functions and powers conferred by this Charter.

PART 1 - GENERAL

1. DICTIONARY

1.1 In this Charter:

Act means the *Local Government Act 1999*;

Annual Plan means an Annual Plan that conforms to Part 3 of this Charter and most recently adopted by the Board;

Authority means the Northern Adelaide Waste Management Authority;

Board means the Board of Management of the Authority;

Board Member means at any time a member of the Board;

Chief Executive Officer means the Chief Executive Officer (**CEO**) of the Authority and includes a person acting in that office;

Constituent Council means at any time a Constituent Council of the Authority, which, at the date of publication of the notice of amendment of the Charter in the Gazette means the City of Playford, the Town of Gawler and the City of Salisbury;

Deputy Board Member means a deputy for a Board Member, who may act in place of and will have the same powers as, that Board Member, if the Board Member is unable for any reason to be present at a meeting of the Board;

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

Independent Board Member (which includes the Chair) means a Board Member of the Authority who is not a member of a Constituent Council;

Majority means a majority of the Board Members present at a Board Meeting and entitled to vote, or a majority decision of the whole number of the Constituent Councils as the case may be;

Schedule of Constituent Councils Interest in Net Assets is the document that reflects the proportionate contribution each Constituent Council has made to the growth of the net assets of the Authority having regard to the proportionate contribution to subscriptions. The Schedule when updated by the Board at the end of each financial year will reflect the proportionate contribution of each Constituent Council since the commencement of the Authority and once accepted by each Constituent Council will be evidence of the agreed proportion of a Constituent Council's interests in the net assets as at 30 June in that year;

Special Decision is defined at clause 10.9 of this Charter; and

Unanimous Decision means a decision in the same terms made by the Constituent Councils (at any one time) voting in the same or substantially the same manner.

2. INTERPRETATION

- 2.1 In this Charter a reference to the approval, consent or agreement of the Constituent Councils requires, unless specified otherwise in this Charter, a Unanimous Decision.
- 2.2 Despite any other provision in this Charter:
 - 2.2.1 the singular includes the plural and vice versa;
 - 2.2.2 words importing a gender include other genders;
 - 2.2.3 words importing natural persons include corporations;
 - 2.2.4 reference to a section(s) is to a section of the Act and includes any section that substantially replaces that section and deals with the same matter; and
 - 2.2.5 headings are for reference and do not affect the construction of this Charter.

3. ABOUT THIS CHARTER

- 3.1 This Charter is the constitution of the Authority.
- 3.2 This Charter binds the Authority and each Constituent Council.
- 3.3 Despite any other provision in this Charter:
 - 3.3.1 if the Act prohibits a thing being done, the thing may not be done;
 - 3.3.2 if the Act requires something to be done, the Board recognises this and the CEO is authorised to take the action necessary to achieve it; and
 - 3.3.3 if a provision of this Charter is or becomes inconsistent with the Act, the provision must, to the extent of the inconsistency, be read down or failing that, be considered to be severed from this Charter.

- 3.4 This Charter may not be amended except as agreed by a Unanimous Decision, evidenced by resolution. An amendment is not effective unless and until notice of it is published in the Gazette.
- 3.5 This Charter may be reviewed by the Constituent Councils at any time but must be reviewed as required by the Act.
- 3.6 This Charter must be read in conjunction with Parts 2 and 3 of Schedule 2 to the Act and the Authority shall conduct its affairs in accordance therewith, except as modified by this Charter (where such modification is permitted by Schedule 2 to the Act).

PART 2 – GOVERNANCE

4. THE AUTHORITY

- 4.1 The Authority is a body corporate in the nature of a regional subsidiary established under the Act.
- 4.2 The principal office the Authority is 71 – 75 Woomera Avenue, Edinburgh, or as the Board may determine otherwise.
- 4.3 If the Authority engages in any commercial activity which constitutes a significant business activity of the Authority, it will assess that activity as required and, as necessary, will apply relevant principles of competitive neutrality.

5. PURPOSE AND FUNCTIONS

- 5.1 The Authority is established for the purpose of managing waste, including by receiving, processing and disposing of recyclable and other waste materials collected, primarily, within the areas of the Constituent Councils and has the following functions in this regard:
 - 5.1.1 to operate or obtain services for the collection of waste on behalf of the Constituent Councils and/or other approved councils;
 - 5.1.2 to provide waste management services whether in or (so far as the Act and this Charter allows) outside the area of any of the Constituent Councils, including waste collection, recycling of organic and inorganic materials and disposal of waste;
 - 5.1.3 to undertake management and collection of waste (in accordance with regulatory approvals) and kerbside materials recovery, on behalf of the Constituent Councils (and/or other approved councils) in an environmentally responsible, effective, efficient, economic and competitive manner;
 - 5.1.4 to enter into or engage in any waste related project approved in the Business Plan, or otherwise as resolved by Unanimous Decision;
 - 5.1.5 to research, develop and facilitate activities and/or enterprises, of any waste related nature, where the objective is the beneficial and circular use of waste and other resources;

- 5.1.6 noting that any contract arrangement or other transaction which will incur expenditure by the Authority in excess of \$100, 000 and which is not referred to in an approved budget and the Business Plan requires a Unanimous Decision;
- 5.2 The following functions may be undertaken by the Authority, but only where required or directed by one or more Constituent Councils and charged directly to the Constituent Council(s) so requiring or directing:
- 5.2.1 promotion of the minimisation of waste;
 - 5.2.2 promotion of the recycling of recyclable materials;
 - 5.2.3 undertaking waste community education programs;
 - 5.2.4 in the common interest of the Constituent Council(s), liaising with other councils, the State of South Australia and the Commonwealth of Australia and their respective instrumentalities in relation to waste management;
 - 5.2.5 providing a representative to any statutory board or statutory committee concerned with waste;
 - 5.2.6 making application for grants and other funding from the State of South Australia and the Commonwealth of Australia and their respective instrumentalities for the purposes of the Authority;
 - 5.2.7 keeping the Constituent Councils informed about emerging opportunities, trends or issues in waste management;
 - 5.2.8 undertaking activities which result in a beneficial use of waste, including the investigation and preparation of a Business Plan with respect to alternative methods of disposing of waste;
 - 5.2.9 entering into or engaging in any waste related project where approved in the Business Plan;
 - 5.2.10 conducting all activities in a manner which complies with all regulatory requirements and minimises risks to the Constituent Councils;
 - 5.2.11 performing and/or monitoring the effectiveness and application of funding arrangements agreed by the Constituent Councils for waste management;
 - 5.2.12 being fully self-funding to the extent that this can be achieved; and
 - 5.2.13 providing a forum for discussion and consideration of topics relating to responsibilities to manage waste particularly in the area of the Constituent Councils and/or other approved councils;

6. POWERS

- 6.1 The powers, functions and duties of the Authority are to be exercised in the performance and furtherance of its objects and purposes.
- 6.2 The Authority has the following powers, functions and duties;

- 6.2.1 subject to clause 6.3, to purchase, sell, lease, hire rent or otherwise acquire or dispose of any real property or interests;
- 6.2.2 to institute, initiate and carry out legal proceedings provided that any litigation is subject to an immediate urgent report to the Constituent Councils by the CEO;
- 6.2.3 subject to clause 6.3, to enter into any kind of contract or arrangement;
- 6.2.4 to borrow funds and incur expenditure in accordance with clause 6.3;
- 6.2.5 to enter into agreements with the Constituent Councils or any other person, body or council for the purpose of the collection, treatment, recycling and disposal of waste and operating and managing transfer stations and other sites in and outside the areas of the Constituent Councils for the treatment, recycling and disposal of waste;
- 6.2.6 to raise finance for all purposes relating to the collection, treatment, recycling and disposal of waste;
- 6.2.7 to determine the types of waste which will be collected or received and the method of collection, treatment, recycling and disposal thereof;
- 6.2.8 subject to clause 6.3, to engage in any waste related project and to research, develop and facilitate activities or enterprises, of a waste related nature, the objective of which is to result in a beneficial and circular use of waste and other resources;
- 6.2.9 subject to clause 6.3, to undertake a project in conjunction with any council or government agency or authority and in doing so to participate in the formation of a trust, partnership or joint venture with any council or government agency or authority to give effect to the project;
- 6.2.10 to employ, engage, determine the conditions of employment / engagement, remunerate, remove, suspend or dismiss / terminate the CEO of the Authority;
- 6.2.11 to open and operate bank accounts;
- 6.2.12 to make submissions for and accept grants, subsidies and contributions to further its objects and purposes;
- 6.2.13 to charge whatever fees the Authority considers appropriate for services rendered to any person, body or council (other than a Constituent Council) provided that such fees charged by the Authority shall be sufficient to at least cover the cost of the Authority of providing the services;
- 6.2.14 to charge the Constituent Councils fees for services that (as a minimum) cover the cost to the Authority of providing the services;

- 6.2.15 to accumulate surplus funds for investment purposes;
- 6.2.16 to distribute all or any surplus funds and/or make payment of a dividend to the Constituent Councils provided that such distribution or payment will be made to the Constituent Councils in the proportions of their equitable interest in the Authority as set out in clause 18.12;
- 6.2.17 to invest any funds of the Authority in any investment authorised by the Local Government Finance Authority provided that;
 - (a) in exercising this power of investment, the Authority must exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
 - (b) investments that are speculative or hazardous in nature are avoided;
- 6.2.18 to employ, engage or retain professional advisers to the Authority;
- 6.2.19 to establish reserve fund(s) clearly identified for the upkeep and/or replacement of fixed assets of the Authority or for meeting any deferred liability of the Authority;

Borrowings and Expenditure

- 6.3 The Authority has the power to incur expenditure:
 - 6.3.1 in accordance with a budget adopted by the Authority and approved by the Constituent Councils as required by the Act and/or this Charter; or
 - 6.3.2 with the prior approval of all of the Constituent Councils; or
 - 6.3.3 in accordance with the Act, and
 - 6.3.4 in respect of expenditure not contained in the budget adopted by the Authority and approved by the Constituent Councils as required by the Act and/or this Charter, for a purpose of genuine emergency or hardship;
- 6.4 Unless otherwise approved by all of the Constituent Councils, all borrowings by the Authority;
 - 6.4.1 must be from the Local Government Financial Authority or a registered bank or financial institution within Australia; and
 - 6.4.2 must be drawn down within a period of 24 months from the date of the approval; and
 - 6.4.3 must not be used for the purpose of funding operational costs.

7. ACTING OUTSIDE AREAS OF CONSTITUENT COUNCILS

For the avoidance of doubt, the Authority may undertake its activities outside the areas of the Constituent Councils but only where such activities have been approved by the Constituent Councils as being necessary, expedient and/or beneficial to the performance by the Authority of its functions and the activity is

included in the Business Plan of the Authority.

8. POWER OF DELEGATION

- 8.1 The Authority may delegate a power or function conferred on it in accordance with clause 36 of Part 3 of Schedule 2 of the Act.
- 8.2 The Authority may not delegate the following powers or functions:
 - 8.2.1 to impose charges;
 - 8.2.2 to enter into transactions in excess of \$100,000 unless authorised in an Annual Plan;
 - 8.2.3 to borrow money or obtain any other form of financial accommodation unless authorised in an Annual Plan;
 - 8.2.4 to approve expenditure of money on the works, services or operations of the Authority not set out in a Budget approved by the Authority or, where required by this Charter, approved by the Constituent Councils;
 - 8.2.5 to approve the reimbursement of expenses or payment of allowances to members of the Board;
 - 8.2.6 to adopt or revise a Budget;
 - 8.2.7 to adopt or revise an Annual Plan;
 - 8.2.8 to adopt or revise a Business Plan (or any component thereof);
 - 8.2.9 to adopt or revise financial estimates and reports; and/or
 - 8.2.10 to make any application or recommendation to the Minister.

9. GUIDING PRINCIPLES

The Authority must, in the performance of its functions and in all of its plans, policies and activities, give due weight to economic, social and environmental considerations.

10. CONSTITUENT COUNCILS

Incoming Constituent Councils

- 10.1 A council may, subject to Ministerial approval, become a Constituent Council if:
 - 10.1.1 it makes written application to become a Constituent Council and agrees to be bound by this Charter; and
 - 10.1.2 subject to the Constituent Councils seeking and considering the views of the Board on the written application received; and
 - 10.1.3 by Unanimous Decision, evidenced by resolution, the Constituent Councils approve the application and agree to revise the proportionate contribution under the Schedule of Constituent Councils Interest in Net Assets
- 10.2 The incoming Constituent Council agrees to:

- 10.2.1 pay any joining fee or other payment as may be required by the Board; and
- 10.2.2 be jointly and severally liable with the other Constituent Councils for the debts and the liabilities of the Authority whether incurred before or after the date it becomes a Constituent Council or as otherwise agreed; and
- 10.2.3 be bound by any decision made or step taken by the Board in the affairs of the Authority before it became a Constituent Council.

Outgoing Constituent Councils

- 10.3 A Constituent Council may resign its membership of the Authority if and only if:
 - 10.3.1 it gives at least six (6) months written notice of resignation to each Constituent Council, which notice is effective on 30 June next after the expiry of that period; and
 - 10.3.2 the Board approves the resignation by Majority; and
 - 10.3.3 the Minister approves.
- 10.4 A former Constituent Council remains liable to contribute to the debts and liabilities of the Authority incurred while it was a Constituent Council including by contributing to the depreciated value of any asset acquired during that time and for a share of any future losses from any contract(s) entered into whilst it was a Constituent Council until the conclusion of the contract(s) in question.
- 10.5 A former Constituent Council:
 - 10.5.1 must indemnify the remaining Constituent Councils for all liabilities of the Authority caused or arising prior to its withdrawal taking effect; and
 - 10.5.2 the indemnity is in the same proportion as the withdrawing Council's interest in the Schedule of Constituent Councils Interest in Net Assets at the date the withdrawal takes effect; and
 - 10.5.3 upon withdrawal taking effect, will be entitled to be paid not more than 80% of its interest in the Schedule of Constituent Councils Interest in Net Assets. The withdrawing Constituent Council will be entitled to receive that sum by equal quarterly instalments to be paid over a period of two (2) years with the first instalment being due on 1 January following the date of the withdrawal taking effect.

No Transfer of Membership

- 10.6 Membership of the Authority is personal to the Constituent Council and is not transferable.

Evidence of Direction by Constituent Councils

- 10.7 To be effective, a direction of the Constituent Councils for the purposes

of clause 26 of Part 2 of Schedule 2 to the Act, must be evidenced by a minute signed by the Chief Executive Officer of each of the Constituent Councils as a true and accurate record of the applicable decision made by the delegate, or at a Council meeting.

Special Decisions of The Authority

- 10.8 Neither the Authority, nor any person on its behalf, may give effect to a Special Decision unless there is a Unanimous Decision of the Constituent Councils, evidenced by resolution, in favour of the Special Decision.
- 10.9 For these purposes, a Special Decision means any of the following:
- 10.9.1 to any extent not provided for in a Business Plan or Annual Plan and Budget:
- (i) a call on Constituent Councils to contribute funds;
 - (ii) to grant or to vary a guarantee/indemnity of the obligations of another person;
 - (iii) obtaining credit except in the ordinary course of the activities of the Authority;
 - (iv) acquiring (by purchase or finance lease) a capital asset; or
 - (v) disposal of a capital asset except at the end of its effective life.
- 10.10 The Authority must promptly give effect to a Special Decision made in accordance with this clause.

11. BOARD OF MANAGEMENT

The Authority is governed by a Board of Management which is responsible for managing the business and other affairs of the Authority and ensuring that the Authority acts in accordance with the Act, this Charter and any delegations to it.

Functions of The Board

- 11.1 The functions of the Board are to:
- 11.1.1 formulate plans and strategies aimed at improving the business of the Authority;
 - 11.1.2 provide professional input and policy direction to the Authority;
 - 11.1.3 monitor, oversee and measure the performance of the CEO;
 - 11.1.4 assist in the development of the Business Plan and Strategic Plans, including Asset Management Plan and Long-Term Financial Plan;
 - 11.1.5 exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
 - 11.1.6 ensure that the Constituent Councils are advised, as soon as practicable, of any material development that affects the financial

or operating capacity of the Authority and/or gives rise to any significant financial risk to the Constituent Councils

Board Policies and Codes

- 11.2 The Board must prepare, adopt, ensure compliance with and thereafter keep under review policies on:
- 11.2.1 procedures for meetings of the Board;
 - 11.2.2 contracts and tenders in a manner that is consistent with section 49 of the Act;
 - 11.2.3 public consultation/engagement as would conform to section 50 of the Act;
 - 11.2.4 a Code of Conduct to be observed by Board Members;
 - 11.2.5 governance including as concerns:
 - (i) the operation of any financial account;
 - (ii) human resource management;
 - (iii) improper assistance to a prospective contract party;
 - (iv) unsolicited bids;
 - (v) improper offering of inducements to Board Members or to staff of the Authority; and
 - (vi) improper lobbying of Board Members or staff of the Authority; and
 - 11.2.56 workplace health and safety;
 - 11.2.67 protection of the environment.

Board Meetings

- 11.3 The Board will determine procedures to apply in relation to its meetings, which it will set out on in a document known as the *Code of Practice – Meeting Procedures*, as adopted and varied from time to time by resolution of the Board.
- 11.4 Chapter 6, Part 3 of the Act does not apply to the Authority. Meetings of the Board are not open to the public unless the Board otherwise resolves.
- 11.5 Chapter 6, Part 4 of the Act does not apply to the Authority. The Agenda, Agenda Reports and Minutes of all Board meetings will be confidential and not available for public inspection unless the Board otherwise resolves.

Quorum

- 11.6 The quorum for a meeting of the Board is one-half of the number of Board Members in office, ignoring any fraction, plus one.

12. BOARD MEMBERS

Appointment of Board Members –

- 12.1 The Board shall consist of ten (10) Board Members each of whom will be appointed for a two (2) year term as follows:

- 12.1.1 three (3) persons appointed by each Constituent Council and who, in the opinion of the Council, have Relevant Expertise and any of whom is an elected member or officer of the Council at the time of their appointment must remain an elected member or officer of the appointing Council for the duration of the term of their appointment; and
 - 12.1.2 one (1) independent person appointed by resolution by Majority of the Constituent Councils (and at the expiration of the term, is eligible for re-appointment) who is not an officer or elected member of any Constituent Council, but who is considered by the Constituent Councils, to have expertise in a field or discipline relevant to the activities of the Authority and who, upon appointment, will be the Chair of the Authority.
- 12.2 Each Constituent Council must give to the Authority written notice of its appointment of its three (3) Board Members and written confirmation of its agreement (or otherwise) with the proposed appointment of the independent appointments under clauses 12.1.2.
 - 12.3 Each Constituent Council must appoint two persons as Deputy Board Members for such term as determined by that Constituent Council.
 - 12.4 The Deputy Board Members may act in place of and have the same powers as that Constituent Council's Board Members where the Board Member is unable for any reason to be present at a meeting of the Board.
 - 12.5 If, at any time, a Deputy Board Member is removed from their office pursuant to this Charter, the Constituent Council must appoint another Deputy Board Member.
 - 12.6 'Relevant Expertise' for the purposes of this clause is knowledge or experience in any one or more of:
 - 12.6.1 waste management;
 - 12.6.2 marketing/public relations;
 - 12.6.3 finance;
 - 12.6.4 legal/governance; and/or
 - 12.6.5 business.

Removal of Board Members

- 12.7 Neither the Authority or the Board may remove a Board Member.
- 12.8 A Constituent Council which appointed a person as a Board Member under clause 12.1.1 may remove that person from office by giving to the Authority written notice of removal of the Board Member, signed by the Chief Executive Officer of the Constituent Council.
- 12.9 The Chair may be removed by a decision, evidenced by resolution, of a Majority of the Constituent Councils.
- 12.10 The Board may recommend to the Constituent Councils, that the appointment of a Board Member be terminated in the event of:

- 12.10.1 behaviour of the Board Member which in the opinion of the Board amounts to impropriety;
 - 12.10.2 serious neglect of duty in attending to the responsibilities of the Board Member;
 - 12.10.3 breach of fiduciary duty to the Board;
 - 12.10.4 breach of the duty of confidentiality to the Board;
 - 12.10.5 breach of the conflict of interest provisions of the Act or the rules of the Board; or
 - 12.10.6 any other behaviour which may discredit the Board.
- 12.11 The office of a Board Member will become vacant:
- 12.11.1 in accordance with clause 20(3) of Part 2 of Schedule 2 to the Act; or
 - 12.11.2 in the case of a Board Member appointed by a Constituent Council under clause 12.1.1, where that Constituent Council resolves to remove the Board Member from the Board; or
 - 12.11.3 was appointed by a Constituent Council, which ceases to be a Constituent Council.
- 12.12 Where a casual vacancy arises in the office of a Board Member, it will be filled in the same manner as the original appointment to that office, for the balance of the term.

Remuneration and Expenses of Board Members

- 12.13 The Chair is entitled to remuneration, as set by the Board.
- 12.14 In its absolute discretion, the Board may determine to pay any Board Member's travelling and other expenses incurred in connection with the Authority's business.

Board Members Conflict of Interest

- 12.15 By operation of section 75D of the Act, the conflict of interest provisions at Chapter 5, Part 4, Division 1 of the Act apply to Board Members as if they were a member of a council.

Board Members Duties of Care

- 12.16 Clause 23 (*care and diligence*) of Part 2 and clause 34 (*honesty, use of information, use of position*) of Part 3 of Schedule 2 to the Act, set out the statutory duties that apply to a Board Member.

Board Duties to the Authority

- 12.17 The Board must ensure:
 - 12.17.1 that the Authority acts in accordance with applicable laws, mandatory codes of practice, this Charter, policies of the Authority, the Business Plan, Annual Plan and any Strategic Plans and achieves the financial outcomes projected in its Budget;

- 12.17.2 that the Authority acts ethically and with integrity;
- 12.17.3 that the activities of the Authority are conducted efficiently and effectively and that any assets of the Authority are appropriately managed and maintained; and
- 12.17.4 that, subject to any duty of confidence, the affairs of the Authority are undertaken in an open and transparent manner.

Committees of Board Members

- 12.18 The Board may establish a committee, the membership of which will be at the absolute discretion of the Board, for the purpose of enquiring into and reporting to the Board on any matter within the Authority's functions and powers and as detailed in the terms of reference adopted by the Board for the committee.
- 12.19 At the absolute discretion of the Board, and subject to clause 8 of this Charter, the committee may be delegated power to make certain decisions, on behalf of the Board, for matters that fall within the powers and functions of the Authority.
- 12.20 Any such delegated authority of the committee to make decisions will be set out in the terms of reference adopted by the Board for the committee.
- 12.21 A member of a committee established under this clause holds office at the pleasure of the Board.
- 12.22 For the avoidance of doubt, a Board Member, Deputy Board Member or nominee of the CEO of a Constituent Council may be appointed by the Board as a member of a committee established under this clause.

13. CHAIR

- 13.1 At all times, the Authority must have a Chair, who will be the independent Board Member appointed under subclause 12.1.2.
- 13.2 The Chair's functions are:
 - 13.2.1 to preside at all meetings of the Board; and
 - 13.2.2 as an *ex officio* member and chair of all committees established by the Board; and
 - 13.2.3 to represent the Authority in relations with the media and the public generally; and
 - 13.2.4 to exercise other functions as the Board determines.

14. DEPUTY CHAIR

- 14.1 At all times, the Authority must have a Deputy Chair, who must be a Board Member.
- 14.2 The Board appoints the Deputy Chair and may at any time remove the Deputy Chair and appoint a replacement Deputy Chair.
- 14.3 The Deputy Chair's functions are:
 - 14.3.1 to assist the Chair; and

14.3.2 to exercise the Chair's functions whenever the Chair is unable to do so.

14.4 The Chair shall preside at all meetings of the Board. Where the Chair is not present at a meeting of the Board for any reason, the Deputy Chair shall preside. Where the Deputy Chair is absent, the other Board Members present shall choose a person from amongst them to chair the meeting or until the Chair or the Deputy Chair are in attendance.

15. CHIEF EXECUTIVE OFFICER (CEO)

15.1 The Board must appoint a CEO of the Authority to manage the business of the Authority under a on-a-fixed-term performance-based employment contract on terms agreed between the CEO and the Board. The appointment may be on an ongoing basis or for a fixed term, as determined by the Board. Where a fixed term appointment is made, the term must not exceed five (5) years. ~~which does not exceed five (5) years in duration, to manage the business of the Authority on terms agreed between the CEO and the Board.~~

15.2 The CEO is responsible to the Board for the execution of all lawful decisions made by the Board and for the efficient and effective management of the Authority.

15.3 The CEO is responsible (within budgetary constraints set by the Board and with regard to Awards, standards and requirements appropriate to the position) for employing, remunerating, managing, suspending and dismissing other staff of the Authority.

15.4 The CEO is subject to the same legislative responsibilities and duties as a chief executive officer of a council including, but not limited to those matters set out at Parts 1 - 3 of Chapter 7 of the Act and must comply with the *Employee Integrity* provisions, including but not limited the submission of a primary and ordinary return under Part 4 of Chapter 7.

15.5 The Board may delegate to the CEO any of the powers and functions that the Board can exercise, where they are not restricted from delegation by the Act or this Charter.

16. STAFF

16.1 In addition to a CEO, the Authority may employ other staff, subject to the Board making appropriate financial provision.

16.2 The Board and any Constituent Council may arrange for staff of the Constituent Council to be available in connection with the Authority's affairs for such remuneration (if any) as those parties may agree.

16.3 All staff of the Authority (including any persons made available by a Constituent Council) are subject to the direction and control of the CEO.

PART 3 – FINANCIAL AND BUSINESS REQUIREMENTS

17 MANAGEMENT

Financial Management

- 17.1 The Authority shall keep its financial statements in accordance with the requirements of the *Local Government (Financial Management) Regulations 2011*.
- 17.2 The Board will, at the end of each financial year prepare a schedule of assets and liabilities. In addition, the Board must maintain the record known as the *Schedule of Constituent Council's Interest in Net Assets* which will reflect the proportionate contribution that each Constituent Council has made to the growth of the net assets of the Authority having regard to the proportionate contribution to subscriptions.
- 17.3 The Schedule, when updated by the Board at the end of each financial year, will reflect the proportionate contribution of each Constituent Council since the commencement of the Authority and once accepted by each Constituent Council will be evidence of the agreed proportion of a Constituent Council's interests in the net assets as at 30 June in that year.

Common Seal

- 17.4 The Authority shall have a common seal which may be affixed to documents and must be attested to by the signatures of two Board Members.
- 17.5 The common seal must not be affixed to a document except in pursuance of a decision of the Board. The CEO will maintain a register which records the resolutions of the Board giving authority or providing support for the affixation of the common seal and details of the documents to which the common seal has been affixed with the particulars of the Board Members who attested to the fixing of the seal and the date thereof.

Audit

- 17.6 The Authority shall appoint an auditor in accordance with the *Local Government (Financial Management) Regulations 2011*, on terms and conditions set by the Board.
- 17.7 The Auditor will have the same powers and responsibilities as set out in the Act, in relation to a council.
- 17.8 The Authority must establish an Audit Committee which will comprise of five (5) members as follows:
- 17.8.1 a person, who will be the Chair, appointed by Majority of the Constituent Councils, evidenced by resolution, and who is not an officer or member, of a Constituent Council or a Member of the Board,
- 17.8.2 two (2) persons appointed by Majority of the Constituent Councils, evidenced by resolution, and who is an officer or member, of a Constituent Council or a Member of the Board; and;
- 17.8.3 two (2) persons appointed by Majority of the Constituent Councils, as evidenced by resolution, and who are not an officer or member of a Constituent Council or a Member of the Board and who are; considered to have experience relevant to

the functions of the Authority or, financial experience relevant to the functions of the Audit Committee.

Business Plan

- 17.9 The Authority must:
- 17.9.1 prepare a ten (10) year Business Plan, in consultation with the Constituent Councils which cannot be in conflict with this Charter; and
 - 17.9.2 prepare a ten (10) year Long-Term Financial Plan (which must include principles detailing the actual distribution of overheads between the Constituent Councils and any other matter required by the Constituent Councils or determined by the Board to be included); and
 - 17.9.3 prepare an Asset Management Plan.
- 17.10 The Long Term Financial and Asset Management Plans form part of the Business Plan.
- 17.11 The Authority must review the Business Plan annually, in consultation with the Constituent Councils.
- 17.12 In preparing and reviewing the Business Plan, the Authority must address or include any other matter prescribed by the Constituent Councils or determined to be relevant by the Board.

Annual Plan

- 17.13 The Authority must, for each Financial Year, have an Annual Plan which supports and informs its Budget. The Annual Plan must:
- 17.13.1 include an outline of the Authority's objectives for the Financial Year, the activities that the Authority intends to undertake to achieve those objectives and the measures that the Authority intends to use to assess its performance against its objectives over the financial year;
 - 17.13.2 assess the financial requirements of the Authority for the Financial Year and, taking those requirements into account, set out a summary of the Authority's proposed operating expenditure, capital expenditure and sources of revenue;
 - 17.13.3 consider the objectives set out in the Business Plan and, in particular, the Long-Term Financial Plan and issues relevant to the management of assets and resources by the Authority;
 - 17.13.4 set out proposals for the recovery of overheads over the Financial Year from the Constituent Councils; and
 - 17.13.5 address or include any other matter prescribed by the Constituent Councils or determined to be relevant by the Board.
- 17.14 An adopted Annual Plan binds the Authority and is the basis upon which the Budget is prepared.

- 17.15 The draft Annual Plan must be referred to the Constituent Councils with sufficient time to receive any comments from them for consideration by the Board at the time it is considered by the Board for adoption.

Annual Budget

- 17.16 The Authority shall, after 31 May but before the end of June in each Financial Year, prepare (in a manner consistent with its Annual Plan) and adopt a Budget for the ensuing Financial Year in accordance with the Act.
- 17.17 The draft annual Budget must be referred to Constituent Councils with sufficient time to receive any comments from the Councils for consideration by the Board at the time it is considered by the Board for adoption.
- 17.18 The Authority must provide a copy of its Budget to the Constituent Councils within five (5) business days after adoption by the Board.
- 17.19 Reports summarising the financial position and performance of the Authority against the annual Budget must be prepared and presented to the Board at each Board meeting and copies provided to the Constituent Councils within five (5) days of the Board meeting to which they have been presented.
- 17.20 Subject to any other provision of this Charter, an adopted Budget binds the Authority and is authority for the Authority to perform work, incur debts and meet obligations according to its terms without the need for any further approval of the Constituent Councils.

Service Agreement

- 17.21 The Authority will enter into a Service Agreement with each of the Constituent Councils in a form and upon terms and conditions agreed by each Constituent Council.

18. FUNDING

- 18.1 The Constituent Councils share in the liabilities of the Authority in accordance with their respective interest in the Authority under the Schedule of Constituent Councils Interest in Net Assets.
- 18.2 The Board is responsible to provide the Constituent Councils with sufficient information for each to ascertain the level of and to understand the reasons behind, the funding required in the next Financial Year through the Business Plan and the Annual Budget.
- 18.3 The Board will annually determine the funds required by the Authority to enable it to function in accordance with this Charter.
- 18.4 Subject to all of the Constituent Councils approving the Annual Budget, the Constituent Councils shall contribute the funds requested by the Board in the Annual Budget.
- 18.5 The Board may during any Financial Year for purposes of genuine emergency or hardship determine that additional funds are required for the continuing function of the Authority.

- 18.6 The Board must obtain a Unanimous Decision from the Constituent Councils regarding the need for additional funds, before the Constituent Councils will be obliged to meet any request for additional funds.
- 18.7 The annual contribution will be paid in arrears by monthly instalments by each Constituent Council.
- 18.8 Additional contributions (if any) will be paid by each Constituent Council in the proportions attributable as set out in clause 18.1 and in the manner and at the time determined by the Board.
- 18.9 The Board is accountable to the Constituent Councils, individually and collectively, to ensure that the Authority functions in accordance with its Business Plan and approved Budget.
- 18.10 The Authority must use contributions received from a Constituent Council only for the purposes of an activity set out in the Budget.
- 18.11 If a Constituent Council (the Defaulter) fails to pay its full contribution when due, following the expiration of fourteen (14) days' notice in writing being given:
- 18.11.1 the Defaulter must pay to the Authority interest on that amount at the official Reserve Bank Cash Rate Target plus 10% per annum from the due date to the date of actual payment;
- 18.11.2 the Authority may recover that amount and that interest from the Defaulter as a debt;
- 18.11.3 the Authority may, without prejudicing its other rights, set off any moneys otherwise payable by the Authority to the Defaulter against that amount and interest; and
- 18.11.4 if the default continues beyond the expiration of the fourteen (14) days' notice in writing having been delivered:
- (i) the Authority must notify all Constituent Councils (including the Defaulter) of the fact and details of the default; and
- (ii) Constituent Councils, other than the Defaulter, must together lend to the Authority an amount equal to the amount not paid by the Defaulter, in such proportions as they may agree, or failing agreement, in the proportion of the Schedule of Constituent Councils Interest in Net Assets of those Constituent Councils making such loan, for repayment when and to the extent the Defaulter makes good the contribution and accrued interest.

Distributions to Constituent Councils

- 18.12 The Authority must pay or credit surplus funds to the Constituent Councils in proportion to their respective interests in the Authority under the Schedule of Constituent Councils Interest in Net Assets, to the extent the Board determines the Authority can afford to pay, having regard to future expenditure that the Business Plan anticipates will be incurred.

- 18.13 If the Board determines that the Authority needs to fund an operating shortfall or loss, the Constituent Councils will be charged in proportion to the Schedule of Constituent Councils Interest in Net Assets.

Contributions on Insolvency

- 18.14 On the insolvency of the Authority each Constituent Council must contribute in proportion to its interest in the Schedule of Constituent Councils Interest in Net Assets to the debts and liabilities of the Authority and otherwise as incurred while the Constituent Council is a Constituent Council.

19. ASSETS

Acquisition of Assets

- 19.1 The Authority may in accordance with this Charter acquire such assets (real or personal) as its Business Plan provides or otherwise pursuant to a Unanimous Decision of the Constituent Councils.

Disposal of Assets

- 19.2 The Authority may dispose of assets as its Business Plan provides, or at the end of the asset's economic life.
- 19.3 The Authority must, in the acquisition or disposal of assets, comply with any relevant policy adopted by the Board, in particular in accordance with clause 11.2 of this Charter.

20. INVESTMENTS

- 20.1 In accordance with its Business Plan and Budget the Authority may invest in:
- 20.1.1 waste management infrastructure and ancillary land;
 - 20.1.2 plant and equipment to store, transfer and/or treat waste;
 - 20.1.3 plant and equipment to transport waste from properties to an appropriate place of storage and/or disposal; and
 - 20.1.4 cash on interest-bearing deposit with any bank.

21. INSURANCE

- 21.1 Unless the Authority otherwise determines to explore other market opportunities, the Authority shall register with the Local Government Mutual Liability Scheme and the Local Government Workers Compensation Scheme and comply with the Rules of those Schemes.
- 21.2 The Authority shall advise the Local Government Risk Management Services of its insurance requirements relating to the Local Government Special Risks including buildings, structures, vehicles and equipment under the management, care and control of the Authority.
- 21.3 The Authority shall register with the Local Government Superannuation Scheme and comply with the Rules of that Scheme (where applicable).

22. ACCOUNTING RECORDS

- 22.1 The Authority must comply with section 124 of the Act as if the Authority were a council.
- 22.2 The Authority must keep accounting records in relation to services in such manner as will enable the calculation of Constituent Council contributions to, expenditure on and revenue from, that service separately.

23. ACCESS TO DOCUMENTS

Access to Records

- 23.1 A Constituent Council and a Board Member each has a right to inspect and to take copies of the books and records of the Authority for any proper purpose being a purpose related to the lawful duties and obligations of the Constituent Council or Board Member, as the case may be.
- 23.2 In the first instance 'proper purpose' will be determined by the CEO. If there is a dispute as to whether a proper purpose has been established, the Board will determine whether access to the records is to be granted.
- 23.3 Unless the access is required for an urgent purpose, the Constituent Council or Board Member is required to provide reasonable notice, in writing, addressed to the CEO regarding the request for access and the proper purpose for which access is required.
- 23.4 The CEO, or delegate providing access, may indicate to the Constituent Council or Board Member that information contained in the document is, or should be, considered confidential.
- 23.5 The CEO may require the Constituent Council or Board Member to pay the Authority's reasonable costs in complying with such a request. If there is a dispute as to the reasonable costs sought by the Authority, the Board will determine the reasonable costs payable for access to records (if any).
- 23.6 The Constituent Council or Board Member must not make improper use of the information acquired by accessing records.

Board Reports

- 23.7 The Authority must provide Board reports to the Board Members and Constituent Councils in accordance with this Charter and otherwise at such times, in such format and with such content as the Board may determine.

Annual Reports

- 23.8 Clause 28, Part 2, of Schedule 2 to the Act requires the Authority to furnish an Annual Report to the Constituent Councils.
- 23.9 The Annual Report will be in such format and include such content as required by law and otherwise as the Constituent Councils may determine by Majority, as evidenced by resolution.
- 23.10 The Annual Report must be delivered to the Constituent Councils on or before 30 September in each year subsequent to the Financial Year to which the report relates.

24. DISPUTE RESOLUTION

The procedure in this clause must be applied to any dispute that arises between the Authority and a Constituent Council concerning the affairs of the Authority, or between Constituent Councils concerning the affairs of the Authority, including as to the meaning or effect of this Charter.

- 24.1 The Authority and a Constituent Council must continue to observe and perform this Charter despite the dispute.
- 24.2 This clause does not prejudice the right of a party:
- (a) to require the continuing observance and performance of this Charter by all parties; or
 - (b) to institute proceedings to enforce payment due under this Charter or to seek injunctive relief to prevent immediate and irreparable harm.
- 24.3 Subject to this clause, a dispute must not be the subject of legal proceedings between any of the parties in dispute. If legal proceedings are initiated or continued in breach of this provision, a party to the dispute is entitled to apply for and be granted an order of the court adjourning those proceedings pending completion of the procedure set out in this clause.

Step 1: Notice of dispute:

- 24.4 A party to the dispute must promptly notify each other party to the dispute:
- (i) of the nature of the dispute, giving reasonable details; and
 - (ii) what action (if any) the party giving notice thinks will resolve the dispute; but a failure to give such notice does not entitle any other party to damages.

Step 2: Meeting of the parties:

- 24.5 A party to the dispute which complies with the previous step may at the same, or a later time, notify in writing each other party to the dispute that the first party requires a meeting within fourteen business days after the giving of such notice.
- 24.6 In that case, each party to the dispute must send to the meeting a senior manager of that party (which person for a Constituent Council will be the CEO unless the CEO is a Board member in which case it will be a second tier officer of the Constituent Council and which person for the Authority will be its CEO or nominee) to resolve the dispute and at the meeting make a good faith attempt to resolve the dispute.

Step 3: Mediation:

- 24.7 A dispute that is not resolved within thirty days must be referred to mediation.
- 24.8 The mediator must be a person agreed by the parties in dispute or, if they cannot agree within fourteen business days, a mediator nominated by the President of the of the South Australian Bar Association (or equivalent officer of any successor organisation).

- 24.9 The role of a mediator is to assist in negotiating a resolution of a dispute. A mediator may not make a decision binding on a party unless that party has so agreed in writing;
- 24.10 The mediation must take place in a location in Adelaide determined by the mediator. A party in dispute must cooperate in arranging and expediting mediation.
- 24.11 A party in dispute must send to the mediation a senior manager with authority to resolve the dispute.
- 24.12 The mediator may exclude lawyers acting for the parties in dispute and may co-opt expert assistance as the mediator thinks fit.
- 24.13 A party in dispute may withdraw from mediation if there is reason to believe the mediator is not acting in confidence, or with good faith or is acting for a purpose other than to resolve the dispute.
- 24.14 Unless otherwise agreed in writing:
- (i) everything that occurs before the mediator is confidential and will occur in closed session;
 - (ii) discussions (including admissions and concessions) are without prejudice and may not be called into evidence in any subsequent arbitration or litigation by a party; and
 - (iii) documents brought into existence specifically for the purpose of the mediation may not be admitted in evidence in any subsequent arbitration or legal proceedings by a party;
- 24.15 The parties in dispute must report back to the mediator within fourteen business days on actions taken, based on the outcome of the mediation.
- 24.16 A party in dispute need not spend more than one day in mediation for a matter under dispute.
- 24.17 A party in dispute must bear an equal share of the costs and expenses of the mediator and otherwise bears their own costs.

Step 4: Arbitration

- 24.18 Despite whether any previous step was taken, a dispute not resolved within 60 days must be referred to arbitration, as to which:
- (i) there must be only one Arbitrator and who is a natural person agreed by the parties or, if they cannot agree within fourteen business days, an Arbitrator nominated by the then Chairperson of The Institute of Arbitrators and Mediators (South Australian Chapter);
 - (ii) the arbitration must take place in an agreed location in Adelaide,
 - (iii) a party must co-operate in arranging and exposing arbitration;
 - (iv) a party must send out to the arbitration a senior manager with authority to resolve the dispute.

- 24.19 The costs and expenses of the Arbitrator and of each party will be borne as the Arbitrator decides.

Step 5: Expulsion

- 24.20 If the dispute is unable to be resolved through Arbitration within twelve (12) months of the dispute arising, then, by way of Majority decision, the Constituent Council's each individually and collectively agree that the other Constituent Councils may, by operation of this clause and on behalf of the other Constituent Council, make a request to the Minister, which will be deemed to be an application by that Constituent Council to the Minister to determine that it cease to be a Constituent Council of the Authority.

25. WINDING UP

The Authority may be wound up in circumstances as provided under clause 33(1) of Part 2, of Schedule 2 to the Act.

Winding Up and Statutory Guarantee

- 25.1 On winding up, the surplus assets or liabilities of the Authority shall be distributed between or become the responsibility of the Constituent Councils in the respective proportions under the Schedule of Constituent Councils Interest in Net Assets.
- 25.2 If there are insufficient funds to pay all expenses due by the Authority on winding up (or at any other time there are unfunded liabilities which the Authority cannot meet), a call shall be made upon all of the Constituent Councils in proportion to the Schedule of Constituent Councils Interest in Net Assets for the purpose of satisfying their statutory guarantee of the liabilities of the Authority or as otherwise agreed by unanimous decision of the Constituent Councils, evidenced by resolution.

PART 4 – MISCELLANEOUS

26. SERVICE OF DOCUMENTS

- 26.1 A document to be given by the Authority to a Constituent Council, or by a Constituent Council to the Authority may be given in a manner permitted by section 280 of the Act.
- 26.2 A written notice given by the Authority to a Constituent Council must be marked, 'Attention: Chief Executive Officer'.

27. CIRCUMSTANCES NOT PROVIDED FOR

If any circumstances arise about which this Charter is silent, or is incapable of taking effect or being implemented according to its terms, the Board may consider the circumstances and determine the action to be taken.

5.3 CONSULTATION PAPER - REVIEW OF ALLOWANCES FOR MEMBER OF LOCAL GOVERNMENT COUNCILS - REMUNERATION TRIBUNAL SA

Responsible Executive Manager : Tina Hudson

Report Author : Skye Nitschke

Delegated Authority : Matters which cannot be delegated to a Committee or Staff

Attachments :

1. Correspondence from Remuneration Tribunal of South Australia
2. Report 2 of 2022
3. Determination 2 of 2022
4. Supplementary Report and Determination 5 of 2022
5. Appendix A - Guidelines for Written Submissions
6. Appendix B - Legislative Provisions

PURPOSE

For Council to consider a submission to the Review of Allowances for Members of Local Government Councils being conducted by the Remuneration Tribunal of South Australia (the Tribunal).

STAFF RECOMMENDATION

1. A written submission be made to the Remuneration Tribunal of South Australia that addresses the criteria outlined in Appendix A - Guidelines for written submissions (Attachment 5) specific to the City of Playford, with particular focus on the rapid growth of the city, the diversity in socio-economic status across the city, complexity of matters requiring consideration by Elected Members and a recommendation that the City of Playford be included in remuneration Band 1A.
2. The Chief Executive Officer is authorised to prepare the submission to the Remuneration Tribunal of South Australia to be signed by the Mayor and Chief Executive Officer.

EXECUTIVE SUMMARY

The Tribunal has initiated a review of Determination 2 of 2022 (Attachment 3) and Determination 5 of 2022 (Attachment 4) - Allowances for Members of Local Government Councils. Submissions from Councils have been invited by 16 April 2026.

This review is seeking detailed submissions which address the criteria in Section 76(3) of the *Local Government Act 1999*. Appendix A – Guidelines for written submissions has been provided by the Tribunal which sets out the matters that submissions should address (Attachment 5).

Please note that this review also takes in allowances for the Adelaide City Council. As this is not relevant to the City of Playford, the report will not contemplate this part of the Tribunal's correspondence.

1. BACKGROUND

On 5 July 2022, the Tribunal issued Report and Determination 2 of 2022 (Attachments 2 and 3) and Supplementary Report and Determination 5 of 2022 (Attachment 4). The Local Government Report and Determination cover 66 Local Government Councils, excluding the Adelaide City Council, who are grouped into six bands. Each band sets out the allowances payable to the Elected Members of Local Government.

As required by Section 76 of the *Local Government Act 1999* the Tribunal has commenced its 4 yearly review of allowances provided for Elected Members.

Section 76(3) of the *Local Government Act 1999* requires that in undertaking this review the Tribunal must have regard to the following:

- (a) *the role of members of council as members of the council's governing body and as representatives of their area;*
- (b) *the size, population and revenue of the council, and any relevant economic, social, demographic and regional factors in the council area;*
- (ba) *the ratio of members to ratepayers;*
- (c) *the fact that an allowance under this section is not intended to amount to a salary for a member;*
- (d) *the fact that an allowance under this section should reflect the nature of a member's office;*
- (e) *the provisions of this Act providing for the reimbursement of expenses of members.*

In making its determinations, the Tribunal will have regard to the legislated roles of Mayors and Councillors as set out in the *Local Government Act 1999*. The provisions are extracted in Appendix B – Legislative Provisions (Attachment 6).

2. RELEVANCE TO STRATEGIC PLAN

This matter does not have direct relevance to the delivery of the 2025-2028 Strategic Plan.

3. PUBLIC CONSULTATION

There is no requirement to consult with the public on this matter.

4. DISCUSSION

- 4.1 On 16 February 2026 the Tribunal wrote to Elected Members of Local Government Councils advising of the Review of Allowances for Members of Local Government Councils. This correspondence was provided to Council Members by Mayor Docherty via memo on 18 February 2026.
- 4.2 Whilst individual Elected Members may provide their own submissions, this matter is being brought to the Council to consider a submission that conveys a collective view on Allowances for Members of Local Government Councils.
- 4.3 Section 10(2) of the *Remuneration Act 1990* provides that before the Tribunal makes a determination affecting the remuneration of a particular person, or

persons of a particular class, the Tribunal must allow that person, or the persons of that class, a reasonable opportunity to make submissions orally or in writing to the Tribunal.

- 4.4 The data requested in Appendix A – Guidelines for written submission (Attachment 5), includes items such as population, revenue of Council, major growth and development, significant social and economic issues. When considering the rapid rate of growth; approximately 10 new residents per day and a projected increase in population of over 17,000 people to 133,159 in the next 5-years, over 100,000 new homes to be built within the City of Playford over the next 30 years, revenue in excess of \$170M, major projects such as the development of the Defence, Health and CBD precincts, and a wide diversity in socio-economic status across the city, the City of Playford Elected Members are faced with considerably significant and complex matters to consider.
- 4.5 The remuneration framework that has been developed for Local Government Chief Executive Officers, is built up of criteria that is very similar, if not the same to those that were discussed at paragraph 4.4. This framework has been independently assessed by Mercer (Consulting) Australia Pty Ltd (Mercer) and considered to be the best indicator of complexity as it relates to the role of a Chief Executive Officer.
- 4.6 When applying the framework to determine the banding for Chief Executive Officer remuneration, the City Playford was included in Band 1 along with the cities of Onkaparinga, Charles Sturt, Salisbury and Port Adelaide Enfield.
- 4.7 The current banding for Elected Members has the cities of Onkaparinga, Charles Sturt, Salisbury and Port Adelaide Enfield in Band 1A, however the City of Playford is currently in Band 1B.
- 4.8 Noting that the criteria for determining complexity for both Elected Members and for CEOs is very similar, it seems reasonable to consider that there should be consistency in determining the appropriate remuneration band across the elected member and chief executive officer groups. As such it is believed Band 1A is a more appropriate band for City of Playford Elected Members.

5. OPTIONS

Recommendation

1. A written submission be made to the Remuneration Tribunal of South Australia that addresses the criteria outlined in Appendix A - Guidelines for written submissions (Attachment 5) specific to the City of Playford, with particular focus on the rapid growth of the city, the diversity in socio-economic status across the city, complexity of matters requiring consideration by Elected Members and a recommendation that the City of Playford be included in remuneration Band 1A.
2. The Chief Executive Officer is authorised to prepare the submission to the Remuneration Tribunal of South Australia to be signed by the Mayor and Chief Executive Officer.

Option 2

1. A written submission be made to the Remuneration Tribunal of South Australia that addresses the criteria outlined in Appendix A – Guidelines for written submissions (Attachment 5) specific to the City of Playford, with the following feedback included:

- _____
- _____
- _____

2. The Chief Executive Officer is delegated to prepare the submission to the Remuneration Tribunal of South Australia to be signed by the Mayor and Chief Executive Officer.

Option 3

Council resolves not to make a submission to the Review of Allowances for Members of Local Government Councils being conducted by the Remuneration Tribunal of South Australia.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Engaging in this review provides an opportunity for Council to highlight the complex environment in which Elected Members are required to operate and that the allowances are commensurate with that complexity.

Risk Appetite

Reputation

Council has a low appetite for negative perceptions that compromise its credibility and reputation, achievement of its long-term vision (Playford Community Vision 2043) and strategic objectives, or ability to maintain its status as a progressive and major growth Council.

This decision will ensure that Council engages in meaningful collaboration with external agencies to build a robust remuneration framework for Elected Members of Local Government Councils.

6.1.2 Financial Implications

There are no financial or resource implications associated with making a submission.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

This option allows for Council to determine the feedback that is specifically included in the submission.

6.2.2 Financial Implications

There are no financial or resource implications associated with making a submission.

6.3 Option 3 Analysis

6.3.1 Analysis & Implications of Option 3

Option 3 allows for the Council not to make a submission to the Review of Allowances for Members of Local Government Councils in the event there is no feedback to provide.

6.3.2 Financial Implications

There are no financial or resource implications associated with not making a submission.

OFFICIAL: Sensitive



REMUNERATION TRIBUNAL

Please address
all correspondence to
remunerationtribunal@sa.gov.au

GPO BOX 1045
ADELAIDE SA 5001
(08) 7133 9490
www.remtribunal.sa.gov.au

16 February 2026

Elected Members of Local Government Councils
Local Government Councils of South Australia
Sent via email

Dear Elected Members

REVIEW OF ALLOWANCES FOR MEMBERS OF LOCAL GOVERNMENT COUNCILS

The Remuneration Tribunal (**Tribunal**) has initiated a review of Determination 2 of 2022, Determination 5 of 2022 - Allowances for Members of Local Government Councils, and Determination 3 of 2022 – Allowances for Members of Adelaide City Council. Copies of the Tribunal's Determinations are available online at www.remtribunal.sa.gov.au

The Tribunal will make its Determination according to the requirements of the *Local Government Act 1999 (SA)* and the *City of Adelaide Act 1998 (SA)* respectively, which require the Tribunal to consider certain specified criteria.

Section 10(2) of the *Remuneration Act 1990 (SA)* provides that before the Tribunal makes a determination affecting the remuneration of a particular person, or persons of a particular class, the Tribunal must allow that person, or the persons of that class, a reasonable opportunity to make submissions orally or in writing to the Tribunal.

The Tribunal has issued a guideline for making submissions, which is attached. The Tribunal has also asked the LGA to distribute this information to all councils.

OFFICIAL: Sensitive

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Written submissions may be sent by email to RemunerationTribunal@sa.gov.au. The closing date for written submissions is **Thursday, 16 April 2026**. There will also be an opportunity for the making of oral submissions to the Tribunal. If you wish to make an oral submission, please notify the Tribunal by the same date, and a hearing time will be arranged.

Yours sincerely

Zachariah Reveruzzi
SENIOR ADVISOR
REMUNERATION TRIBUNAL

Encl: *Submission Guideline - Allowances for Members of Local Government Councils & the Adelaide City Council 2026*

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REMUNERATION TRIBUNAL

SUBMISSION GUIDELINE FOR ALLOWANCES FOR MEMBERS OF LOCAL GOVERNMENT COUNCILS & THE ADELAIDE CITY COUNCIL

On 5 July 2022, the Remuneration Tribunal of South Australia (**Tribunal**) issued Report and Determination 2 of 2022 and Supplementary Report and Determination 5 of 2022 (**Local Government Report & Determination**) and Report and Determination 3 of 2022 (**City of Adelaide Report & Determination**).

The Local Government Report and Determination cover 66 Local Government Councils, excluding the Adelaide City Council (**City of Adelaide**) who are grouped into six bands. Each band sets the allowances payable to the Elected Members of Local Government (**Councillors**).

The City of Adelaide Report and Determination provide the same for Elected Members of the City of Adelaide.

As required by section 76 of the *Local Government Act 1999* (SA) (**Local Government Act**) and section 24 of the *City of Adelaide Act 1998* (SA) (**City of Adelaide Act**) the Tribunal has commenced its 4 yearly reviews of the allowances provided for Councillors.

Sections 76(3) of the Local Government Act and section 24 of the City of Adelaide Act requires that in undertaking this review the Tribunal must have regard to the following:

- (a) the role of members of council as members of the council's governing body and as representatives of their area;
- (b) the size, population and revenue of the council, and any relevant economic, social, demographic and regional factors in the council area;
- (ba) the ratio of members to ratepayers; (excluded from section 24 of the City of Adelaide Act)
- (c) the fact that an allowance under this section is not intended to amount to a salary for a member;
- (d) the fact that an allowance under this section should reflect the nature of a member's office;
- (e) the provisions of this Act providing for the reimbursement of expenses of members.

In making its Determinations, the Tribunal will have regard to the legislated roles of Mayors and Councillors as set out in the Local Government Act the City of Adelaide Act. The respective provisions are extracted in Appendix B.

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The Tribunal intends to receive submissions for the review by **Thursday, 16 April 2026** and is issuing this guideline to provide the Local Government community with a timely opportunity to consider their preferred positions with respect to future allowances and to make submissions.

The Tribunal urges respondents to note the concerns it expressed in Report 2 of 2022 about the sustainability of the current approach.

The Tribunal is seeking detailed submissions which address the criteria in section 76(3) of the Local Government Act and section 22 of the City of Adelaide Act with suggestions that the Tribunal can draw from the submission.

For ease of use, the Tribunal has issued **Appendix A** which sets out the matters submissions should address.

Suggestions from the local government sector on both aspects are invited in writing to RemunerationTribunal@sa.gov.au in the format below by no later than **Thursday, 16 April 2026**.

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No. 2 of 2022

REPORT OF THE REMUNERATION TRIBUNAL
2022 ALLOWANCES FOR MEMBERS OF LOCAL GOVERNMENT COUNCILS

INTRODUCTION AND BACKGROUND

1. Section 14 of the *Remuneration Act 1990* provides that the Remuneration Tribunal (“the Tribunal”) has jurisdiction to determine the remuneration, or a specified part of the remuneration, payable in respect of certain offices, if such jurisdiction is conferred upon the Tribunal by any other Act or by the Governor by proclamation.
2. The Tribunal’s jurisdiction in relation to members of local government councils (“members”) is governed by section 76 of the *Local Government Act 1999*. That section confers jurisdiction upon the Tribunal to determine allowances for members, once every four years.
3. The Tribunal notes that its jurisdiction for members under the above legislation is limited and specific. The Tribunal’s powers are limited to the determination of allowances only and the Tribunal must consider certain criteria as set out in the legislation.
4. The last review of this entitlement was conducted by the Tribunal in 2018. The Tribunal notes that, for the three years between Tribunal reviews, allowances are indexed each year according to the above legislation.

PROCEDURAL HISTORY

5. Section 10(2) of the *Remuneration Act 1990* provides that prior to the making of a Determination, the Tribunal must allow an affected person, or persons of an affected class, a reasonable opportunity to make submissions orally or in writing to the Tribunal.
6. Section 10(4) of the *Remuneration Act 1990* provides that the Minister responsible for the Act may intervene, personally or by counsel or other representative, in proceedings before the Tribunal for the purpose of introducing evidence, or making submissions, on any question relevant to the public interest.
7. On 8 February 2022, the Tribunal wrote to the Premier of South Australia (“the Premier”), as the Minister responsible for the Act, the Minister for Local Government, as the Minister responsible for the *Local Government Act 1999*, and to the Local Government Association of South Australia (“LGA”), inviting submissions to the Tribunal.

8. A public notification of the review and a guideline for the making of submissions was published on the Tribunal's website the same day, advising that the Tribunal had "*initiated a review of allowances for Elected Members of Local Government Councils*".¹ This determination relates to members of South Australian local government councils excluding members of the Adelaide City Council. Allowances for members of the Adelaide City Council will be addressed in a separate determination by the Tribunal.
9. The Tribunal issued guidelines for the making of submissions that gave prior notice that the Tribunal would consider the following factors in the making of its determination:
 - Name and contact details of the Council, individual or association making the submission.
 - The geographical size (area) of the Council.
 - Population (number of electors).
 - The revenue (\$) of the Council.
 - The ratio of members to ratepayers.
 - Meetings (number of council and committee meetings held in last 12 months, number of members attending council and committee meetings).
 - Amount of allowance deemed appropriate (submission may present an evidence based justification for an adjustment).
 - Any other relevant factors, without limiting the issues that might be addressed (this may include comment on any issues with the current Determination, or council groupings for the purpose of determining the level of allowance, or the Council's capacity to pay).
10. These factors reflected the provisions of section 76(3) of the *Local Government Act 1999* and matters considered by the Tribunal to be potentially relevant to the establishment of allowances.
11. The closing date for written submissions was 8 April 2022.
12. The Tribunal conducted a hearing on 2 May 2022 for councils and individuals to make oral submissions to the Tribunal.

LEGISLATIVE PROVISIONS

13. Section 76 of the *Local Government Act 1999*, as amended, is set out as follows:

"76—Allowances

- (1) *Subject to this Act, a member of a council is entitled to the allowance determined by the Remuneration Tribunal in relation to the member's office and indexed in accordance with this section.*
- (2) *The Remuneration Tribunal must make determinations under this section on a 4 yearly basis before the designated day in relation to each set of periodic elections held under the Local Government (Elections) Act 1999.*

¹ The public notification advised that the scope of the review included allowances for elected members as defined in section 76 of the *Local Government Act 1999* and section 24 of the *City of Adelaide Act 1998*.

- (3) *The Remuneration Tribunal must, in making a determination under this section, have regard to the following:*
- (a) *the role of members of council as members of the council's governing body and as representatives of their area;*
 - (b) *the size, population and revenue of the council, and any relevant economic, social, demographic and regional factors in the council area;*
 - (ba) *the ratio of members to ratepayers;*
 - (c) *the fact that an allowance under this section is not intended to amount to a salary for a member;*
 - (d) *the fact that an allowance under this section should reflect the nature of a member's office;*
 - (e) *the provisions of this Act providing for the reimbursement of expenses of members.*
- (4) *For the purposes of the proceedings before the Remuneration Tribunal but without derogating from the operation of subsection (3), the allowances to be determined under this section will be taken to be in the nature of a fee under the definition of **remuneration** in the Remuneration Act 1990.*
- (5) *Without limiting section 10 of the Remuneration Act 1990, the Remuneration Tribunal must—*
- (a) *allow persons who are entitled to be enrolled on the voters roll for an area a reasonable opportunity to make submissions orally or in writing to the Tribunal in relation to a determination under this section that relates to the members of the council for that area; and*
 - (b) *allow the LGA a reasonable opportunity to make submissions orally or in writing to the Tribunal in relation to any determination under this section.*
- (6) *Nothing in subsection (5) requires the Remuneration Tribunal, for the purposes of making all determinations required under this section in any 4 year period, to hold more than 1 hearing to receive any oral submissions that persons may care to make (and the Tribunal is not required to hold any hearing if it appears to the Tribunal that no one is seeking to make oral submissions).*
- (7) *The rates of allowances may vary from office to office, and from council to council.*
- (8) *An allowance determined under this section will, in relation to the members of a particular council, be payable for the period—*
- (a) *commencing on the conclusion of the relevant periodic election; and*
 - (b) *concluding at the time at which the last result of the next periodic election is certified by the returning officer under the Local Government (Elections) Act 1999 (including in respect of a member of the council for whom the conclusion of the next periodic election is, for other purposes, the last business day before the second Saturday of November of the year of the periodic election as a result of the operation of section 4(2)(a)).*
- (9) *An allowance determined under this section is to be adjusted on the first, second and third anniversaries of the relevant periodic elections to reflect changes in the Consumer Price Index.*
- (10) *Sections 17 and 19 of the Remuneration Act 1990 do not apply in relation to a determination under this section.*

- (11) Subject to subsection (8), a member of a council who holds an office for part only of the period in respect of which an allowance is payable is entitled to the proportion of the allowance that the period for which the member held the office bears to the total period.
- (12) An allowance under this section is to be paid in accordance with any requirement set out in the regulations (unless the member declines to accept payment of an allowance).
- (13) Despite any other Act or law, the reasonable costs of the Remuneration Tribunal in making a determination under this section are to be paid by the LGA under an arrangement established by the President of the Tribunal after consultation with the LGA.
- (13a) The LGA may recover the reasonable costs incurred by the Remuneration Tribunal in making a determination under this section as a debt from the councils to which the determination relates.
- (14) Regulations made for the purposes of this section may make different provision according to the offices or classes of council to which they are expressed to apply.
- (15) In this section—
- Consumer Price Index** means the Consumer Price Index (All groups index for Adelaide) published by the Australian Bureau of Statistics;
- designated day**, in relation to particular periodic elections, means the day that is 14 days before the day on which nominations close for those elections.”
14. Relevantly, the Tribunal’s jurisdiction is confined to the making of Determinations, on a four-yearly basis, in relation to allowances of members. Section 76 recognises that the Tribunal may determine differential allowance amounts and increases depending on its assessment of these legislative criteria.
15. The Tribunal notes that the allowances referenced in the *Local Government Act 1999* fall within the definition of remuneration in the *Remuneration Act 1990* as follows:

“3—Interpretation

In this Act—

remuneration includes—

- (a) salary; and
- (b) allowances; and
- (c) expenses; and
- (d) fees; and
- (e) any other benefit of a pecuniary nature;

the Tribunal means the Remuneration Tribunal established under Part 2.”

16. The Tribunal notes that in accordance with section 76(3)(c) of the *Local Government Act 1999*, the allowance paid to members is “...not intended to amount to a salary for a member.” The Tribunal has proceeded with this review on that basis.

ROLE AND FUNCTIONS OF MEMBERS

17. The role of members is expressed at section 59 of the *Local Government Act 1999*. The Tribunal has had due regard to the official role and functions set out below in the making of its Determination.

“59—Roles of members of councils

- (1) *The role of a member of a council is—*
- (a) *as a member of the governing body of the council—*
- (i) *to act with integrity; and*
 - (ii) *to ensure positive and constructive working relationships within the council; and*
 - (iii) *to recognise and support the role of the principal member under the Act; and*
 - (iv) *to develop skills relevant to the role of a member of the council and the functions of the council as a body; and*
 - (v) *to participate in the deliberations and activities of the council; and*
 - (vi) *to keep the council's objectives and policies under review to ensure that they are appropriate and effective; and*
 - (vii) *to keep the council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery, under review; and*
 - (viii) *to ensure, as far as is practicable, that the principles set out in section 8 are observed; and*
 - (ix) *to participate in the oversight of the chief executive officer's performance under the council's contract with the chief executive officer; and*
 - (x) *to serve the overall public interest; and*
- (b) *as a person elected to the council—to represent the interests of residents and ratepayers of the council, to provide community leadership and guidance, and to facilitate communication between the community and the council.*
- (2) *A member of a council may, with the principal member's authorisation, act in place of, or represent, the principal member.*
- (3) *A member of a council has no direct authority over an employee of the council with respect to the way in which the employee performs his or her duties.”*

SUBMISSIONS

18. A summary of written submissions made to the Tribunal by councils and individuals is included below:

Council	Type of submission	Summary of Issues Raised
Coorong District Council	Council	<ul style="list-style-type: none"> • Change in members to ratepayers ratio (less members) • Increase Deputy Mayor Allowance (to reflect acting arrangements for Mayor and mentoring other members)
City of Marion Council	Council	<ul style="list-style-type: none"> • Members can now attend meetings remotely, leading to efficiencies in travelling time
Port Pirie Regional Council (Individual, Mayor)	Individual, Member	<ul style="list-style-type: none"> • Reclassify all group 5 councils to group 4 • Members should receive a 5% pay increase across the board • Mayor should receive 6 times allowance of a member • Deputy Mayor should receive 1.75 times that of a member

Council	Type of submission	Summary of Issues Raised
Tea Tree Gully Council	Council	<ul style="list-style-type: none"> Requests reclassification from group 1B to group 1A
Tim Looker, City of Holdfast Bay	Individual, former Member	<ul style="list-style-type: none"> That the allowance for Holdfast Bay be reduced The city is over-represented (too many members) The workload is light and not deserving of such a high level of allowance
Walkerville Council	Council	<ul style="list-style-type: none"> Council deems that an annual increase of Consumer Price Index ("CPI") is reasonable
Whyalla Council	Council	<ul style="list-style-type: none"> Increase Mayor allowance to 5 times member allowance, and consider unique circumstances of mayor Regional mayor should receive 6 times member allowance
Malcolm Herrmann (individual, Adelaide Hills Council)	Individual, Member	<ul style="list-style-type: none"> Seeks higher sitting fee for committees Seeks a higher travelling time payment
City of Victor Harbor	Council	<ul style="list-style-type: none"> Seeks reclassification from Group 3 to Group 2
City of Port Lincoln (individual, Mayor Brad Flaherty)	Individual, Member	<ul style="list-style-type: none"> Seeks reclassification from Group 3 to Group 2
Robert Mann (individual, City of Victor Harbor)	Individual, Member	<ul style="list-style-type: none"> Paying a higher rate may help with the quality of candidates and hence lower costs in relation to code of conduct issues.
City of Charles Sturt	Council	<ul style="list-style-type: none"> Current grouping is appropriate
Adelaide Hills Council	Council	<ul style="list-style-type: none"> Council allowance form only a very minor part of Council revenues Time travelling component is insufficient and should include ward duties

19. Consistent with the observations of the Tribunal in its 2018 Report, the number of submissions made has continued to decrease. The submissions received were commonly focussed on requests for changed group allocations and allowances for mayors and deputy mayors and recognition of specific regional considerations. To avoid doubt, the Tribunal has included chairpersons and deputy chairpersons in its consideration of mayors and deputy mayors respectively.
20. In conducting this review, the Tribunal has sought data from various official sources including the Local Government Grants Commission of South Australia and the Electoral Commission of South Australia.
21. The Tribunal also conducted an analysis of certain metrics of councils, including the number of persons, revenues, geographical area and the ratio of members to ratepayers.

CONCLUSIONS

22. The Tribunal recognises that this review is being undertaken at an important time for local government in South Australia.
23. There is increased public scrutiny of local government operations in the context of its efficiency, its capacity to demonstrate efficient service delivery and its ability to articulate its role and functions. There are pressures to consider the efficiency gains that might arise from mergers or shared service delivery arrangements. Where changes in these respects have been made, there is a need to demonstrate that these have been beneficial.
24. The objective of the current review is to determine a fair rate of allowance, based on consideration of the legislative criteria. These allowances do not equate with salaries in the normal context in that they do not reflect a normal commercial or work value-based rate of remuneration that takes full account of the time, the commitment and the responsibility associated with these roles. The Tribunal recognises at the outset that there is a significant element of voluntary community commitment on the part of members of local government. What is clear from the *Local Government Act 1999* is that allowances provide at least partial recognition of the time and expenses incurred by members depending on the nature and structure of the council and the functions they perform as members.
25. The Tribunal considers that there is a legitimate community expectation that members will be capable of fully comprehending the significance of their roles, will be open to constructive debates and will comply with the relevant behavioural expectations for members. The Tribunal has adopted a position whereby the allowance levels presume that appropriate behaviour standards are met. The Tribunal does not regard these issues to be relevant to setting allowances.
26. The Tribunal acknowledges the very broad range of skills and contributions made by members.
27. In this report the Tribunal commences with a review of the traditional approach to reviewing allowance amounts. We then consider the issues raised in the context of this traditional system before explaining our conclusions about the quantum of allowances.

The grouping of councils

28. Previous determinations of the Tribunal have established groupings of councils. There are effectively six discrete groups. Within each group, common allowance amounts apply.
29. The current council groups are disposed² as follows:

<p>Group 1A City of Charles Sturt City of Onkaparinga City of Port Adelaide Enfield City of Salisbury</p>	<p>Group 1B City of Holdfast Bay City of Marion City of Mitcham City of Playford City of Tea Tree Gully City of West Torrens</p>
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² Appendix 1, Determination of the Remuneration Tribunal Allowances for Members of Local Government Councils No. 6 of 2018

<p>Group 2 Adelaide Hills Council Alexandrina Council Barossa Council Campbelltown City Council City of Burnside City of Mount Gambier City of Prospect City of Norwood Payneham and St Peters City of Unley City of Whyalla District Council of Mount Barker Port August City Council Rural City of Murray Bridge Town of Gawler</p>	<p>Group 3 Berri Barmera Council City of Port Lincoln City of Victor Harbor Clare and Gilbert Valleys Council District Council of Loxton Waikerie District Council of The Copper Coast District Council of Yorke Peninsula Light Regional Council Naracoorte Lucindale Council Port Pirie Regional Council Tatiara District Council Wattle Range Council</p>
<p>Group 4 Adelaide Plains Council Corporation of the Town of Walkerville District Council of Coorong District Council of Grant District Council of Lower Eyre Peninsula District Council of Yankalilla District Council of Renmark Paringa Kangaroo Island Council Northern Areas Council Regional Council of Goyder Wakefield Regional Council</p>	<p>Group 5 Barunga West Council District Council of Ceduna District Council of Cleve District Council of Coober Pedy District Council of Elliston District Council of Franklin Harbour District Council of Franklin Harbour District Council of Karoonda East Murray District Council of Kimba District Council of Mount Remarkable District Council of Orroroo Carrieton District Council of Peterborough District Council of Robe District Council of Streaky Bay District Council of Tumby Bay Flinders Ranges Council Kingston District Council Southern Mallee District Council Wudinna District Council</p>

30. Notwithstanding the capacity for councils to argue that the grouping system in overall terms was not appropriate, few of the submissions sought to challenge this. One submission sought broad clarification of the current grouping system and only a small number of submissions requested that their council group allocation be reviewed so that they were classified in a higher grouping.
31. Before considering the allowance amounts in the context of the Grouping system, the Tribunal reviewed the extent to which it could be fully satisfied that each of the groups reflected a fair

characterisation of the statutory criteria in section 76 of the *Local Government Act 1999*. Disparities between councils within these groups and some inherent inconsistencies are readily apparent. The Tribunal is satisfied that while the current grouping arrangement can be applied for the purposes of this Determination, consideration of council functions collectively does not allow for optimal consideration of the legislative criteria the Tribunal is required to assess. The submissions, seen in the context of the disparities within the groups, do not permit council specific allowance adjustments that recognise the legislative criteria.

32. It is inherently difficult to address the factors in section 76(3) of the *Local Government Act 1999* in a group context. Consequently, as part of the next four-yearly review the Tribunal proposes to reconsider this traditional arrangement. Specifically, the Tribunal invites consideration of an alternative approach that would establish an appropriate allowance for a "standard" or "benchmark" council, with specific additions or deductions for all other councils to recognise each of the criteria in section 76(3). The Tribunal proposes to consider whether such an approach would more fairly recognise the impact of these statutory criteria and encourage councils to review the way in which they operate. Any such review must be evidence based. Whilst it was open to the Tribunal to delay the determination of this review to provide an opportunity for submissions on this proposition, the nature of the submissions received and likely delays mitigated against this. Councils are encouraged to consider this proposition well in advance of the next four-yearly review.
33. In its 2018 review the Tribunal concluded that the limited number of submissions and the content of those submissions suggested that there was limited interest on the part of councils in general in changes to the current structure of allowances and the level of those allowances. We see little change from that position but the Tribunal is intent on providing an opportunity for more relevant recognition of the legislative criteria. While the general position adopted by most of the councils that made submissions was to the effect that there was no disagreement about their categorisation in a given band, later in this report, the Tribunal has considered the changes proposed by some councils.
34. The Tribunal notes that most of the submissions made essentially presumed a status quo position and provided minimum information relating to the specified criteria, whilst not detailing views about the conclusions which the Tribunal should draw from that information. In this respect the general standard of submissions provided very limited assistance to facilitate assessments against the legislative criteria. Even the limited number of submissions that addressed the statutory criteria did not provide the Tribunal with a sustainable basis upon which to identify a different approach to the current broad generic groupings.
35. The Tribunal distinguishes the submission made by the City of Marion. While that submission did not propose significant change to the current arrangements, it did provide a clear summary of the characteristics of that council in the context of the legislative criteria. The Tribunal suggests that submissions of this nature would assist in future consideration of allowances.
36. The Tribunal has noted that council submissions generally supported CPI based increases to current Allowances. The limited number of alternative positions are summarised below.

Requests to change allowances generally

37. The Adelaide Hills Council made a submission that increased complexity, significant responsibilities and legislative obligations associated with member functions warranted a doubling of the current allowances. The Tribunal considers that this submission did not substantiate this claimed increase in the member allowances against the legislative criteria

or in the context of the grouping system. The council's submission suggested restructuring the grouping criteria to incorporate considerations of population density and ward size. The Tribunal has recognised potential inherent deficiencies in the grouping system and has expressed an intention to give the local government sector the opportunity to consider those issues in a more fulsome manner at the next review. To the extent that the submission simply asserts that council budgets can afford an increase of the nature sought, the Tribunal rejects consideration of that issue alone.

38. The Mayor of the Port Pirie Regional Council made a personal submission proposing a five percent increase in the allowances payable to members generally. The Mayor sought annual indexation of this amount at no less than the CPI rate. The Tribunal is not satisfied that an adequate evidentiary case for such an increase has been put or that a claim of this nature is consistent with the legislative criteria that the Tribunal is required to consider.
39. The Coorong District Council proposed adjusting the member allowances on the basis of movements in the wage price index rather than the CPI. The Tribunal is not satisfied that such a position is consistent with the reference to CPI in the legislation where the references are to the CPI and not another economic measure published by the Australian Bureau of Statistics. The Coorong District Council also suggested that consideration be given to a different approach to the calculation of allowances to better take account of the differing characteristics of councils. The Tribunal notes this suggestion in the context of its proposal for consideration of a different approach to the determination of allowances in the future. The Tribunal also notes that Coorong District Council proposes a biennial review of allowances which is inconsistent with the legislative requirements.
40. The City of Tea Tree Gully provided data to facilitate consideration of the legislative criteria and made a submission seeking a more general review of allowance amounts, together with a request that the Tribunal consider adjusting the timing of future reviews to better correspond to council budgets. To the extent permitted by the *Local Government Act 1999*, the Tribunal recognises this concern about timing.
41. The City of Victor Harbor submission expressed the view that allowances are not currently adequate given the time and expertise commitments required. The Tribunal notes this position but does not accept that this submission provides an evidentiary basis for increasing amounts as the changes sought are not fully established in their own right, or within the context of local government generally.
42. Mr Mann, a councillor for the City of Victor Harbor, made a personal submission. Mr Mann's individual submission was to the effect that increased allowances would assist in improving the operations of local government, given increased complexities associated with local government functions. Mr Mann asserts that increased payments for members would encourage younger persons to take on these roles. Again, the Tribunal considers that the legislative criteria it is obliged to consider preclude the adoption of broad global statements of this nature.
43. Mr Looker made an individual submission seeking a reduction in the allowance amounts applicable to the councillors of the City of Holdfast Bay. In his submission, Mr Looker argued for a reduction in allowances for that council on the basis that the City of Holdfast Bay had not made savings by reducing the number of councillors. The Tribunal is not satisfied that Mr Looker's assertions are properly established or that they take into account the entirety of the relevant circumstances that need to be considered in the context of the legislative criteria.

Requests to review specific group allocations

44. The City of Victor Harbor requested that it should be reclassified from Group 3 to Group 2, largely on the basis that it better aligned with the councils in Group 2. The City of Victor Harbor referred to its proximity to Adelaide and seasonal population growth in support of its submission, while asserting these factors were not taken into account in its current grouping. The Tribunal has noted this submission and the arguments incorporated in it and recognises these concerns. However, the Tribunal is concerned that reclassifying the City of Victor Harbor as a Group 2 council would create as many anomalies as it would resolve given the inherent uncertainty about the basis for groupings. The Tribunal is not inclined to reclassify the City of Victor Harbor in this review but invites further submissions at the next review.
45. The City of Port Lincoln is currently classified as a Group 3 council. The Mayor of the City of Port Lincoln made a personal submission seeking that the City be reclassified as a Group 2 council. This submission referred to the growth of the City over the past ten years and the extent to which it was more comparable with other Group 2 councils. Again, the Tribunal has noted this submission and recognises that certain of the criteria favour comparisons with other Group 2 councils. However, as was the case with the City of Victor Harbor, reclassification of the City of Port Lincoln will immediately create potential anomalies with other comparable Group 3 councils. Again, the Tribunal invites a further submission for the next review with more detailed explanations of its position relative to the section 76 criteria.
46. The Port Pirie Regional Council is classified as a Group 3 council. The Mayor of the council made a personal submission dealing with a range of matters, which included a submission that all Group 5 councils should be reclassified as Group 4 councils. The basis for this proposal is unclear to the Tribunal but in the absence of a sustainable foundation for this position, the Tribunal is not prepared to make a change of this nature.
47. The City of Tea Tree Gully is currently classified a Group 1B council. In its submission the City of Tea Tree Gully suggested it should be reclassified as a Group 1A council. The City also suggested alternative approaches to setting allowances. The Tribunal is not satisfied that the City has presented a sustainable case for either its reclassification as a Group 1A council on comparative grounds, or a sustainable case for the adoption of an alternative approach to establishing allowance amounts.

Requests to alter allowance arrangements applicable to mayors and chairpersons

48. From 2010, the Tribunal has adopted the position that mayors and chairpersons (excluding the Lord Mayor of the Adelaide City Council) should receive an allowance four times the annual amount applicable to members for that council.
49. The Whyalla City Council proposed that allowances for mayors should be increased to five times the annual allowance payable to members with regional mayors to receive an allowance six times the annual allowance payable to members. This submission was made on the basis that the responsibilities of mayors had increased following recent changes to the *Local Government Act 1999*. The further increase for regional mayors was sought on the basis that the Tribunal should establish a framework for recognition of the unique and complex circumstances confronting some councils. These included the need for some regional council mayors to actively engage in critical negotiations about significant projects and issues particularly relevant to their community. The Tribunal recognises that a capacity to distinguish between the requirements of a particular regional mayor and mayors generally may be appropriate in the future. However, such a distinction is difficult to reconcile with allowances to mayors that are based on allowances determined for the current groups. Additionally, the

Tribunal notes that such a proposal has not been promulgated by other councils. The Tribunal is not satisfied that the information provided represents a compelling case for a change that may establish unintended consequences.

50. The personal submission made by the Mayor of the City of Port Lincoln proposed increased recognition of the demands on a mayor. This submission asserted that the Tribunal's 2014 Determination relating to the City of Adelaide was apposite to the functions undertaken by both the mayor and councillors of the City of Port Lincoln. While the Tribunal recognises that this submission may reflect a correct recognition of a change in the role of mayors and members, it does not provide a sustainable basis for that increase, nor address the relevant statutory criteria. Nor indeed can it be taken to reflect a general position within local government.

Requests to alter deputy mayors and deputy chairpersons allowance arrangements

51. The Adelaide Hills Council proposed that the allowance amount for deputy mayors be set at two times the annual allowance for members or for this amount to be payable at the mayor's allowance rate when the deputy is undertaking the mayoral role. The Tribunal is not satisfied that there should be an across the board increase to two times the annual allowance for members because evidence about the comparative criteria for deputy mayors has not been provided but has concluded that, if a deputy mayor is required to undertake the duties of a mayor for a period of at least one month, the mayoral allowance rate should apply.
52. The Coorong District Council proposed a review of the allowance for deputy mayors because of asserted increased expectations of these roles. The Tribunal is not satisfied that this assertion represents a sustainable basis for change.
53. The Mayor of the Port Pirie Regional Council made a personal submission that the allowance for deputy mayors be increased to 1.75 times the annual allowance for a member. The Tribunal is not satisfied that a basis for this proposal has been established.

Requests to alter allowance payments to the presiding members of prescribed committees

54. In its 2018 Determination, the Tribunal confirmed an allowance amount for members who are presiding members of prescribed committees.
55. Mr Hermann, a councillor for the Adelaide Hills Council made a personal submission seeking a sitting fee for the Audit Committee. The Tribunal is not satisfied that a basis for such a fee has been established on the material provided.

Travel Time payments

56. In previous determinations the Tribunal has provided for a Travelling Time allowance for non-metropolitan councils. The 2018 Determination varied this Travel Time Allowance in the following terms:

"An allowance of \$410 per annum will be payable to council members, excluding principal members, whose usual place of residence is within the relevant council area and is located at least 30 kms but less than 50 kms from that council's principal office, via the most direct road route.

An allowance of \$700 per annum will be payable to council members, excluding principal members, whose usual place of residence is within the relevant council area and is located at least 50 kms but less than 75 kms from that council's principal office, via the most direct road route.

An allowance of \$1,050 per annum will be payable to council members, excluding principal members, whose usual place of residence is within the relevant council area and is located at

least 75 kms but less than 100 kms from that council's principal office, via the most direct road route.

An allowance of \$1,490 per annum will be payable to council members, excluding principal members, whose usual place of residence is within the relevant council area and is located 100 kms or more from that council's principal office, via the most direct road route.

The non-metropolitan council members travel time allowance will be payable in addition to any entitlement to reimbursement of expenses actually incurred."

57. The Tribunal notes that travel expenses are separately covered by the legislation.
58. The Adelaide Hills Council submitted that travel times within its two wards, representing 569km and 225km, were undervalued by the travel time involved. The council suggested that the Travel Time Allowance should be restructured to include both a meeting attendance and a ward duties component to more appropriately recognise the travel time on council business. The Tribunal recognises that travel time within councils and within wards varies. Minimal information about other councils is available to the Tribunal, and indeed, other submissions note the reduction in travel time associated with increased video meeting participation. The Tribunal is not satisfied that sufficient information about this proposal has been provided so as to properly address an issue affecting many councils.
59. Mr Hermann, a councillor for the Adelaide Hills Council made a personal submission seeking a general member allowance in recognition of the extent of travel he undertook relative to other members of that council. The Tribunal is not satisfied that an additional specific payment is warranted on the basis of this submission, or that it establishes the need for a change in the existing travel time allowance.
60. The Tribunal notes that the Coorong District Council is not expected to have wards from the November 2022 council elections with consequent increased travel times.

Other submissions

61. The Manager Strategy and Governance at the City of Holdfast Bay has requested that the Tribunal clarify the potential for confusion about whether the allowance for a deputy mayor should be paid in addition to the allowance for a presiding member of a prescribed committee if that member performs both functions.
62. The Tribunal has noted that the 2018 Determination states:

"The annual allowance for a councillor who is a deputy mayor or deputy chairperson, or the presiding member of a prescribed committee or more than one prescribed committees established by a council, will be equal to one and a quarter (1.25) times the annual allowance for councillors of that council."
63. The Tribunal considers that this Determination establishes that the allowance applicable to a presiding member of a prescribed committee does not apply to either a mayor or deputy mayor undertaking those functions, that is, if a deputy mayor is also a member of a prescribed committee, the allowance is not duplicated.

Summary of the Tribunal position with respect to proposals seeking allowance changes.

64. Having considered the submissions seeking alterations to current allowance arrangements, the Tribunal has determined that the current structure of allowances set in 2018 should be retained for the purposes of this review. The submissions disclose highly variable appreciations of the legislative criteria the Tribunal is required to consider. They also generally fail to recognise the relative positions of councils and the extent to which a change made to

one council is likely to create anomalies in other councils. This again tends to support the proposal that the Tribunal has made for a future change in the general approach to establishing allowances.

65. The Tribunal notes that some councils may have achieved significant operational improvements, or confronted major community change or challenges but absent a better means of collectively considering these issues, the Tribunal has adopted the position that existing allowances should only be adjusted to ensure appropriate recognition of cost of living changes.
66. The Tribunal is satisfied that, in overall terms, the increases summarised below meet the requirements inherent in section 76(4) of the *Local Government Act 1999*. The submissions received refer to the role of members of councils. The Tribunal has noted that the current grouping system incorporates consideration of the size, population and revenue of councils and to economic, social, demographic and regional factors. The Tribunal has noted overall information relating to the ratio of members to ratepayers but has not made a specific allowance adjustment to this effect. The Tribunal has expressed its concern that the current system lacks the capacity to properly recognise these specific criteria, and creates inherent difficulties in comparing initiatives and characteristics of councils, and has suggested that councils generally consider options for substantial change. The Tribunal notes that there remains confusion about the distinction between salary arrangements and the allowances that are reflected in some of the submissions put, but is nevertheless satisfied that the amounts proposed recognised the vital voluntary nature of the role of members. The allowances summarised below reflect the varying nature of offices held by members and take into account the provisions of the *Local Government Act 1999* enabling the reimbursement of expenses.
67. General increase to allowances

- 67.1. The Tribunal has applied a general increase to the amount of the allowances for members of local government. This increase takes into account the provisions of section 76(9) of the *Local Government Act 1999* dealing with the annual recognition of CPI movements for the three years between reviews of this nature. This section states:

"(9) An allowance determined under this section is to be adjusted on the first, second and third anniversaries of the relevant periodic elections to reflect changes in the Consumer Price Index."

- 67.2. The Tribunal considers an increase to current member allowances of three percent is appropriate. The Tribunal is satisfied that this adjustment, when considered in the context of the annual increases that have been applied over the past three years reflects the reasonable maintenance of allowance payments against consumer price index movements.

Principal Members (Mayors and Chairpersons), Deputy Mayors and Deputy Chairpersons

- 67.3. The Tribunal has not altered the basis for allowances payable to principal members, deputy mayors and deputy chairpersons.

Deputy Presiding Member/s of a prescribed committee

- 67.4. The Tribunal confirms that for the deputy presiding member/s of a prescribed committee, the deputy presiding member/s who undertakes the duties of a presiding

member for a minimum period of one month should receive the presiding member allowance for the entirety of the time they undertake those expanded duties.

Presiding Member of a committee that is not a prescribed committee

67.5. The Tribunal has increased the sitting fee payable to a councillor (other than a principal member, deputy mayor, deputy chairperson or a presiding member of a prescribed committee) who is the presiding member of a committee that is not a prescribed committee by three percent.

Travel Time Allowance

67.6. The Tribunal has not altered the basis for payment of the Travel Time Allowance but has increased these amounts by three per cent.

Changes to Council Groupings

67.7. The Tribunal has not altered the current council groupings.

FREQUENCY OF REVIEWS

68. The Tribunal intends to review the allowances for members on a four yearly basis in accordance with the *Local Government Act 1999*. The next review will be in 2026. The Tribunal has foreshadowed a significant review of the allowance setting approach may be undertaken in 2026.

OPERATIVE DATE

69. As provided for by section 76(8) of the Act, the accompanying Determination will come into operation upon the conclusion of the 2022 Local Government Elections.



Matthew O'Callaghan
PRESIDENT



Deborah Black
MEMBER



Peter de Cure AM
MEMBER

Dated this 5th day of July 2022



No. 2 of 2022

**DETERMINATION OF THE REMUNERATION TRIBUNAL
ALLOWANCES FOR MEMBERS OF LOCAL GOVERNMENT COUNCILS**

SCOPE OF DETERMINATION

1. The Remuneration Tribunal has jurisdiction under section 76 of the *Local Government Act 1999* ("the Act"), to determine the allowance payable to members of Local Government Councils constituted under that Act.
2. This Determination applies to the members of Councils constituted under the Act, but does not apply to members of the Adelaide City Council.

INTERPRETATION

3. In this Determination, unless the contrary appears:

"**Committee**" means a committee established by a council in terms of section 41 of the Act.

"**Councillor**" means a person appointed or elected as a member of a local government council under the Act.

"**Principal Member**" means a principal member under the Act.

"**Prescribed Committee**" means for the purposes of this determination, a committee that endures, irrespective of whether the council has assigned any particular work for the committee to perform and assists the council or provides advice to the council in any of the following areas or any combination thereof:

- Audit
- Chief Executive Officer performance review
- Corporate services
- Finance
- Governance
- Infrastructure and works
- Risk management
- Strategic planning and development.

ALLOWANCES

4. **Councillors**

The annual allowance for a councillor who is not a principal member, deputy mayor, deputy chairperson or presiding member of a prescribed committee shall be as follows:

Council Group	\$ per annum
Group 1A	\$25,838
Group 1B	\$22,828
Group 2	\$19,110
Group 3	\$15,381
Group 4	\$10,955
Group 5	\$7,192

Council Groups are provided in Appendix 1.

5. Principal Member (Mayor / Chairperson)

The annual allowance for the principal member of a local government council constituted under the Act will be equal to four (4) times the annual allowance for councillors of that council.

6. Deputy Mayor / Deputy Chairperson

The annual allowance for a councillor who is a deputy mayor or deputy chairperson, or the presiding member of a prescribed committee or more than one prescribed committees established by a council, will be equal to one and a quarter (1.25) times the annual allowance for councillors of that council. For the purpose of this clause, the level of allowance is payable at a maximum of 1.25 times only and does not multiply for each of the qualifying criteria.

7. Presiding Member of a Committee

A deputy presiding member who undertakes the duties of a presiding member of a committee for a minimum period of one month should receive the presiding member allowance for the entirety of the time they undertake those expanded duties.

8. An additional allowance in the form of a sitting fee is payable to a councillor (other than the principal member, deputy mayor, deputy chairperson or a presiding member of a prescribed committee) who is the presiding member of a committee that is not a prescribed committee at the following rates:

- a. Where the councillor is a member of a council in Group 1A or Group 1B; an allowance of \$255 per meeting limited to an aggregate amount of allowance of \$1,527 per annum;
- b. Where the councillor is a member of a council in Group 2 or Group 3; an allowance of \$188 per meeting limited to an aggregate amount of allowance of \$1,129 per annum;
- c. Where the councillor is a member of a council in Group 4 or Group 5; an allowance of \$123 per meeting limited to an aggregate amount of allowance of \$731 per annum.

TRAVEL TIME ALLOWANCE FOR MEMBERS OF NON-METROPOLITAN COUNCILS

9. An allowance of \$454 per annum will be payable to council members, excluding principal members, whose usual place of residence is within the relevant council area and is located **at least 30 kms but less than 50 kms** from that council's principal office, via the most direct road route.
10. An allowance of \$775 per annum will be payable to council members, excluding principal members, whose usual place of residence is within the relevant council area and is located **at least 50 kms but less than 75 kms** from that council's principal office, via the most direct road route.
11. An allowance of \$1,162 per annum will be payable to council members, excluding principal members, whose usual place of residence is within the relevant council area and is located **at least 75 kms but less than 100 kms** from that council's principal office, via the most direct road route.

12. An allowance of \$1,649 per annum will be payable to council members, excluding principal members, whose usual place of residence is within the relevant council area and is located **100 kms or more** from that council's principal office, via the most direct road route.
13. The non-metropolitan council members travel time allowance will be payable in addition to any entitlement to reimbursement of expenses actually incurred.
14. A list of the non-metropolitan councils to which this payment applies is provided in Appendix 2.

DATE OF OPERATION

15. As provided for by section 76(8) of the Act, this Determination will come into operation on the conclusion of the 2022 Local Government Elections.



Matthew O'Callaghan
PRESIDENT



Deborah Black
MEMBER



Peter de Cure AM
MEMBER

Dated this 5th day of July 2022

Appendix 1 – Council Groups**GROUP 1A**

City of Charles Sturt
City of Onkaparinga
City of Port Adelaide Enfield
City of Salisbury

GROUP 1B

City of Holdfast Bay
City of Marion
City of Mitcham
City of Playford
City of Tea Tree Gully
City of West Torrens

GROUP 2

Adelaide Hills Council
Alexandrina Council
Barossa Council
Campbelltown City Council
City of Burnside
City of Mount Gambier
City of Prospect
City of Norwood Payneham and St Peters
City of Unley
City of Whyalla
District Council of Mount Barker
Port Augusta City Council
Rural City of Murray Bridge
Town of Gawler

GROUP 3

Berri Barmera Council
City of Port Lincoln
City of Victor Harbor
Clare and Gilbert Valleys Council
District Council of Loxton Waikerie
District Council of The Copper Coast
District Council of Yorke Peninsula
Light Regional Council
Mid Murray Council
Naracoorte Lucindale Council
Port Pirie Regional Council
Tatiara District Council
Wattle Range Council

GROUP 4

Adelaide Plains Council
Corporation of the Town of Walkerville
District Council of Coorong
District Council of Grant
District Council of Lower Eyre Peninsula
District Council of Yankalilla
District Council of Renmark Paringa
Kangaroo Island Council
Northern Areas Council
Regional Council of Goyder
Wakefield Regional Council

GROUP 5

Barunga West Council
District Council of Ceduna
District Council of Cleve
District Council of Coober Pedy
District Council of Elliston
District Council of Franklin Harbour
District Council of Karoonda East Murray
District Council of Kimba
District Council of Mount Remarkable
District Council of Orroroo Carrieton
District Council of Peterborough
District Council of Robe
District Council of Streaky Bay
District Council of Tumby Bay
Flinders Ranges Council
Kingston District Council
Southern Mallee District Council
Wudinna District Council

Appendix 2 – Non – Metropolitan Councils

Adelaide Hills Council
Adelaide Plains Council
Alexandrina Council
Berri Barmera Council
Barossa Council
City of Whyalla
Clare and Gilbert Valleys Council
District Council of Barunga West
District Council of Ceduna
District Council of Cleve
District Council of Coober Pedy
District Council of Coorong
District Council of Elliston
District Council of Franklin Harbour
District Council of Grant
District Council of Karoonda East Murray
District Council of Kimba
District Council of Lower Eyre Peninsula
District Council of Loxton Waikerie
District Council of Mount Barker
District Council of Mount Remarkable
District Council of Orroroo Carrieton
District Council of Peterborough
District Council of Renmark Paringa
District Council of Robe
District Council of Streaky Bay
District Council of The Copper Coast
District Council of Tumby Bay
District Council of Yankalilla
District Council of Yorke Peninsula
Flinders Ranges Council
Kangaroo Island Council
Kingston District Council
Light Regional Council
Mid Murray Council
Naracoorte Lucindale Council
Northern Areas Council
Port Augusta City Council
Port Pirie Regional Council
Regional Council of Goyder
Rural City of Murray Bridge
Southern Mallee District Council
Tatiara District Council
Wakefield Regional Council
Wattle Range Council
Wudinna District Council



No. 5 of 2022

SUPPLEMENTARY REPORT AND DETERMINATION OF THE REMUNERATION TRIBUNAL
Allowances for Members of Local Government Councils

REPORT

1. On 5 July 2022 the Remuneration Tribunal (**Tribunal**) issued a Report and Determination¹ in respect of the allowances payable to members of Local Government Councils constituted under the *Local Government Act 1999 (Act)*, and a Report and Determination² in respect of the allowances payable to members of the Adelaide City Council.
2. On 8 November 2022 the Local Government Association notified the Tribunal that one of its decisions as set out in the first of these Reports was not reflected in the accompanying Determination. The relevant decision is at paragraph 51 of Report No. 2 of 2022, where the Tribunal stated (emphasis added):

*The Adelaide Hills Council proposed that the allowance amount for deputy mayors be set at two times the annual allowance for members or for this amount to be payable at the mayor's allowance rate when the deputy is undertaking the mayoral role. The Tribunal is not satisfied that there should be an across the board increase to two times the annual allowance for members because evidence about the comparative criteria for deputy mayors has not been provided **but has concluded that, if a deputy mayor is required to undertake the duties of a mayor for a period of at least one month, the mayoral allowance rate should apply.***

3. The Tribunal's intention was for the accompanying Determination to give effect to this, and for the principle to apply to deputy chairpersons as they perform an equivalent function to deputy mayors and receive the same allowance. The Tribunal has accordingly decided to correct the above by issuing a supplementary determination, as follows.

¹ Report of the Remuneration Tribunal No. 2 of 2022 - 2022 Allowances for Members of Local Government Councils; and Determination No. 2 of 2022 - Allowances for Members of Local Government Councils.

² Report of the Remuneration Tribunal No. 3 of 2022 - 2022 Allowances for Members of Adelaide City Council; and Determination No. 3 of 2022 - Allowances for Members of Adelaide City Council.

4. The Tribunal did not receive any submissions from members of the Adelaide City Council or from anyone else in respect of its most recent review. The Tribunal also did not decide whether to apply the abovementioned principle to the circumstances of the Deputy Lord Mayor acting for one month or longer as Lord Mayor. Accordingly, there is no issue to correct in the current Determination for the Adelaide City Council. The appropriate time to consider this issue will be during the next review, in light of any submissions received on the topic.

DETERMINATION

Deputy Mayor / Deputy Chairperson

5. This Determination applies to members of Local Government Councils constituted under the Act, except for members of the Adelaide City Council. It supplements Determination No. 2 of 2022, and should be read in conjunction with that Determination.
6. A deputy mayor who undertakes the duties of a mayor for a period of one month or longer, is entitled to receive the mayor allowance for the entirety of the time they undertake those duties.
7. A deputy chairperson who undertakes the duties of a chairperson for a period of one month or longer, is entitled to receive the chairperson allowance for the entirety of the time they undertake those duties.
8. The mayor / chairperson allowance is to be paid instead of the member's usual allowance, and in proportion to the time the member performs the relevant duties.
9. In accordance with section 76(8) of the Act, this Determination will come into operation upon the conclusion of the 2022 Local Government Elections.



Matthew O'Callaghan
PRESIDENT



Deborah Black
MEMBER



Peter de Cure AM
MEMBER

Dated this 15th day of November 2022

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Appendix AGuidelines for written submissions

The Tribunal would appreciate it if submissions were provided in the format below and addresses each area listed.

Please include a source for any statistics you use, along with the relevant year the data was collected (for example, population figures, revenue data, or similar metrics).

Name of Council the submission is regarding	
Name and contact details of the council, individual or association making the submission	
Geographical size (area) of the Council	
Population (number of electors in the Council)	
Population (number of electors in each ward)	
Role of members of council as members of the council's governing body and as representatives of their area	
Revenue of the Council	
Ratio of Councillors to Ratepayers	
Proposed allowance amount (with evidence to support any change)	
Details of the council's capacity to pay the allowance amounts	
Comments on the existing council groupings used to set allowance levels	
Major growth and development	

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Significant social and economic issues	
Significant demand to service and support non-resident needs	
High impact environmental management issues and responsibilities	
Greater diversity of services delivered than normally provided by similar sized local governments	
Any other distinguishing features of the Council	
Any additional matters the Council considers relevant	
Any other issues that you consider relevant	

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Appendix B

Legislative Provisions

Local Government Councils excluding the City of Adelaide

Councillors

Role and duties of Councillors are set out in section 59 of the Local Government Act which provides:

- (1) The role of a member of a council is—
 - (a) as a member of the governing body of the council—
 - (i) to act with integrity; and
 - (ii) to ensure positive and constructive working relationships within the council; and
 - (iii) to recognise and support the role of the principal member under the Act; and
 - (iv) to develop skills relevant to the role of a member of the council and the functions of the council as a body; and
 - (v) to participate in the deliberations and activities of the council; and
 - (vi) to keep the council's objectives and policies under review to ensure that they are appropriate and effective; and
 - (vii) to keep the council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery, under review; and
 - (viii) to ensure, as far as is practicable, that the principles set out in section 8 are observed; and
 - (ix) to participate in the oversight of the chief executive officer's performance under the council's contract with the chief executive officer; and
 - (x) to serve the overall public interest; and
 - (b) as a person elected to the council—to represent the interests of residents and ratepayers of the council, to provide community leadership and guidance, and to facilitate communication between the community and the council.
- (2) A member of a council may, with the principal member's authorisation, act in place of, or represent, the principal member.
- (3) A member of a council has no direct authority over an employee of the council with respect to the way in which the employee performs his or her duties.

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Mayors and Principal Members

Section 58 of the Local Government Act provides for the specific roles of the Mayor/Principal Member of Councils:

(1) Subject to this Act, the role of the principal member of a council as leader of the council is—

- (a) to provide leadership and guidance to the council; and
- (b) to lead the promotion of positive and constructive working relationships among members of the council; and
- (c) to provide guidance to council members on the performance of their role, including on the exercise and performance of their official functions and duties; and
- (d) to support council members' understanding of the separation of responsibilities between elected representatives and employees of the council; and
- (e) to preside at meetings of the council; and
- (f) to liaise with the chief executive officer between council meetings on the implementation of a decision of the council; and
- (g) to act as the principal spokesperson of the council; and
- (h) to exercise other functions of the council as the council determines; and
- (i) to carry out the civic and ceremonial duties of the office of principal member.

(2) Subsection (1)(g) does not apply in circumstances where a council has appointed another member to act as its principal spokesperson.

Deputy Mayors

The *Local Government Act* also recognises the position of Deputy Mayor and provides that in the absence of the Mayor, a Deputy Mayor may act in the office of Mayor.¹

¹ *Local Government Act 1999* (SA) ss 51(3) & 51(6).

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City of Adelaide

Councillors

Role and duties of Councillors for the City of Adelaide are set out in section 22 of the *City of Adelaide Act* which provides:

The role of a member of the Council is—

(a) as a member of the governing body of the Council—

- (i) to act with integrity; and
- (ii) to ensure positive and constructive working relationships within the Council; and
- (iii) to recognise and support the role of the Lord Mayor under the Act; and
- (iv) to develop skills relevant to the role of a member of the Council and the functions of the Council as a body; and
- (v) to participate in the deliberations and activities of the Council; and
- (vi) to provide community leadership and guidance to the City of Adelaide community and to participate in achieving a vision for the desired future of the City through the formulation of strategic plans and policies; and
- (vii) to keep the Council's goals and policies under review to ensure that they are appropriate and effective; and
- (viii) to keep the Council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery, under review; and
- (ix) to participate in the oversight of the chief executive officer's performance under the Council's contract with the chief executive officer; and
- (x) to serve the overall public interest of the City of Adelaide; and

(b) as a person elected to the Council—to represent the interests of residents and ratepayers of the Council and to facilitate communication between the community and the Council.

Lord Mayor

Section 21 of the *City of Adelaide Act* sets out the role of the Lord Mayor which is:

The role of the Lord Mayor as leader of the Council is-

(a) as the principal member of the Council—

- (i) to provide leadership and guidance to the Council; and
- (ii) to lead the promotion of positive and constructive working relationships among members of the Council; and

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(iii) to provide guidance to council members on the performance of their role, including on the exercise and performance of their official functions and duties; and

(iv) to support council members' understanding of the separation of responsibilities between elected representatives and employees of the Council; and

(v) to preside at meetings of the Council; and

(vi) to liaise with the chief executive officer on the implementation of decisions of the Council between Council meetings (as necessary); and

(vii) to act as the principal spokesperson of the Council; and

(viii) to exercise other functions of the Council as the Council determines; and

(b) as the principal elected member of the Council representing the capital city of South Australia—

(i) to provide leadership and guidance to the City of Adelaide community; and

(ii) to participate in the maintenance of inter-governmental relationships at regional, State and national levels; and

(iii) to carry out civic and ceremonial duties associated with the office of Lord Mayor.

Deputy Lord Mayor

Section 20 of the *City of Adelaide Act* permits the Council to have a Deputy Lord Mayor on the same terms as the *Local Government Act*. The *Local Government Act* provides that in the absence of the Mayor, a Deputy Mayor may act in the office of Mayor.²

² *Local Government Act 1999* (SA) ss 51(3) & 51(6).

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5.4 CONSULTATION PAPER - 2026 REVIEW OF MINIMUM AND MAXIMUM REMUNERATION FOR LOCAL GOVERNMENT CHIEF EXECUTIVE OFFICERS

Responsible Executive Manager : Tina Hudson

Report Author : Skye Nitschke

Delegated Authority : Matters which cannot be delegated to a Committee or Staff

Attachments :

1. Correspondence from Remuneration Tribunal of South Australia
2. 3 of 2025 - Report - Local Government CEOs
3. 3 of 2025 - Determination - Local Government CEOs
4. CEO Remuneration Framework Review report

PURPOSE

For Council to contribute to the 2026 Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers, which is focused on submissions on the CEO Remuneration Framework Review report (Attachment 4) provided by Mercer (Consulting) Australia Pty Ltd (Mercer). This report considered the data collected by the Remuneration Tribunal of South Australia (the Tribunal) from Councils in the 2024 Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers.

STAFF RECOMMENDATION

1. Council notes the CEO Remuneration Framework Review report (Attachment 4) provided by Mercer (Consulting) Australia Pty Ltd (Mercer).
2. A written submission be made to the Remuneration Tribunal of South Australia that provides Council's support to the approach and consideration of the data by Mercer and agreement to the determination of the City of Playford being included in remuneration Band 1.
3. The Chief Executive Officer is authorised to prepare the submission to the Remuneration Tribunal of South Australia to be signed by the Mayor and Chief Executive Officer.

EXECUTIVE SUMMARY

The Tribunal has released the CEO Remuneration Framework Review report (Attachment 4), provided by Mercer, that was relied upon in the 2024 Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers, to Councils for review. The Tribunal has invited submissions on the said report by 20 April 2026.

The review by staff has not highlighted any concerns and considers the report to be sound in its approach and determinations.

1. BACKGROUND

In September 2021, Section 99A of the *Local Government Act 1999* came into effect. This section requires the Tribunal to determine the minimum and maximum remuneration payable to chief executive officers of councils.

On 16 June 2023, the Tribunal issued its inaugural Determination and Report of Local Government CEO Minimum and Maximum Remuneration Levels.

On 28 June 2024, the Tribunal issued a second Determination and Report in which it advised that it was undertaking a substantial review of the inaugural Determination, which it anticipated would be concluded by the end of 2024. Advice was received late December 2024 that this process would extend into 2025 with an anticipated conclusion timeframe of March.

Mayor Glenn Docherty and Ms Allison Ashby, AM Consulting, participated in this review, providing information relevant to the City of Playford via an interview with the Tribunal. A formal submission to the 2024 Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers was made by the City of Playford following consideration by Council at its Ordinary Council Meeting held on Tuesday, 25 February 2025 (Resolution 6156).

Determination 3 of 2025 was handed down by the Tribunal on 16 May 2025.

2. RELEVANCE TO STRATEGIC PLAN

This matter does not have direct relevance to the delivery of the 2025-2028 Strategic Plan.

3. PUBLIC CONSULTATION

There is no requirement to consult with the public on this matter.

4. DISCUSSION

- 4.1 On 23 February 2026 the Tribunal wrote to local government Elected Members and Chief Executive Officers advising of the 2026 Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers. The focus of this review is submissions that interested parties wish to make on the CEO Remuneration Framework Review report (Attachment 4) relied upon in the 2024 review.
- 4.2 The CEO Remuneration Framework Review report (Attachment 4) considered the data already collected from Councils by the Tribunal and developed an initial point of view on the data. Advice was requested on the grouping of 67 Councils into remuneration bands through a categorisation framework and the challenges that the data presented. Specific consideration and advice was requested on the following elements of a chief executive officer's total remuneration package:
 - Principles to be considered when including the use of motor vehicles in a chief executive officer's total remuneration package and how the Tribunal can consider such use when a consistent approach has not been applied, and advice in relation to the recognition of Fringe Benefits Tax (FBT) relating to the use of motor vehicle.
 - Principles to be considered when dealing with additional leave entitlements in excess of standard.
 - Relevant considerations for assessing different superannuation schemes.

- Principles to be considered for housing arrangements, including advice in relation to the recognition of FBT.
 - Principles to be considered in relation to remoteness and/or attraction/retention matters.
 - Considerations on any other matters e.g. the need to travel extensively reflecting remoteness issues and size of Council area.
- 4.3 Council considered the draft determination and report of the 2024 Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers at its Ordinary Council Meeting held 25 February 2025 and resolved to submit feedback on how superannuation is represented in the total remuneration package and the transition timeframes for compliance with the bands (Resolution 6156). The report recommended that City of Playford be included in Band 1, previously in Band 4, which was a more appropriate band considering the complexities faced by the Chief Executive Officer when considering factors such as size, rapid population growth, revenue and diversity in socio-economic status across the council area. Council, in its deliberations, expressed its satisfaction with the City of Playford being included in Band 1.
- 4.4 Determination 3 of 2025 was handed down by the Tribunal on 16 May 2025 (Attachment 3) maintaining the City of Playford in Band 1, with a change to superannuation being represented in accordance with what is paid to chief executive officers and a two-year period in which to achieve compliance with the band.
- 4.5 The CEO Remuneration Framework Review report (Attachment 4) by Mercer has been reviewed by the acting Chief Executive Officer, Ms Tina Hudson, who considers the report to be sound in its approach and determinations. Ms Hudson's human resource management expertise and understanding of the Mercer evaluation system should be recognised in this assessment.

5. OPTIONS

Recommendation

1. Council notes the CEO Remuneration Framework Review report (Attachment 4) provided by Mercer (Consulting) Australia Pty Ltd (Mercer).
2. A written submission be made to the Remuneration Tribunal of South Australia that provides Council's support to the approach and consideration of the data by Mercer and agreement to the determination of the City of Playford being included in remuneration Band 1.
3. The Chief Executive Officer is authorised to prepare the submission to the Remuneration Tribunal of South Australia to be signed by the Mayor and Chief Executive Officer.

Option 2

1. Council notes the CEO Remuneration Framework Review report (Attachment 4) provided by Mercer (Consulting) Australia Pty Ltd (Mercer).
2. A written submission be made to the Remuneration Tribunal of South Australia that provides the following feedback:

- _____
- _____
- _____

3. The Chief Executive Officer is delegated to prepare the submission to the Remuneration Tribunal of South Australia to be signed by the Mayor and Chief Executive Officer.

Option 3

Council resolves not to make a submission to the Remuneration Tribunal of South Australia in response to the 2026 Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

A submission of this nature ensures that the Tribunal is aware of Council's view on this matter and the work done to further refine the approach to local government chief executive officer remuneration, since its implementation in 2021, is meeting the needs of the sector.

Risk Appetite

Reputation

Council has a low appetite for negative perceptions that compromise its credibility and reputation, achievement of its long-term vision (Playford Community Vision 2043) and strategic objectives, or ability to maintain its status as a progressive and major growth Council.

This decision will ensure that Council meets its obligations under Section 99A of the *Local Government Act 1999* through meaningful collaboration with external agencies to build a robust remuneration framework.

6.1.2 Financial Implications

There are no financial or resource implications to making a submission.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Option 2 provides for the Council to provide any specific feedback they may have with respect to the CEO Remuneration Framework Review report (Attachment 4).

6.2.2 Financial Implications

There are no financial or resource implications to making a submission.

6.3 Option 3 Analysis

6.3.1 Analysis & Implications of Option 3

Given that staff have not identified any significant concerns with the CEO Remuneration Framework Review report (Attachment 4), and the general satisfaction with the inclusion of City of Playford within Band 1, the Council may determine that a submission is not warranted as part of this review.

6.3.2 Financial Implications

There are no financial or resource implications to not making a submission.

OFFICIAL: Sensitive



REMUNERATION TRIBUNAL

Please address
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(08) 7133 9490
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23 February 2026

Elected Members & Chief Executive Officers
Local Government Councils of South Australia
Distributed by email

Dear Elected Members and Chief Executive Officers

2026 REVIEW OF MINIMUM AND MAXIMUM REMUNERATION FOR LOCAL GOVERNMENT CHIEF EXECUTIVE OFFICERS

The Remuneration Tribunal (**Tribunal**) has initiated a review of Determination 3 of 2025 - Minimum and Maximum Remuneration for Local Government Chief Executive Officers.

The review is focused on any submissions that interested parties may wish to make on the Mercer Report which is referenced in Report 3 of 2025, the accompanying report to Determination 3 of 2025.

Copies of Report & Determination 3 of 2025 can be downloaded from the Tribunal's website here: remtribunal.sa.gov.au/local-government-ceos

The Mercer Report can also be downloaded [here](#).

Copies of all documents are attached for your reference.

Section 10(2) of the *Remuneration Act 1990* (SA) provides that before the Tribunal makes a determination affecting the remuneration of a particular person, or persons of a particular class, the Tribunal must allow that person, or the persons of that class, a reasonable opportunity to make submissions orally or in writing to the Tribunal.

Consistent with past practice, the Tribunal has also requested that the LGA issue a circular to councils containing a notification of this review.

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Written submissions to the review regarding the Mercer Report may be sent via email to RemunerationTribunal@sa.gov.au. The closing date for written submissions is **Monday, 20 April 2026**. Should you wish to make oral submissions to the Tribunal, please advise the Tribunal by the same date and a hearing time and date will be provided.

Yours sincerely

Zachariah Reveruzzi
SENIOR ADVISOR
REMUNERATION TRIBUNAL

Encl: Attachment 1: *3 of 2025 - Report - Local Government CEOs*
Attachment 2: *3 of 2025 – Determination - Local Government CEOs*
Attachment 3: *Mercer Report*

OFFICIAL: Sensitive



No. 3 of 2025

REPORT OF THE REMUNERATION TRIBUNAL

2025 Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers

INTRODUCTION

1. In September 2021, section 99A of the *Local Government Act 1999* (SA) (**LG Act**) came into effect. This section requires the Remuneration Tribunal (**Tribunal**) to determine the minimum and maximum remuneration payable to Chief Executive Officers (**CEOs**) of Councils.
2. On 16 June 2023, the Remuneration Tribunal issued its inaugural Determination and Report of Local Government CEO minimum and maximum remuneration levels. Report 4 of 2023 details the approach of the Tribunal at that time and the issues which led to the inaugural Determination.
3. On 28 June 2024, the Tribunal issued a second Report and Determination in which it advised that it was undertaking a substantial review of the inaugural Determination, which it anticipated would be concluded by the end of 2024. As an interim step, the Tribunal provided a 2% increase to the maximum remuneration amounts.
4. The Tribunal has been provided with a substantial amount of information, together with widely divergent submissions.
5. In this Report the Tribunal has detailed its approach to this comprehensive review and explained the process and approach adopted to establish a series of bands which consider key Council characteristics. The Tribunal took the unusual step of issuing a draft Determination and Report on 20 January 2025 to the Premier, Minister for Local Government, Local Government Association of South Australia (**LGA**) and to the Mayors and CEOs of each Council to afford procedural fairness to these parties to provide further comment and submissions on the proposed approach of the Tribunal by 12 March 2025. The Tribunal has endeavoured to address the further comments and submissions provided to it in this Report.
6. The Tribunal has adopted a framework for the grouping of Councils which is based on total operating income as the primary indicator of CEO role complexity. Four other Council characteristics have been incorporated into this framework to recognise critical distinguishing factors between Councils (projected population growth, population dispersion, distance from Adelaide, socio-economic advantage / disadvantage). The framework provides for eight bands

of Councils, with a separate category for the Adelaide City Council. Minimum and maximum remuneration levels have then been allocated to each band.

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LEGISLATIVE PROVISIONS AND JURISDICTION

7. Section 14 of the *Remuneration Act 1990* (SA) (**Act**) provides that the Tribunal has jurisdiction to determine the remuneration, or a specified part of the remuneration, payable in respect of certain offices, if that jurisdiction is conferred upon the Tribunal by any other Act or by the Governor, by proclamation.
8. Section 99A of the LG Act confers jurisdiction upon the Tribunal to determine the minimum and maximum remuneration that may be paid or provided to CEOs of Councils constituted under the LG Act.
9. That jurisdiction is confined to the specification of minimum and maximum amounts only. It is not within the Tribunal's jurisdiction to determine allowances in addition to the minimum and maximum remuneration amounts. It follows that the Tribunal must adopt a consistent approach to the definition of what is, and what is not, included within the definition of remuneration. This Report seeks to provide further clarity in this respect.
10. Additionally, it is important that the Tribunal notes that section 147(5) of the *Statutes Amendment (Local Government Review) Act 2021* (SA) is significant in that it refers to CEOs who were holding office at the commencement of the LG Act.

11. This section states:

“The remuneration of a chief executive officer holding office on the commencement of section 99A of the principal Act (as inserted by this Act) is not affected during the term of that office by a determination under section 99A.”

12. Notwithstanding some of the submissions made since the draft Report was issued, the Tribunal has adopted the position that Councils who had contracts with their CEO in place prior to 20 September 2021, when the LG Act commenced, are not generally obligated to comply with the Tribunal’s determinations, to the extent to which these contracts may be inconsistent. The Tribunal has not sought to differentiate between Councils in this respect, given the stated object of the LG Act was that the Tribunal should set salaries for Council CEOs to provide assurances to communities that CEOs are paid appropriately for the work they do. It is a matter for Councils to determine whether they are obliged to comply with this and previous Determinations of the Tribunal.
13. Four Councils and their respective CEOs, the City of West Torrens, Barunga West Council, Regional Council of Goyder and District Council of Mount Remarkable, raised jurisdictional issues in their written submissions and via oral submissions of Counsel on 19 March 2025. The Tribunal has considered the jurisdictional issues raised and notes this decision reflects the jurisdiction available to the Tribunal and its attendant obligations.
14. Any Council that is unsure about its obligations to comply with this Report and Determination, or the various components that constitute remuneration as provided for in this Report or Determination, should seek legal and/or tax advice.

THE INAUGURAL REPORT

15. Information initially provided to the Tribunal in 2023 demonstrated widely divergent approaches to how remuneration was defined and assessed, and demonstrated significant and largely unexplained diversity between remuneration amounts for Councils. The inaugural Determination placed Councils in remuneration bands that were determined based on the data provided by Councils in relation to the total remuneration package of their CEO. The bandwidth for each band varied between \$6,240 and \$32,240. The inaugural Report identified significant differences in how Councils assessed and reported on CEO remuneration. The most significant differences related to how the value of motor vehicles, housing and additional leave entitlements were recognised. In the inaugural Report the Tribunal set out its approach to the definition and quantification of remuneration, which stated:

“67. The Tribunal’s preference is to progress toward establishing minimum and maximum remuneration levels founded on an assessment of skill and competence levels. Such an approach would allow the flexibility to set remuneration consistent with the challenges confronting a given council. However, the limited information available to the Tribunal, combined with the very small number of submissions, simply does not support such an approach at this time. Councils are encouraged to make submissions about such an approach in the future.

68. The Tribunal is not able to determine the minimum and maximum remuneration levels based on factors such as the geographical size of the council, revenue of the council and other factors as listed in paragraph 18 above. It considers these factors to be sensible criterion to guide any future determinations of the Tribunal, however, under the current legislation such an approach requires the cooperation of councils.

69. For this inaugural review, the Tribunal has determined to group councils into eight bands. While these bands have some generally common characteristics, the Tribunal recognises differences and potential anomalies in terms of council characteristics within and between some of these bands. Each band is based on the data provided by councils in relation to the total remuneration package of their CEO. The Tribunal has then applied assumptions in relation to the value of the provision of a motor vehicle and any additional leave entitlements beyond that of usual administrative staff. This has resulted in a figure described as an "adjusted total remuneration package" for each CEO who is covered by this review."

16. In June 2024, the Tribunal issued Report and Determination 1 of 2024 which noted that a substantial review of the inaugural Determination was being undertaken and provided for a 2% increase to the maximum amounts. In that Report the Tribunal indicated its intention to complete this review by the end of 2024. Rather than issuing its final Report and Determination at that time, the Tribunal determined to provide a draft in January 2025 for comment and further submissions by 12 March 2025.

SUBMISSIONS IN RESPONSE TO CONSULTATION PAPER

17. Following the inaugural Determination, the Tribunal received limited feedback from Councils about its approach. This went to concern about groupings and the extent to which individual Councils would seek reviews based on their circumstances.
18. The Tribunal met with the LGA to discuss future approaches, including the costs associated with any review. The Tribunal notes that these costs are ultimately allocated to Councils by virtue of the LG Act.
19. In February 2024, the Tribunal issued a brief consultation paper which identified options for comment and consideration by Local Government CEOs, Mayors, and elected members. Consistent with the requirements of section 10(2) of the Act, the Premier and the Minister for Local Government were also invited to make submissions in response to this paper.
20. The Tribunal received 35 submissions in response to the consultation paper. The entities that made submissions are listed below.

Council	Submission made on behalf of	Summary of issues raised
Kangaroo Island Council	Council	<ul style="list-style-type: none"> Position description and small amount of information provided in relation to remuneration arrangements.
District Council of Ororoo Carrieton	CEO	<ul style="list-style-type: none"> Remote locality issues and access to essential services. Considerations of size of the workforce. Legislative responsibility is the same for all CEOs. Support for individual expert review.
Mayor, Wattle Range Council	Individual	<ul style="list-style-type: none"> Suggested use of elected member bands and noted close alignment with McArthur Categories and Australian Council of Local Government classifications.

City of Tea Tree Gully	Council	<ul style="list-style-type: none"> • Provided specific Council characteristics and complexities of the role. • Suggested use of elected member bands.
Lower Eyre Council	Council	<ul style="list-style-type: none"> • Support for individual expert review. • Whilst it was not resolved by Council, some members wanted to raise concerns about the Tribunal inadvertently placing Council's under financial pressure to provide a remuneration package they cannot afford and suggested another viable option may be to allow Council's to determine remuneration for their CEO.
Whyalla City Council	Council	<ul style="list-style-type: none"> • Supported an individual expert review. • Suggested use of elected member bands. • Proposed a more limited definition of remuneration with increased regional allowances. • Noted that the motor vehicle setting process needs to be clarified as well as the provision of accommodation. • Noted the salary for a temporary/interim/acting CEO has not been considered by the Tribunal.
City of Mount Gambier	Council	<ul style="list-style-type: none"> • Provided specific Council characteristics and complexities of the role. • Proposed use of a combination of elected member bands and the WA system. • Suggested further clarification of remuneration definitions.
Administrator, District Council of Coober Pedy	Administrator	<ul style="list-style-type: none"> • Proposed an individual expert review with costs shared by the SA Government. • Requested better recognition of regional and remote locality issues, access to essential services including accommodation and cost of living issues, resourcing issues and additional responsibility for distribution of electricity and water supply.
Naracoorte Lucindale Council	Council	<ul style="list-style-type: none"> • Suggested use of elected member bands and/or Australian Council of Local Government classifications and/or McArthur salary survey. • Utilise information already received by the Tribunal.
Mayor, City of Marion	Individual	<ul style="list-style-type: none"> • Suggested use of WA model and elected member bands. • Considerations to geographic size, revenue, number of electors, diversity and complexity of CEO functions and duties. • Possible use of Local Government Association grouping approach to determine membership fees.

Mayor, District Council of Yankalilla	Individual	<ul style="list-style-type: none"> Supported an individual expert review. Suggested use of elected member bands.
Southern Mallee District Council	CEO	<ul style="list-style-type: none"> General support for the Port Adelaide Enfield Council CEO submission.
City of Charles Sturt	CEO	<ul style="list-style-type: none"> Support for the Port Adelaide Enfield Council CEO submission. Supported an individual expert review, with the cost shared on a scalable formula, rather than an equal basis.
Copper Coast Council	Council	<ul style="list-style-type: none"> Supported an independent expert review and/or use of elected member bands. Proposed a more limited definition of remuneration increasing regional allowances and excluding Fringe Benefits Tax.
The Rural City of Murray Bridge	CEO and elected members	<ul style="list-style-type: none"> Proposed a more limited definition of remuneration with increased regional allowances, akin to WA model.
Manager, People and Culture, City of Port Lincoln	Council	<ul style="list-style-type: none"> Supported an individual expert review.
City of Port Adelaide Enfield	CEO with support indicated by 51 CEOs	<ul style="list-style-type: none"> No support for an independent expert review. Support for the WA type approach linked to existing elected member bands and suggested banding approach in this regard.
City of Adelaide	Council	<ul style="list-style-type: none"> Support for an independent expert review.
City of Campbelltown	Council CEO performance management review Panel Chair	<ul style="list-style-type: none"> Support for an independent expert review.
Mayor, City of Holdfast Bay	Individual	<ul style="list-style-type: none"> Support for the WA type approach linked to existing elected member bands, with the opportunity to make submissions where unique factors exist. There should be capacity for individual Councils to obtain reviews based on work value considerations.
City of Playford	Council	<ul style="list-style-type: none"> Supported equivalent banding between elected members and CEOs with remuneration levels assessed by a consultancy firm. Future reviews should reflect the complexities of growing communities.
City of Salisbury	Council	<ul style="list-style-type: none"> Supported use of an independent expert review whereby consideration is given to

		categorisation similar to elected member bands, having regard to role, size, population, revenue, economic, social, demographic and regional factors.
Barunga West Council	Council	<ul style="list-style-type: none"> • Supported consideration of elected member bands. • Supported use of an independent expert review, with the same entity engaged who developed the WA model. • Proposed a more limited definition of remuneration with increased use of regional allowances and excluding Fringe Benefits Tax. • Proposed a remoteness allowance.
District Council of Kimba	Council	<ul style="list-style-type: none"> • Supported an individual expert review. • Suggested use of elected member bands. • Proposed a more limited definition of remuneration with increased regional allowances. • Noted that the motor vehicle setting process needs to be clarified as well as the provision of accommodation. • Noted the salary for a temporary/interim/acting CEO has not been considered by the Tribunal.
Wakefield Regional Council	CEO	<ul style="list-style-type: none"> • Suggested some variables may include rateable and type of properties, size of the Local Government area, proximity to major urban centres, assets under management vs ability to raise rates, commercial operations, community facilities, lack of services. • With impacts on remuneration including security of tenure, length, complexity of role, organisational structure, physical location, vehicle and housing allowances, competition from other employment sectors, relevant experience required.
Tatiara District Council	Council	<ul style="list-style-type: none"> • Supported use of an independent expert review and consideration of use of the elected member bands.
Wudinna District Council	CEO and Mayor	<ul style="list-style-type: none"> • Supported consideration of elected member bands. • Supported use of an independent expert review, with the same entity engaged who developed the WA model. • Proposed a more limited definition of remuneration with increased use of regional allowances and excluding Fringe Benefits Tax.

City of Onkaparinga	Council CEO Performance Management Committee	<ul style="list-style-type: none"> Supported use of an independent expert review / adoption of the WA model. Supported use of the elected member bands.
Coorong District Council	Council	<ul style="list-style-type: none"> Supported the Port Adelaide Enfield Council CEO submission. Supported adoption of the WA model linked to existing elected member bands. Proposed increased flexibility for Councils to set CEO remuneration.
	Elected members	<ul style="list-style-type: none"> CEO remuneration should be a self-determining role of Councils. Regional Councils need flexibility in package arrangements to compete against larger metropolitan Councils.
The District Council of Ceduna	CEO	<ul style="list-style-type: none"> Supported an individual expert review. Suggested use of elected member bands. Proposed a more limited definition of remuneration with increased regional allowances. Noted that the motor vehicle setting process needs to be clarified as well as the provision of accommodation. Noted the salary for a temporary/interim/acting CEO has not been considered by the Tribunal. Provided some Council characteristics.
Yorke Peninsula Council	Council	<ul style="list-style-type: none"> Information about current remuneration and position description provided.
Mid-Murray Council	Council	<ul style="list-style-type: none"> Proposed use of an independent expert review with consideration of the WA model and possible application of the elected member bands. Any anomalies to be reviewed by exception. Recommended the bands be indexed annually by an independent standard such as CPI with the opportunity to request exemptions based on individual circumstances or performance. Reviews to then be considered on a 4-year cycle.
The Corporation of the Town of Walkerville	Council	<ul style="list-style-type: none"> Supported the use of an independent expert review. Raised concerns about the effectiveness of the legislation and provided information about its recent recruitment process.
District Council of Grant	CEO and elected members	<ul style="list-style-type: none"> Supported use of the elected member bands consistent with the Port Adelaide Enfield Council CEO submission.

		<ul style="list-style-type: none"> • Noted that salary bands should be broader and overlapping. • Suggested the Tribunal be tasked with reviewing unfair contract clauses/conditions. • Proposed a more limited definition of remuneration with increased use of regional allowances and excluding Fringe Benefits Tax.
City of Port Augusta		<ul style="list-style-type: none"> • CEO Remuneration information and position description provided.

21. On 14 May 2024, the Tribunal met with Mark Withers (CEO City of Port Adelaide Enfield), Tony Harrison (CEO City of Marion) and Maree Wauchope (CEO Barunga West Council). The Tribunal also separately met with the following representatives from the Whyalla City Council, Mayor Phill Stone, Kathy Jarrett (Director Corporate), Grant Jennings (Manager Finance and Knowledge Management) and Sue King (Manager People and Culture).
22. In terms of the submissions generally, while there was broad support for a changed approach to setting minimum and maximum remuneration amounts, there was substantial diversity in the proposed approach. Very few submissions addressed current remuneration arrangements as distinct from proposing a broad approach.
23. The submissions indicated little support for Councils to make individual applications to the Tribunal on an ad-hoc basis.
24. There was substantial support for the Tribunal's proposition that it could engage a specialist remuneration advisor to review individual CEO roles and provide advice to the Tribunal. Some concerns about the cost associated with this approach were noted.
25. Council submissions referred the Tribunal to various approaches, including the Western Australian approach and the current groupings for Local Government elected members.
26. Despite a request to this effect, less than a third of the Councils provided their CEO's position description.
27. A group submission made by the Port Adelaide Enfield CEO, supported by a significant number of Council CEOs, proposed an approach, broadly modelled on the Western Australian system, which reflected "market rates" and recognised regional issues, provided for 7 bands with substantial differences between the minimum and maximum amounts in each band.
28. The Tribunal has also accessed and considered substantial data about the characteristics and attributes of Councils. This data includes the following information:
 - ACLG Codes and Council in Focus groups
 - Council total operating income
 - Council staff size
 - Council areas
 - Council locations, including distance from Adelaide
 - Population density
 - Population dispersion
 - Council growth projections and histories
 - Socio-Economic indexes for Councils (based on Australian Bureau of Statistics data)

MEETINGS WITH MAYORS

29. The Tribunal has consulted directly with 21 Mayors about how CEO performance and remuneration issues are addressed. The information these Mayors provided, together with the submissions, disclose a reasonable degree of consistency to the approach of remuneration setting processes. This process consistency contrasts sharply with the significant differences in remuneration amounts for similar Councils, which were noted in the Tribunal's inaugural Report.
30. The Tribunal noted that Councils utilise external advisors to assist them, or a sub-committee of the Council, in reviewing CEO performance. On the premise that the Council is satisfied with that performance, the external advisor then commonly provides advice about comparable remuneration or remuneration increases. This advice typically proposes increases aligned with the Council's general enterprise agreement, whilst noting remuneration ranges of Councils based on the external advisor's knowledge of other Councils. In this regard, the comparisons may not relate to objectively determined groups of Councils. This approach has resulted in substantial intermittent remuneration adjustments. The approach to setting a remuneration level when a new CEO is appointed is highly variable, with some Councils bringing in new and less experienced CEO's at substantially lower remuneration rates than their predecessors, with the expectation that rates for these CEOs will increase significantly as their performance develops. Many of the Mayors with whom the Tribunal consulted advised that they relied heavily on the bands set by the Tribunal as a guide to reviewing CEO remuneration. The Tribunal noted substantially different approaches to remuneration in predominantly rural areas and in areas where there has been a long serving CEO.

INDIVIDUAL COUNCIL APPLICATIONS FOR INCREASED MAXIMUM REMUNERATION AMOUNTS

31. On 9 July 2024, the Tribunal received an application and submission from the Principal Administrator of the District Council of Coober Pedy for an increase in the maximum amount of remuneration it could pay to recruit a new CEO. This application followed multiple unsuccessful recruitment attempts. The Tribunal addressed this application in its Report 4 of 2024. The District Council of Coober Pedy is currently covered by a separate Determination, Determination 4 of 2024.
32. During the consultations with Mayors, another Council foreshadowed an application to increase the maximum amount payable to attract an appropriate candidate. This Council did not subsequently formally pursue this request, and the Tribunal was advised that a suitable applicant had been selected within the existing bands.
33. On 11 September 2024, the City of Holdfast Bay applied to have the maximum amount it could pay to a new CEO increased. While the City of Holdfast Bay subsequently advised that it received a range of applications, and the Tribunal has noted that an appointment has been made, the City of Holdfast Bay maintained its request to have the maximum amount increased. This application was addressed by the Tribunal in its Report 18 of 2024 where the Tribunal declined to make an individual Council Determination and advised that the City of Holdfast Bay position would be considered as part of this broader review.
34. The Tribunal has reviewed each of these Councils as part of this broader review.

SUBMISSIONS IN RESPONSE TO THE DRAFT REPORT AND DETERMINATION

35. On 20 January 2025, the Tribunal issued a draft Determination and Report to the Premier, Minister for Local Government, the LGA and Mayors and CEOs of Councils to provide them with an opportunity to identify issues they considered may not have been adequately considered in the development of the remuneration framework. This approach proposed a primary criterion of total operating income and four weighted modifying criteria (projected population growth, population dispersion, distance from Adelaide, socio-economic advantage/disadvantage). A copy of the draft Report and Determination was also posted on the public notices section of the Tribunal's website.
36. Submissions and further comment on the draft Determination were invited by 12 March 2025. The Tribunal advised it was not limiting the range of factors about which comments may be made, however, comments about the nature of the remuneration framework, or about potential implementation issues were particularly invited.
37. The Tribunal noted that most Councils, Mayors and CEOs who had made submissions in writing and put their views in person to the Tribunal, asserted that their Council was unique or different. The Tribunal acknowledges differences between Councils but, short of setting a minimum and maximum remuneration level for each individual Council, a grouping mechanism is a necessary component of any sustainable remuneration arrangement.
38. Furthermore, the Tribunal noted it arrived at a separate assessment for the District Council of Coober Pedy in September 2024 because of its unique circumstances (see Determination 4 of 2024) and that the application of the approach in the proposed framework resulted in a different maximum amount applicable to Coober Pedy. The Tribunal highlighted that the District Council of Coober Pedy, as the most remote Council and most differentiating Council, may wish to provide further advice to the Tribunal about the framework. A submission was received from the Principal Administrator of the District Council of Coober Pedy, which is summarised in the table below.
39. The Tribunal further noted that the adoption of this approach did not prohibit a Council from seeking an individual review of its banding and that Councils with demonstrable concerns about the effect of their band allocation would be expected to provide information that establishes the basis for their position relative to other Councils. Councils were requested to identify the impact of the currently specified minimum and maximum amounts, in the context of the model that the Tribunal had outlined in its draft Report, rather than simply referring to traditional comparisons with other Councils.
40. The Tribunal subsequently received submissions from 29 entities in response to its draft Report and Determination. The entities that made submissions are listed below.

Council	Submission made on behalf of	Summary of issues raised
Copper Coast Council	Council	<ul style="list-style-type: none"> Council supports the adoption of the primary and modifying the criteria with weighting. Hopes changes to proposed banding will not result in reductions to current CEO agreements or their plans for renewal. Recommends phased in compliance over 1-2 years or renewal of CEO contract where appropriate.

Kangaroo Island Council	Council	<ul style="list-style-type: none"> • The proposed band, noting that it provides an increased band range, means Council is still not able to provide candidates with a competitive package, nor does the band provide a platform for Council to attract candidates with specific relevant experience. • Alignment of CEO total package determinations through historic CEO payment information does not provide enough opportunity for individual councils to develop dynamic fiscal and leadership strategic paths. • Key baseline grading does not enable recognition of recruitment difficulties for Councils such as Kangaroo Island Council, who face significant water gap and unique off mainland recruitment challenges. • The four modifying criteria restricts regional and remote councils. • Council banding supports a false economy. Candidates recruited are not necessarily candidates who are able to contribute to the skills and experience a Council need. • Restrictions on total remuneration packages, provides no flexibility for Councils to self-determine their CEO package. Regional councils need flexibility to compete against larger metropolitan Councils and the private sector, to attract strong candidates and their families to their communities. • Legislative requirements and responsibilities for all Council CEOs are set and do not vary based on size nor location of the Council. • A banded remuneration system disadvantages all Council CEOs.
Whyalla City Council	CEO	<ul style="list-style-type: none"> • The CEO recommends the following changes to the draft determination: <ul style="list-style-type: none"> ○ Remove housing (or accommodation) benefit for non-metropolitan Councils from definition of remuneration ○ Remove Fringe Benefit Tax from definition of remuneration. ○ Add an additional 'weighting criteria' for regional capital cities (Mount Gambier and Whyalla) to elevate these two councils up one band (to Band 3). ○ CEO responsibilities as listed within the Local Government Act and Work Health and Safety Act to be

		<p>the base determinant for the complexity of CEO responsibilities.</p> <ul style="list-style-type: none"> ○ Operating revenue being used as a weighting criterion (with a lower weighting) as opposed to the principal determinant of the complexity of role.
Whyalla City Council	Council	<ul style="list-style-type: none"> • Council proposed the following suggestions for potential improvements: <ul style="list-style-type: none"> ○ Applying ranged scoring to remove anomalies from the model. ○ Applying a more consistent approach to revenue bands. ○ Issues with usual Total Operating Revenue as a base. ○ Weighting of Characteristics and inclusions of a "wildcard".
City of Burnside	Council	<ul style="list-style-type: none"> • Requests that the Tribunal reclassify the City of Burnside as a Band 3 Council rather than Band 4 based on an increase in total operating income since the last review. • States that this reclassification is crucial to ensure fair and competitive remuneration for their newly appointed CEO, and to ensure that the salary band expectations remain as were advertised and the contract signed. • Notes the complexities and unique challenges faced by the Council, including highly engaged and affluent population, significant media scrutiny, and ongoing political challenges that make the CEO role more challenging than most. • Reiterates the benchmarking and the mitigating factor of Council not increasing rates during the COVID-19 pandemic as consideration for the City of Burnside's classification to Band 3.
City of Salisbury	Council	<ul style="list-style-type: none"> • Council supports the proposed updated band and remuneration classification for the City of Salisbury.
Adelaide Plains Council	Council	<ul style="list-style-type: none"> • The Council supports the re-aligning of elected member remuneration bands with those of the CEO remuneration bands.
District Council of Coober Pedy	Principal Administrator	<ul style="list-style-type: none"> • Council was able to appoint a suitable CEO for a three year term within the band in Determination 4 of 2024. • Council requests that the Tribunal allows them to work within the scope of

		Determination 4 of 2024 for the life of the current contract.
District Council of Orroroo Carrieton	Council	<ul style="list-style-type: none"> • Council seeks that the Tribunal reconsiders the Band 8 Council composition. • Council asks that the Tribunal consolidate the total operating income of Bands 7 and 8, which forms the primary variable when differentiating the bands, such that both Orroroo Carrieton and Karoonda East Murray would then sit within a reconstituted Band 7. • Council considers that being designated in the lower band, will affect its standings within the broader local government sector and negatively influence its capacity to attract and retain prospective CEO candidates.
Alexandrina Council	Council	<ul style="list-style-type: none"> • Council supports the proposed criteria which includes council total revenue, projected population growth, population dispersion, distance from Adelaide and socio-economic advantage/disadvantage.
Campbelltown City Council	Council	<ul style="list-style-type: none"> • Two-year timeframe for compliance considered restrictive and manifestly unfair to the incumbent, especially as it doesn't take into consideration the performance of the CEO. • Councils be allowed to apply for exceptions based on performance and complexity. • Councils have the opportunity to engage Mercer to undertake an individual review for their CEOs remuneration for consideration by the Tribunal. • Council supports a framework to reward high performing CEOs, rather than one that appears to punish them for performing well and providing budgets that are financially sustainable, and ties remuneration to criteria, some of which is not able to be influenced by high performance. • Reducing or freezing remuneration for CEOs within the sector will likely have a flow-on effect.
City of Onkaparinga	CEO Performance Committee	<ul style="list-style-type: none"> • The draft determination puts Council in a better position to offer competitive and appropriate remuneration for the CEO whilst complying with the Remuneration Tribunal.
Eastern Regional Alliance	City of Burnside; Campbelltown	<ul style="list-style-type: none"> • The submission identifies the practical and operational implications if the draft determination is adopted.

	City Council; City of Norwood Payneham & St Peters; City of Prospect; City of Unley; and Town of Walkerville	<ul style="list-style-type: none"> • The draft determination does not consider: <ul style="list-style-type: none"> ○ remuneration bands that reflect operational complexities and challenges of different councils, beyond simply total operating income; ○ an integrated, more nuanced grouping approach that considers council size, geographical challenges, population diversity, and strategic functions; ○ or allow Councils to seek exceptions or reviews based on unique operational requirements; ○ an equitable and flexible market aligned remuneration framework for CEOs to ensure competitiveness in attracting and retaining experienced CEOs; ○ how specific weightings were reached, specifically why 60% was attributed to population growth; ○ a more nuanced framework that recognises tenure and long-standing service; ○ inflationary pressures, effectively reducing CEO salaries in real terms; ○ how long the draft determination will operate for; and ○ the introduction of a longer compliance period beyond 2 years.
City of Unley	Council	<ul style="list-style-type: none"> • Council supports the submission of the Eastern Region Alliance. • The Council submits that the draft determination does not consider: <ul style="list-style-type: none"> ○ equitable and flexible market aligned remuneration framework for CEOs to ensure competitiveness and retaining of an experienced CEO; ○ a more nuanced framework that recognises tenure and long-standing service, but also to provide provisions for performance-based adjustments; and ○ fails to consider inflationary pressures, effectively reducing the CEOs total remuneration package. • The Council proposes that the proposed arrangements adopt a 'grandfathering' approach to maintain the current CEO TRP until the current contract expires.

		<ul style="list-style-type: none"> • If adopted, it is proposed that Council will be allowed to apply for exceptions based on performance and complexity. • If the Tribunal sets a 'phased in compliance' period, the Tribunal should allow for more than 2 years to achieve compliance.
Town of Walkerville	Council	<ul style="list-style-type: none"> • Council proposes that the existing contracts with current CEOs should be honoured and grandfathered out for the remaining term of the existing contract (rather than a 2-year phase in period); and • The Tribunal review the band that the Town of Walkerville has been included in as the Council believes it will hamper future efforts to recruit a suitable CEO. • The Council has been disrupted by not having continuity in this key leadership position which has seen the Council being on its 3rd CEO in 3 years. • Using revenue as the primary criteria may encourage behaviour contrary to sector and community interests.
Yorke Peninsula Council	CEO	<ul style="list-style-type: none"> • The current classification does not adequately account for the financial and operational burden of maintaining year-round services to accommodate for influx during the peak holiday periods. • Some CEOs will need to fund any additional leave via salary deductions, while others will not if the contract specifies RDOs. Further clarification is required. • Council spans 5,834km² with 485km of coastline, which includes significant coastal management responsibilities. Council manages the largest road network of any SA Council (3,900km). • Regional councils managing dispersed communities are not adequately addressed, particularly considering critical water and waste infrastructure challenges. • The current assessment through the use of ratios per the modifying criteria does not fully recognise the complexities, nor the additional governance, infrastructure, and community service responsibilities placed on the Yorke Peninsula Council. • The CEO of 14 years will potentially be personally affected by a significant reduction in the total remuneration package by the proposed new maximum and setting of the band. Current package arrangements have been negotiated through good faith

		<p>and contractual agreements with 4 terms of Council.</p> <ul style="list-style-type: none"> • Should these recommendations be endorsed, Councils across the State are at a significant risk of losing highly experienced and capable CEO's, in particular regional areas. • Requests that the Tribunal re-examine its band classification and weighting methodology to ensure council's unique service delivery responsibilities are fully reflected.
Town of Gawler	Executive Manager	<ul style="list-style-type: none"> • Should the draft determination in the current form be implemented, this has the potential for our CEO, to rethink their employment with Council. • The ability to prescribe salary ranges for the bands of grouped Councils, in some cases resulting in a severe reduction, calls into question the binding nature of contracts Councils enter into with a CEO and legal implications when the conditions have been agreed between the parties.
Regional Council of Goyder	CEO	<ul style="list-style-type: none"> • Sets out his personal circumstances. • The CEO believes the approach taken by the Tribunal fails to appropriately consider the personal and financial impacts of the proposed determination on hardworking regional CEOs. • Requests the Tribunal reviews its draft report and determination in relation to the Council's proposed, amended, banding, and engage directly with the Council, and the CEO on specific circumstances that must be further accounted for.
Regional Council of Goyder	Council	<ul style="list-style-type: none"> • The Council states that the current draft determination: <ul style="list-style-type: none"> ○ denies the natural justice elements in terms of a failure to afford procedural fairness; ○ predetermination and the failure to observe the right to a fair hearing; ○ the proposal by the Tribunal to make a further Determination, interferes with the current Determination and the remuneration set by the Council; ○ the Tribunal has a lack of jurisdiction to make a new Determination; and ○ the Tribunal has failed to act 'judicially'.

		<ul style="list-style-type: none"> • The Council proposes that the Tribunal provide an exemption or variation to its Report allowing for the Council to remunerate the CEO at no less than the current remuneration within the current band and at a level appropriately considered for the unique role he undertakes. • The Council also proposes that the Tribunal review its Report and proposed Determination in relation to Council's banding and engage directly with the Council on the specific exceptionality of its circumstances and inclusions that must be further accounted for.
Mid Murray Council	Council	<ul style="list-style-type: none"> • Council broadly supports the Tribunal objectives of: <ul style="list-style-type: none"> ○ Minimum and maximum remuneration amounts need to reflect the complexity of roles and responsibilities necessary to allow Councils to recruit and retain appropriately skilled and qualified CEOs. ○ Remuneration minimums and maximums must provide a significant degree of assurance to council ratepayers, that their CEO is being remunerated accordingly. ○ The most useful market data available is the actual remuneration currently paid to South Australian council CEOs. ○ The LGA's position of reducing the number of bands and increasing the spread of remuneration permitted under each band. • Council does not support the setting of a minimum level of remuneration. • Council's position is that it should be at the Council's discretion to set the starting remuneration level when a new CEO is appointed based on the skills, experience and qualifications of the CEO. • Council should be able to adjust the remuneration level accordingly, with the time in the role, further experience and performance, if warranted. • Council does not agree with the modifying criteria and that the single most significant characteristic to be assessed should be total operating income, nor should the 4 modifying criteria be the only other factors considered.

		<ul style="list-style-type: none"> • Council proposes that the remuneration level should be based on CEO position descriptions and responsibilities, the skills and experience required to undertake the role, the population size, density and characteristics of a Council district, isolation and distance factors, accommodation issues, consideration of tenure and contract duration, remuneration for comparable positions, recognition of attraction and retention approaches and challenges, and performance of the CEO. • Council's position is that any determination which the Tribunal makes should not impact on the remuneration presently agreed between Council and its CEO. • Council requests that the draft determination includes a 'grandfathering' provision. • If the Tribunal does not consider the provision, then any 'phasing-in' period should be longer than the proposed 2 years, such as 5 years. • Council proposes that bonuses should be excluded from the TRP as they can be used as an incentive to deliver KPIs.
Local Government Association	President & CEO	<ul style="list-style-type: none"> • The LGA has the following concerns with the draft determination: <ul style="list-style-type: none"> ○ Misunderstanding of the 'position description' of the CEO; ○ Creation of conflict between employment contracts and draft determination; ○ Reduced application of SALGR Act transitional provision through delay; ○ Concerns with respect to adequacy and validity of 'phased in compliance' transitional scheme; ○ Relevance of cost saving; ○ Difficulty in understanding assumptions and calculations; ○ Issues with operating income, population growth, distance from Adelaide and population dispersion, socio-economic status, importance of existing 'market', importance of relevant market comparison information; ○ Potential impacts on remuneration of other staff; ○ Treatment of housing allowances/expenses; ○ Importance of indexing and ongoing uncertainty;

		<ul style="list-style-type: none"> ○ Need for clarity about number of bands; ○ Uncertainty regarding commencement date(s); and ○ Time given for response. • The LGA proposes the following: <ul style="list-style-type: none"> ○ Fewer bands with broader spread ○ 'Grandfathering' provision ○ Longer phasing in period ○ Changes and increased clarity with respect to data, assumptions and weighting ○ Remove housing allowances (and other similar allowances) from definition of remuneration for rural and regional councils ○ Compare remuneration to the market ○ Frequency of reviews ○ Further consultation (with a further placeholder determination if necessary)
<p>District Council of Mount Remarkable</p>	<p>Acting CEO</p>	<ul style="list-style-type: none"> • The Council states that the current draft determination: <ul style="list-style-type: none"> ○ denies the natural justice elements in terms of a failure to afford procedural fairness; ○ predetermination and the failure to observe the right to a fair hearing; ○ The proposal by the Tribunal to make a further Determination, interferes with the current Determination and the remuneration set by the Council; ○ The Tribunal has a lack of jurisdiction to make a new Determination; and ○ The Tribunal has failed to act 'judicially'. • The Council proposes that an exemption or variation be granted, allowing for the Council to remunerate the CEO at no less than the current remuneration within the current band and at a level appropriately considered for the unique role he undertakes. • The Council also proposes that the Tribunal review its report and proposed determination in relation to the Council's banding and engage directly with the Council on the specific exceptionality of its circumstances and inclusions that must be further accounted for.

District Council of Kimba	Mayor	<ul style="list-style-type: none"> • Previous challenges for the CEO role have included potential loss of primary care medical services in Kimba and involvement in the Federal Government's search for a site to store low to intermediate level radioactive waste. • In Kimba's case, remuneration must often exceed that of neighbouring coastal Councils to incentivize, attract and retain the best candidate. • CEOs in rural and regional areas face additional responsibilities and heavier workloads. • Additional time off, travel concessions and vehicle use (used to offset pressures), should not be factored into remuneration calculations.
District Council of Kimba	CEO	<ul style="list-style-type: none"> • The proposed determination has disparities between Regional and Metropolitan CEO remuneration, attraction and retention challenges, cost of living adjustments and regional disparities and recognition of additional responsibilities issues. • The draft determination does consider the establishment of a clear remuneration framework, recognition of CEO leadership in Local Government and flexibility within the framework. • The CEO recommends that the Tribunal consider regional loading, CEO workload factors and incentive structures for regional CEO retention.
City of West Torrens	Council & CEO	<ul style="list-style-type: none"> • The CEO provided a personal statement of the personal and financial impacts. • Council does not believe the report accurately or appropriately considers the growth projections in relation to the Council's operating income. • A reduction in the maximum CEO remuneration will pose implications, with respect to other senior staff remuneration. • The Council has questioned the validity of the forecasted population growth data. • The Council states that the current draft determination: <ul style="list-style-type: none"> ○ denies the natural justice elements in terms of a failure to afford procedural fairness; ○ predetermination and the failure to observe the right to a fair hearing; ○ The proposal by the Tribunal to make a further Determination, interferes with the current

		<p>Determination and the remuneration set by the Council;</p> <ul style="list-style-type: none"> ○ The Tribunal has a lack of jurisdiction to make a new Determination; and ○ The Tribunal has failed to act 'judicially'. <ul style="list-style-type: none"> • The Council proposes that an exemption or variation be granted, allowing for the Council to remunerate the CEO at no less than the current remuneration within the current band and at a level appropriately considered for the unique role he undertakes. • The Council also proposes that the Tribunal review its report and proposed determination in relation to the Council's banding and engage directly with the Council on the specific exceptionalities of its circumstances and inclusions that must be further accounted for.
City of Tea Tree Gully	Council	<ul style="list-style-type: none"> • Council supports the proposed updated band and remuneration classification for the City of Tea Tree Gully.
City of Playford	Council	<ul style="list-style-type: none"> • Councils suggests that superannuation should be reported in line with actual cost to Council to accommodate circumstances such as defined benefits scheme caps at 9.3%; and transitional timeframes look to be extended to be greater than 2 years. • When considering the level of scrutiny Local Government and CEO salaries receive, it seems illogical that the Tribunal would arrive at a determination that calculates and reports on a TRP that is based on incorrect superannuation benefits.
City of Mitcham	CEO	<ul style="list-style-type: none"> • The CEO does not support the proposed use of operating revenue as the primary benchmark – using this will decrease community confidence on the decisions of Council. • If the draft determination is implemented, the integrity of the role and advice from administration in all decisions involving revenue will be questioned and become part of the political debate, which is detrimental to good governance. • Councils not experiencing growth and not receiving increased rate revenue face significantly increased pressure to deliver more community outcomes with less.

		<ul style="list-style-type: none"> The CEO supports providing housing as not being included in the definition of remuneration for regional councils.
City of Adelaide	Council	<ul style="list-style-type: none"> The proposed reduction of the minimum CEO pay level in the remuneration band applied to the City of Adelaide creates real attraction and retention barriers. Specifically: <ul style="list-style-type: none"> It exacerbates the non-competitiveness of City of Adelaide CEO remuneration in comparison to that of CEOs of other Australian Capital Cities It lowers the midpoint of the band payable to below the current level The minimum payable is considerably lower than the maximum paid in the next lower band of other local government area CEOs. Council recommends increasing the minimum and maximum remuneration payable in the band applied to at least \$450,000 and \$500,000, to mitigate attraction and retention risks. Councils seeks further clarification regarding whether or not the costs of memberships of professional associations are considered salary components.
Barunga West Council	Council & CEO	<ul style="list-style-type: none"> The CEO provided a personal statement of the personal and financial impacts. The Council states that the current draft determination: <ul style="list-style-type: none"> denies the natural justice elements in terms of a failure to afford procedural fairness; predetermination and the failure to observe the right to a fair hearing; The proposal by the Tribunal to make a further Determination, interferes with the current Determination and the remuneration set by the Council; The Tribunal has a lack of jurisdiction to make a new Determination; and The Tribunal has failed to act 'judicially'. The Council has a range of concerns relating to the operating income, remuneration framework, modifying criteria

		<p>and the Tribunal's objectives and determination report considerations.</p> <ul style="list-style-type: none"> The Council proposes that the Tribunal should provide an exemption or variation to its report allowing for the Council to remunerate its CEO at no less than the current remuneration and at a level appropriately considered for the unique role they undertake.
City of Norwood Payneham & St Peters	CEO	<ul style="list-style-type: none"> The CEO supports the submission that has been made by the Local Government Association. The CEO supports the submission that has been made by the Eastern Regional Alliance.
Eyre Peninsula Local Government Association	Executive Officer	<ul style="list-style-type: none"> The framework should consider the unique challenges faced by regional councils. The Eyre Peninsula LGA believes that the introduction of a dedicated remuneration band (or bands) tailored to regional circumstances is paramount. Recognising additional incentives (relocation expenses, housing allowances, and vehicle provisions) within the remuneration framework would allow for more equitable competition with metropolitan counterparts. The Eyre Peninsula LGA suggests that any final determination should explicitly offer recognition of relocation challenges, allowing councils the flexibility to provide additional support where needed. The Eyre Peninsula Local Government Association requests that the Tribunal consider: <ul style="list-style-type: none"> Introducing a separate remuneration band, or at least distinct recognition, for regional CEOs. Including specific provisions for relocations costs and allowances as a standard part of the remuneration framework for regional CEO roles. Acknowledging that these measures, while modest, would help regional councils remain competitive in attracting skilled executives, ensuring the ongoing delivery of vital services and the effective governance of our communities.

41. Most of the submissions went to the integrity of the approach proposed by the Tribunal, the impact on some CEOs in relation to their salary and benefits and, in some instances, indicated their misunderstanding of the legislation.
42. On 19 March 2025, the Tribunal provided the City of West Torrens, Barunga West Council, Regional Council of Goyder and District Council of Mount Remarkable (collectively the four legally represented Councils) the opportunity to make oral submissions on the jurisdictional issues they had collectively raised as well as on the substantive review. Those Councils were legally represented. The four Councils submitted that reducing a salary in this climate, with the cost of living and standard of living, would have a draconian effect on the four CEOs. In relation to phasing in compliance over two years, as proposed in the draft Determination, the four legally represented Councils submitted that it does not go far enough. An example of a grandfathering provision was provided to the Tribunal and it was submitted that the Tribunal needed to make that order as the Tribunal does not have the legislative power to do anything but that. Counsel for the four Councils also took the Tribunal through various provisions of the LG Act. They referred to the provisions of the LG Act which they contended gave Councils general CEO appointment authority and argued that the Tribunal had exercised its jurisdiction in its inaugural Determination such that it could not now interfere with arrangements between Councils and their CEO.
43. In relation to subsection 99A(10), which provides that Council must ensure that the remuneration of its chief executive officer is within the relevant minimum and maximum remuneration amounts determined by the Tribunal, the four legally represented Councils submitted that the word "relevant" must mean the current minimum and maximum that are then in force at that time. Therefore, Council determines what the CEO is remunerated at, save for the restriction in subsection 99A(2). The four legally represented Councils submit that once that is done, and provided the remuneration is within the minimum and maximum remuneration amounts, then in respect of the CEO that has been appointed, the power of the Tribunal is spent. The four legally represented Councils said the practical effect is that once the Council enters into a contractual relationship or other appointment with the relevant CEO, it can do so with certainty and it can ensure that upon appointment of the CEO it has complied with the requirement.
44. Separately on 19 March 2025, the Tribunal met with the LGA who was legally represented. The LGA did not dispute the Tribunal's jurisdiction. They expressed a preference for a grandfathering provision but, if that was not accepted, then a longer phase in period than two years should apply. The LGA undertook to provide the Tribunal with current CEO remuneration amounts, calculated consistently with the Tribunal's definition of remuneration and contract terms.
45. The Tribunal also met with the CEO of the City of Whyalla to discuss their submission further.

THE TRIBUNAL'S APPROACH TO REVIEWING MINIMUM AND MAXIMUM AMOUNTS

46. The approach outlined below was detailed in the Tribunal's draft Report, however the Tribunal has acknowledged various amendments which reflect consideration of the responses received to the draft Report.
47. Consistent with its inaugural Report, the Tribunal considers that a more sustainable longer-term approach is necessary. Notwithstanding all the information which the Tribunal now has, it remains aware that some Councils have not provided submissions and that a significant proportion of the submissions note unique characteristics of their Council.

48. It is also clear to the Tribunal that at least some Councils may have misunderstood the definition of remuneration and particularly, motor vehicle costing approaches and that some elected members, and possibly some CEO's may benefit from clarification of the principles being applied by the Tribunal. The Tribunal has provided additional clarification later in this Report.
49. The Tribunal acknowledges at the outset that the nature of its jurisdiction is inherently limited to the specification of minimum and maximum remuneration. It is not within the Tribunal's jurisdiction to determine allowances in addition to the minimum and maximum remuneration amounts. Accordingly, the Tribunal has reviewed an array of factors that are commonly considered in establishing remuneration levels. These range from regional attraction and retention components of remuneration to the recognition of the many functions undertaken by Local Governments that are outside of traditional expectations.
50. The Tribunal has adopted an approach whereby it seeks to achieve the following broad objectives:
- Minimum and maximum remuneration amounts need to reflect the complexity of roles and responsibilities necessary to allow Councils to recruit and retain appropriately skilled and qualified CEOs.
 - Remuneration minimums and maximums must provide a significant degree of assurance to Council ratepayers, that their CEO is being equitably remunerated.
 - The minimum and maximum remuneration amounts need to provide an appropriate degree of guidance to elected members to assist them in setting and reviewing CEO remuneration.
 - Any system of setting minimum and maximum remuneration must be capable of simple and low-cost revision to facilitate regular review.
51. The Tribunal has reviewed possible approaches against these broad objectives. The significant diversity of remuneration levels noted in the inaugural Report means that some Councils with similar characteristics pay their CEOs quite different remuneration, while some CEOs are paid similar remuneration despite working for Councils with substantially different characteristics.
52. The information available to the Tribunal confirms that the capability and performance of both elected members and CEOs impacts on remuneration considerations. However, recognition of performance issues is the prerogative of elected members and, if necessary, the State Government. Councils have the capacity to take account of CEO performance issues when setting remuneration between the minimum and maximum amounts set by the Tribunal.
53. The Tribunal does not consider a system where individual Council's apply to the Tribunal requesting a review of their CEO's remuneration is sustainable. Such a system would be administratively cumbersome and could create perceived or actual remuneration discrepancies between Councils.
54. A common argument put to the Tribunal prior to issuing its draft Report and Determination was that the grouping arrangement traditionally applied by the Tribunal to assess elected member allowances should have been used as the basis for the grouping of CEO remuneration. These propositions similarly fail to meet the Tribunal's broad objectives. In its Report 2 of 2022, the Tribunal expressed reservations about the current groupings and invited affected parties and stakeholders within the Local Government sector to consider alternative approaches. The current groupings have their genesis in very dated population comparisons. If these same groupings were applied to CEOs, they would create significant anomalies and fail to recognise

other characteristics of Councils relevant to the role complexity of CEOs. Furthermore, the gap between minimum and maximum remuneration levels would likely be so substantial that the objectives of providing assurances to Council ratepayers and guidance to elected members would not be met.

55. The Tribunal also considered use of the Australian Classification of Local Government (**ACLG**) categories, determined by the Australian Bureau of Statistics, as the basis for setting remuneration. The ACLG categories are based on population and population density, resulting in 16 categories for South Australian Councils. The Tribunal was not satisfied that the factors included in this system properly characterised CEO functions and, in any event, using such a system led to unsustainably large and inconsistent remuneration groupings.
56. The Tribunal has reviewed the Western Australian system of specifying minimum and maximum remuneration levels. This approach was considered in the development of the LG Act. The Western Australian system has now been in operation for many years and was initially established following a comprehensive review of each CEO job role at that time. Of more recent times, the number of groups of Councils has been reduced by regulation. Western Australia also has a longstanding and relatively consistent approach to the recognition of regional locations across public and many private sector occupational groups. There is no equivalent mechanism in South Australia. The Western Australian local government structures are significantly different to the South Australian structures in that there are many more smaller Councils. Finally, the adoption of the Western Australian approach would result in gaps between minimum and maximum remuneration amounts that are so substantial that they would also fail to meet the objectives of providing assurances to local communities and guidance to elected members.
57. The approach suggested by the significant group of CEOs who supported the submission of the Port Adelaide Enfield Council CEO also results in such a gap between minimum and maximum remuneration amounts that it fails to meet the Tribunal's objectives. Additionally, the Tribunal is not satisfied that such an approach would be sustainable on a long-term basis, particularly given the reservations it expressed in 2022.
58. The Tribunal considered engaging a remuneration specialist to consult individually with each Council to assess appropriate remuneration arrangements. It decided such an approach would be both time consuming, and unnecessary given the substantial material already available to compare Councils. Such an approach would also impose a significant additional cost burden on the Local Government sector and would have the potential to become obsolete quickly.
59. The Tribunal has adopted an approach which considers Council characteristics that impact on the complexity of the role. These characteristics need to have appropriate weightings attached to them and the overall approach must be consistent with common remuneration setting processes applied to public and private sector organisations.
60. A specialist remuneration advisory firm, Mercer Consulting (Australia) Pty Ltd (**Mercer**), was engaged to assist the Tribunal in ensuring the integrity and consistency of the component parts of remuneration considerations, and to facilitate a process by which the Tribunal could assess and weight the characteristics of Councils considered relevant to remuneration.
61. The brief given to Mercer had two broad components. Firstly, Mercer was asked to review the Tribunal's approach to, and definition of total remuneration package components, to provide maximum assistance to Councils and ensure a consistent and equitable approach to establishing minimum and maximum remuneration levels, in accordance with the direction on the total remuneration spread being provided to Mercer by the Tribunal.

62. Secondly, Mercer was asked to assist the Tribunal in developing bands or groups of Councils within a framework comprising of minimum and maximum remuneration levels determined by the Tribunal. For the avoidance of doubt, Mercer was not engaged to undertake an individual review of each Council, which would have had a significant cost associated with it.
63. In selecting the appropriate remuneration specialist, the Tribunal complied with the South Australian Government contracting approach. Additionally, because of the potential for any acknowledged expert in this field to be associated in some way within the Local Government sector, the Tribunal received advice and guidance about its contracting processes from a probity advisor and has ensured that Mercer has undertaken this function in a manner which is separate from the remuneration advice that it may provide to Councils. It is appropriate that the Tribunal notes the Mercer contribution with thanks.

What is included in the Total Remuneration Package

64. In its inaugural Report the Tribunal stated the following:
 - “44. In determining what constitutes remuneration, the Tribunal has considered the following components:
 - Monetary remuneration
 - Superannuation, including the statutory minimum employer contributions, any salary sacrifice component and any additional payments made by a council
 - Annual leave loading
 - Additional leave entitlements
 - Bonuses and performance incentives - in cash or otherwise
 - The private benefit value of any motor vehicle and/or equipment (excluding mobile telephones and portable computing equipment provided to the CEO by the council)
 - School or childcare fees, including school uniforms
 - Newspaper/magazine/online subscriptions
 - Personal travel or any other benefit taken in lieu of salary by the CEO (and immediate family at the discretion of the council)
 - Health insurance
 - Any and all allowances
 - Any other form of payment - cash or otherwise
 - Any Fringe Benefits Tax paid by council in respect of any of the above.”
65. While the Tribunal is satisfied that the inclusion of these components is consistent with commonly applied remuneration definitions, it determined to review these considerations.
66. The various consultations with Councils disclosed a degree of confusion on the part of some Councils about how certain components should be costed. In many instances, Councils requested that the Tribunal provide clarity in this regard.
67. The Tribunal has reviewed remuneration approaches through the survey information available from its 2022/23 CEO survey. Mercer has provided additional guidance on these issues, which has been, with the exception of housing and accommodation, generally accepted by the Tribunal.

68. The Tribunal has adopted the following definitions of remuneration components for inclusion in the Determination accompanying this Report:

Component	Definition
Monetary remuneration	Base salary (cash component).
Superannuation	Includes employer superannuation contributions, any salary sacrifice component, and any additional payments made by a Council.
Annual Leave Loading	As defined in the relevant employment contract.
Additional Leave Entitlements	Dollar value of additional leave provided over and above statutory entitlement, except where this is provided to allow remotely based CEOs to travel to their hometown or capital city to commence / return from leave.
Bonuses	Dollar value of any bonuses or performance incentives, whether received in cash or kind.
Motor Vehicle	The value of the cash allowance or the private benefit value of the motor vehicle to the CEO using either the Prime Cost (depreciation), Operating Cost, or Statutory Formula in accordance with the ATO rules. Must include FBT payable by the CEO. Refer to: https://www.ato.gov.au/calculators-and-tools/fringe-benefits-tax-car-calculator
Housing Allowance	The dollar value of any housing allowance or rental subsidy and associated FBT. Consistent with the ATO remote area FBT requirements. Note, designated remote areas are exempt from FBT – refer to: https://www.ato.gov.au/businesses-and-organisations/hiring-and-paying-your-workers/fringe-benefits-tax/types-of-fringe-benefits/accommodation-and-location-related-fringe-benefits/remote-area-fbt-concessions/fringe-benefits-tax-remote-areas
Other Fees and Allowances	Includes, but not limited to, any or all of the following: <ul style="list-style-type: none"> • School or childcare fees, including school uniforms • Newspaper/magazine/online subscriptions • Value of perquisites provided to the CEO i.e. memberships • Personal travel or any other benefit taken in lieu of salary by the CEO (and immediate family at the discretion of the council) • Health insurance • Any and all other allowances • Any other form of payment - cash or otherwise • Any Fringe Benefits Tax paid by council in respect of any of the above

Total Remuneration Package (TRP)	The total of all the above components.
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69. Consistent with the approach taken in the inaugural Report, the Tribunal has concluded that mobile telephones and portable computing equipment provided to CEOs, fundamentally for work purposes, but which may be used for reasonable personal use, should not be regarded as remuneration for these purposes. The Tribunal considers that these items are inherent requirements for a CEO role and, in any event, any additional reasonable use represents a minimal additional cost such that separating personal and business use involves unreasonable administrative costs.
70. The Tribunal has not included professional development costs that directly relate to the performance of CEO duties and membership of professional associations related to the performance of CEO functions in its assessment of remuneration.
71. The Tribunal has not included one-off payments that relate directly and solely to relocation expenses in its consideration of remuneration and notes there was no opposition to this approach in response to the draft Report and Determination.

Motor Vehicles

72. The Tribunal notes that Councils may approve the provision of a motor vehicle to a CEO as part of the CEO's remuneration package, as a tool of trade or offer a motor vehicle allowance by way of additional remuneration.
73. The Tribunal obtained advice from Mercer on the inclusion of motor vehicles in a CEO's remuneration package. The Tribunal noted that a combination of accounting and remuneration packaging approaches are applied by Councils and concluded that, because of the diversity of vehicle cost assessments, and private use components, it is not possible to establish a common benefit value that can notionally be attached to the provision of a vehicle.
74. Having considered Mercer's advice, the Tribunal is of the view that if a motor vehicle is provided as part of the remuneration package, determining a benefit value depends on the type, cost and the extent of personal use of the vehicle along with other assumptions. The provision of the vehicle will be subject to Fringe Benefits Tax (FBT). The benefit value of the vehicle, FBT attributable to personal use and all other monetary components and allowances in lieu of provision of a motor vehicle, other than as a tool of trade, must be included in the CEO's total remuneration. It must not cause the CEO's total remuneration package to exceed the maximum of the remuneration range of the relevant band. Councils are responsible for complying with the requirements of the Australian Taxation Office (ATO) in relation to the calculation of the benefit and FBT, using any of the ATO approved methods. If a motor vehicle is provided as a tool of trade, the Tribunal understands no FBT is payable.
75. Further, a cash equivalent allowance in lieu of a motor vehicle will form part of the total remuneration package and form part of the CEO's total remuneration.
76. The Tribunal has not detailed the different approaches to motor vehicle costings adopted by the ATO as these are readily available to Councils. However, the Tribunal strongly recommends that Councils recognise that any benefit, relating to a motor vehicle, including the associated FBT, is included in, and not separate from, the CEO's total remuneration package.
77. Following the release of the draft Report and Determination, some submissions reiterated rural and remote CEOs were, of necessity, required to travel further distances such that their motor vehicle costs should not be treated as a component of remuneration. The Tribunal is unable to

agree with this proposition. Some CEOs elect to commute long distances and FBT costing methods recognise total distances travelled. In any event, the provision of a vehicle to a CEO is a cost to the Council such that the Tribunal considers it must be recognised.

Housing and Accommodation

78. The information available to the Tribunal confirms that Councils may offer housing or accommodation, or a housing allowance to a CEO to attract and/or retain that CEO or where suitable housing is not available.
79. The Tribunal acknowledges that the provision of housing in designated remote areas is exempt from FBT under the *Fringe Benefit Tax Assessment Act 1986* (Cth) and that the ATO is currently reviewing the relevant definitions and that the cost of Council owned housing is variable.
80. Mercer recommended that the provision of housing/accommodation or a housing allowance in a remote location not be included in the definition of remuneration. The Tribunal has not accepted this recommendation because it is concerned that such an approach creates potential substantial inequities, depending on the definition of remoteness for FBT purposes. Additionally, the Tribunal is concerned that the exclusion of housing provision or allowances from the definition of a total remuneration package, effectively invites its inclusion in areas where this is not currently applicable or required, with consequent cost implications for the Councils concerned. However, as explained later in this Report, the Tribunal has recognised locational remoteness as a factor in setting minimum and maximum remuneration bands.
81. This means that the cost of housing or accommodation, or an allowance for housing, is a component of remuneration and should be recognised as such. The determination of the amount to be included in the total remuneration of the CEO is the amount that would be used to calculate the FBT payable (whether FBT is payable or not per ATO Remote Area definitions). The application of FBT is then a matter which is dependent on whether the relevant town or city is exempted from FBT by the ATO.
82. The Tribunal has reviewed its approach to recognition of the provision of houses and housing allowances, following requests made to this effect after the draft Report was issued. However, housing and housing allowances remain a cost to Councils that the Tribunal considers must be recognised. Further, some payments to CEOs reflect arrangements of a personal choice to benefit the CEO and other Councils have intimated they would like to fund housing benefits in the CEOs package but are unable to do so largely because of available housing. The Tribunal has also noted that, if housing costs were excluded, the potential for iniquitous remuneration arrangements is likely to increase. Had the legislation been framed to enable recognition of allowances, the Tribunal may have adopted a different view.

Superannuation

83. There are different superannuation arrangements adopted for Local Government CEOs. These include accumulation-based schemes and defined benefit funds, with varying employer contributions. The Tribunal has adopted the position that employer superannuation costs, regardless of the scheme, need to form part of the total remuneration package.

Annual Leave of more than 4 weeks per annum

84. Two discrete arrangements for additional annual leave have been considered by the Tribunal.

- 85. Arrangements for purchased additional leave, whereby the additional leave is funded by additional working hours or through a reduction in weekly or monthly pay, do not represent an additional benefit.
- 86. In contrast, the Tribunal is aware of arrangements for CEOs where annual leave of more than four weeks per year is part of the remuneration package without any reduction in remuneration. This circumstance represents an additional cost imposed on a Council so that the amount of leave in addition to four weeks needs to be added to the annual total remuneration package amount. The Tribunal is of the view that where additional leave is granted to remotely based CEOs to enable them to travel or return to their hometown or city without unduly impinging on the annual leave entitlement, this additional leave grant should not be included in the calculation of total remuneration.
- 87. The Tribunal notes that there was no opposition to this approach following the release of the draft Report and Determination.

Characteristics of Councils that differentiate between Council CEOs

- 88. To develop its approach to grouping and comparing Councils, the Tribunal has received substantial assistance from Mercer to ensure that its consideration of Council characteristics properly relate to expectations of CEOs. This analysis of Council characteristics that relate to the demands of CEOs has been conducted in two stages. The initial stage involved a comparison of the characteristics considered relevant to the complexity of the CEO role to establish a framework for consideration of Councils. The second stage has involved identifying appropriate minimum and maximum remuneration amounts.
- 89. As was the case in its inaugural Determination, the Tribunal has not included Roxby Downs Council in this review. This is because Roxby Downs Council operates under an indenture agreement and has an entirely different funding and operating base to every other Council.

Primary and Modifying Criteria

- 90. In consultation with Mercer, the Tribunal considered all the available data about Council characteristics. It then selected the following primary and modifying criteria:

CRITERIA		KEY MEASURE (SOURCE)	RATIONALE
PRIMARY CRITERIA	Revenue	Total operating income (Source: SA Local Government Grants Commission Database Reports)	Total operating income - General Rates; Other Rates; Other Charges; Mandatory and Discretionary Rebates & Remissions and Write-offs; Total Rates; Statutory Charges; User Charges; Grants, Subsidies and Contributions; Investment Income; Reimbursements; Other Income; Share of Profit - Joint Ventures & Associates. Reflects the scale and complexity of operations on an ongoing basis.

MODIFYING CRITERIA	Projected population growth	Annualised population growth based on data from 2021 to 2031 (Source: SA Department for Trade and Investment)	Adopting both a historical and projected view over a 10 year period smooths out/reduces any potential projection anomalies/errors. Any significant infrastructure and service delivery impacts on Council as a result of projected population growth would tend to be based on a longer term planning horizon. This measure picks up the complexities associated with future planning and infrastructure development that is not captured in the total operating income of Council or the other modifying criteria.
	Population Dispersion	Population dispersion based on estimated average distance (in kilometres) between each person in the council area and the centre of population for the region (Source: Keystone Data)	Population dispersion considers both population and geography. It reflects the travel demands placed on Chief Executives in geographically dispersed councils that is not captured by total operating income, or the other modifying criteria. It also acts as a proxy for a travel allowance.
	Distance from Adelaide	Distance of primary council location from GPO Adelaide (Source: SA Remuneration Tribunal)	Recognises the need to travel to access services not available within the council area (e.g. medical and education) which, while not directly impacting the complexity of the CEO role, creates greater distance and travelling challenges for CEOs in rural and remote areas.
	Socio-economic Advantage / Disadvantage	SEIFA index of relative socio-economic disadvantage, decile (Source: ABS)	SEIFA is a commonly used measure to assess the socio-economic status of an area and accounts for differences in complexities of councils with different levels of socio-economic advantage/disadvantage. Council areas with a lower decile are considered more complex.

91. The Tribunal has adopted the position that the primary criteria is total operating income (as defined in reports periodically issued by the SA Local Government Grants Commission) as described in the above table. There is a close correlation between total operating income and staffing numbers and close links between recognition of significant additional functions undertaken by some Councils beyond the normal range of Council activities. In short, as operating income increases, so too does the overall complexity of the CEO role.
92. The Tribunal has utilised the SA Local Government Grants Commission's publicly available total operating income data for the 2022/23 financial year as the latest available data.
93. Various submissions referred to the SA Local Government Grants Commission data being outdated, with other submissions providing that the use of total operating income as the primary criteria could create conflicts of interests between the interests of the CEO and the Council and its ratepayers. It was suggested in these submissions that there may be more of an incentive for a CEO to pursue income generating projects, even if they are not necessarily in the

Council's best interests, to ensure that the total operating income of the Council increases and therefore their remuneration increases. In contrast, it was submitted that there may be a similar incentive for Council's to not approve income generating projects if it creates the risk that the Council will need to pay its CEO higher remuneration, noting this could impact on rate increases and grant opportunities. To the extent that this proposition suggests that a Council or CEO may engage in conduct that is contrary to a Council's interests, that is a matter beyond the Tribunal's remit. If this was the case, the Tribunal would expect the Minister, Council, CEO or relevant authority (such as the Ombudsman) to take appropriate action. For its part, the Tribunal is satisfied that the use of total operating income as the primary criteria does not invite or sanction inappropriate conduct.

94. The Tribunal notes that some individual and Council submissions that opposed the use of total operating income as the primary criteria appeared to be primarily concerned that this criterion resulted in a lower maximum remuneration amount than they considered appropriate, rather than establishing as part of their submission why such a widely applied characteristic should not be used as the primary criteria.
95. In relation to submissions that the SA Local Government Grants Commission total operating income data being from the 2022/23 financial year is outdated, the Tribunal highlights that it is the most up to date publicly available data. Furthermore, given the data is from a previous financial year, this reduces the risk that a CEO might seek to increase Council's total operating income to receive a potential remuneration increase. In any event, the Tribunal is of the view that this is a matter for Councils to manage.
96. The Tribunal's initial assessments excluded Adelaide City Council and involved the allocation of each Council to one of eight bands based on the total operating income ranges shown below.

Band	Upper	Lower
1	\$210M	\$140M
2	\$140M	\$76M
3	\$76M	\$56M
4	\$56M	\$38M
5	\$38M	\$21M
6	\$21M	\$15M
7	\$15M	\$6M
8	\$6M	\$0

97. The Tribunal has considered the most appropriate approach to be applied to the Adelaide City Council given its relatively high total operating income, its relatively low population base, and the extent to which there are over 400,000 daily users of Council facilities and services, most of which involve non-residents. The Adelaide City Council has a vastly different constituent base consisting of predominantly corporate enterprises. It also has a strong commercial focus, owns and manages two significant subsidiary operations (the Adelaide Central Market Authority and the Adelaide Economic Development Authority), together with the Kadaltilla/Adelaide Park Lands Authority.
98. While the option of a market-based assessment for the Adelaide City Council, drawing on data from similarly sized organisations across Australia was considered, this approach was ultimately rejected because it did not properly consider local government specific characteristics. Comparisons with other capital city CEOs was also not preferred because of the diversity of the other state approaches.

99. Ultimately, the Tribunal determined to create an additional band for the Adelaide City Council, using the same methodology that was applied to other Councils. This approach most accurately reflects the recruitment patterns for the Adelaide City Council over the past 15 years. It means that, while there are 9 bands of Councils, the highest band is applicable only to the Adelaide City Council. None of the modifying criteria considered below have application to the Adelaide City Council.
100. The Tribunal has selected four other criteria which are factors most likely to require further differentiation between Councils which was not captured by total operating income considerations.
101. These are:
- a. Projected population growth which impacts on a Council's planning and service delivery requirements and hence the demands and expectations of a CEO. This was determined to be the most significant modifying factor.
 - b. Population dispersion which is a measure of the estimated average distance between each person in a Council area and the population centre for that region. This is a measure of relevance to regional Councils as it represents additional service delivery and complexity demands on the CEO. The Tribunal has relied on data from 2021 to 2031 provided by the SA Department for Trade and Investment.
 - c. Distance from Adelaide measured from the primary Council location. This reflects isolation, attraction, and retention issues, together with the challenges associated with functioning in more remote locations with substantially increased distances.
 - d. Socio-economic advantage/disadvantage. This has been assessed using the Australian Bureau of Statistics Socio-Economic Index for Areas and takes account of differences in the complexities of Councils with differing levels of socio-economic advantage or disadvantage. The greater the degree of comparative disadvantage, the greater the complexity of the CEO role.
102. The Tribunal defined measures of each of these modifying criteria and attached a score of between 1 and 3, depending on the characteristics of the Council. These scores were then weighted, depending on the Tribunal's assessment of the significance of the modifying criteria.
103. This approach is summarised in the following Table prepared by Mercer.

Level of Complexity	Score	Projected population Growth	Population Dispersion	Distance from Adelaide	Socio-economic Status (SEIFA)
Low Complexity	1	Less than 0.56% per annum	Less than 8.45km	Less than 187.1km	Greater than or equal to decile 7
Medium Complexity	2	From 0.56% up to 0.89% per annum	From 8.45km up to 17.3km	From 187.1km up to 382km	Between decile 6 and 4
High Complexity	3	Greater than or equal to 0.89% per annum	Greater than or equal to 17.3km	Greater than or equal to 382km	Less than or equal to decile 3
Weighting		60%	10%	10%	20%

104. Except for the SEIFA score, the Tribunal applied a low complexity or a score of 1 to Councils with less than the 50th percentile for that category. A medium level complexity or a score of 2 was allocated to Councils between the 50th percentile and the 75th percentile and a high

complexity rating or a score of 3 was applied to Councils in the upper 25th percentile. The reverse approach was applied with respect to the SEIFA Index. These percentiles are based on the actual distribution of data across the Councils.

105. The weighted average was then utilised to determine if a Council could increase levels by one category from its initial placement using total operating income. This was done by using a cut-off point of a weighted average greater than 2.2, which recognises a prudent buffer above the weighted average medium complexity score of 2, as shown in paragraph 84. This is consistent with the approach adopted by the Tribunal in setting the highest level of complexity for each of the modifying criterion at the 75th percentile.

106. A table showing the application of these modifying criteria is shown below.

Council	Projected Population Growth	Population Dispersion	Distance from Adelaide	Socio-Economic Status
Onkaparinga	2	1	1	2
Charles Sturt	3	1	1	1
Salisbury	2	1	1	3
Port Adelaide Enfield	3	1	1	2
Playford	3	1	1	3
Marion	2	1	1	1
Tea Tree Gully	2	1	1	1
Holdfast Bay	1	1	1	1
West Torrens	2	1	1	1
Mitcham	1	1	1	1
Mount Barker	3	1	1	1
Campbelltown	3	1	1	1
Alexandrina	3	2	1	2
Unley	2	1	1	1
Burnside	2	1	1	1
Adelaide Hills	2	2	1	1
Norwood Payneham & St Peters	3	1	1	1
Murray Bridge	3	1	1	3
Barossa	3	2	1	1
Mount Gambier	2	1	3	3
Yorke Peninsula	2	3	2	2
Copper Coast	3	1	1	3
Whyalla	1	1	3	3
Gawler	3	1	1	2
Port Augusta	1	1	2	3
Victor Harbor	3	1	1	2
Wattle Range	1	3	3	3
Port Pirie	1	1	2	3
Mid Murray	2	3	1	3
Light	3	2	1	1
Prospect	2	1	1	1
Loxton Waikerie	1	3	2	2
Port Lincoln	2	1	3	3
Berri Barmera	1	1	2	3
Renmark Paringa	1	1	2	3
Kangaroo Island	3	3	2	1
Naracoorte Lucindale	1	2	2	2

Tatiara	1	3	2	2
Clare and Gilbert Valleys	1	2	1	1
Coorong	1	3	1	3
Wakefield	1	3	1	3
Grant	2	2	3	1
Coober Pedy	1	1	3	3
Lower Eyre Peninsula	1	3	3	1
Adelaide Plains	3	2	1	2
Yankalilla	3	1	1	2
Northern Areas	1	2	2	2
Goyder	1	3	1	3
Streaky Bay	1	3	3	1
Ceduna	1	2	3	3
Walkerville	2	1	1	1
Franklin Harbour	1	1	3	2
Mount Remarkable	1	3	2	2
Southern Mallee	1	3	2	1
Kingston	1	2	2	2
Robe	1	1	2	1
Barunga West	1	2	1	3
Tumby Bay	2	2	3	1
Cleve	2	2	3	2
Wudinna	1	2	3	1
Kimba	1	2	3	1
Flinders Ranges	1	3	2	3
Peterborough	1	1	2	3
Elliston	1	3	3	2
Karoonda East	1	3	1	2
Murray				
Orroroo Carrieton	1	2	2	1

107. The adoption of this approach resulted in 11 Councils being moved up into the next highest band.

108. A Table showing the final Council grouping after the modifying criteria were applied is shown below.

Council	Initial Band based on Total operating income	Weighted Average Modifying Categories	Adjusted Band
Onkaparinga	1	1.8	1
Charles Sturt	1	2.2	1
Salisbury	1	2.0	1
Port Adelaide Enfield	1	2.4	1
Playford	2	2.6	1
Marion	2	1.6	2
Tea Tree Gully	2	1.6	2
Holdfast Bay	2	1.0	2
West Torrens	3	1.6	3
Mitcham	3	1.0	3

Mount Barker	3	2.2	3
Campbelltown	3	2.2	3
Alexandrina	3	2.5	2
Unley	3	1.6	3
Burnside	4	1.6	4
Adelaide Hills	4	1.7	4
Norwood Payneham & St Peters	4	2.2	4
Murray Bridge	4	2.6	3
Barossa	4	2.3	3
Mount Gambier	4	2.2	4
Yorke Peninsula	4	2.1	4
Copper Coast	4	2.6	3
Whyalla	4	1.6	4
Gawler	5	2.4	4
Port Augusta	5	1.5	5
Victor Harbor	5	2.4	4
Wattle Range	5	1.8	5
Port Pirie	5	1.5	5
Mid Murray	5	2.2	5
Light	5	2.3	4
Prospect	5	1.6	5
Loxton Waikerie	5	1.5	5
Port Lincoln	5	2.2	5
Berri Barmera	5	1.5	5
Renmark Paringa	5	1.5	5
Kangaroo Island	5	2.5	4
Naracoorte Lucindale	5	1.4	5
Tatiara	6	1.5	6
Clare and Gilbert Valleys	6	1.1	6
Coorong	6	1.6	6
Wakefield	6	1.6	6
Grant	6	1.9	6
Cooper Pedy	6	1.6	6
Lower Eyre Peninsula	6	1.4	6
Adelaide Plains	6	2.5	5
Yankalilla	6	2.4	5
Northern Areas	7	1.4	7
Goyder	7	1.6	7
Streaky Bay	7	1.4	7
Ceduna	7	1.7	7
Walkerville	7	1.6	7
Franklin Harbour	7	1.4	7
Mount Remarkable	7	1.5	7
Southern Mallee	7	1.3	7
Kingston	7	1.4	7
Robe	7	1.1	7
Barunga West	7	1.5	7
Tumby Bay	7	1.9	7
Cleve	7	2.1	7
Wudinna	7	1.3	7
Kimba	7	1.3	7
Flinders Ranges	7	1.7	7
Peterborough	7	1.5	7

Elliston	7	1.6	7
Karoonda East Murray	8	1.4	8
Orroroo Carrieton	8	1.2	8

109. The District Council of Coober Pedy has been exempted from this Determination for reasons provided later in this Report. For transparency though, the Tribunal has left the District Council of Coober Pedy in the above tables to show how the primary and modifying criteria would otherwise have applied.

Remuneration Ranges

110. Having developed a model for the grouping of Councils, the Tribunal has applied the 2022/23 CEO remuneration levels to this structure with a further increase factored in for the period from the July 2024 Interim Report and Determination.
111. The Tribunal has adopted \$190,000 as the lowest minimum remuneration amount. The Tribunal believes this is less than the current minimum CEO remuneration levels and hence gives Councils in that lower range enhanced capacity to apply a lower starting salary to a new, inexperienced CEO.
112. The Tribunal's approach reflected the extent to which the Council CEO market is essentially an internal South Australian market. Consequently, the Tribunal commenced the consideration of the monetary amounts by first looking at the lowest and highest current remuneration. It then reduced the lowest current remuneration amount and increased the highest current remuneration amount to maximise flexibility for Councils.
113. The Tribunal then considered different band number options in terms of the impact on bandwidth. Eight bands were confirmed to be the optimum number and midpoints calculated on a sliding scale with each midpoint being initially proposed as the minimum amount for the next band. This provided bandwidths that progressively increased to reflect increasing remuneration amounts.
114. In response to the draft Report, the LGA submissions, together with those of some regional Councils, were to the effect that the minimum amounts proposed in the draft Report were too high for some Councils to afford. The Tribunal has agreed to reduce the proposed minimum amounts that were specified in the draft Report, using \$190,000 as a base for bands 7 and 8 (i.e. the previous proposed minimum for band 7 was \$207,650, that band is now reduced to \$190,000). As a result, the minimum of each band then become the minimum for the band immediately above it (i.e. band 7's minimum was \$207,650, which then becomes the minimum for band 6).
115. In adopting this approach, the Tribunal may seek further comment on these minimum amounts in three years' time, as it is concerned that if a Council is not adequately remunerating its CEO, it may not be able to attract someone with the necessary skills and experience.
116. The overlapping remuneration ranges are intended to provide Councils with increased flexibility in establishing remuneration levels, particularly when recruiting inexperienced CEOs.
117. The submissions and information, provided in response to the draft Report by the LGA and some Councils detailed the total remuneration packages of CEOs by individual Councils. The Tribunal has some reservations about this data in terms of its consistency, but it has provided a useful point of comparison. The Tribunal would, however, like to thank the LGA for its recent efforts in collecting data.

118. Councils with remuneration arrangements which exceed the proposed maximum remuneration levels, have not, with the exceptions addressed below, demonstrated that their current remuneration level is set on objective Council characteristics rather than the personal characteristics of what may be extremely competent CEOs. The Tribunal is not prepared to determine a position based on the personal traits, characteristics or performance of CEOs.
119. In confirming this position, the Tribunal notes that some Councils have proposed changes to the Tribunal's approach. These changes would have the effect of benefitting those Councils but would cause a corresponding concern for other Councils which has not been addressed.
120. The Tribunal also reviewed its decision that, without considering Adelaide City Council, eight bands was a sustainable grouping of Councils. It considered a lesser number of bands, but this created such a broad bandwidth that the value of the banding to elected members and Council ratepayers would be substantially reduced and hence run counter to the established objectives. An increased number of bands was also considered but this created a system which required substantially more maintenance and more frequent reviews, which again ran counter to the sustainability objective.
121. The Tribunal also considered the Adelaide City Council response to the draft Report but is not satisfied that any sustainable basis has been proposed for a broader range. Should such a case be put in the future, it will be considered by the Tribunal.
122. The allocation of Councils to the bands is shown in the Table below.

Band	Number of Councils	Minimum	Maximum	Bandwidth
Adelaide City Council	1	\$386,710	\$458,557	\$71,847
1	5	\$323,763	\$419,580	\$95,817
2	4	\$296,243	\$383,916	\$87,673
3	8	\$271,062	\$351,283	\$80,221
4	10	\$248,022	\$321,424	\$73,402
5	12	\$226,940	\$294,103	\$67,163
6	7	\$207,650	\$269,104	\$61,454
7	18	\$190,000	\$246,230	\$56,230
8	2	\$190,000	\$225,301	\$35,301

123. The Tribunal's interim 2024 Report and Determination applied a 2% increase to the maximum remuneration levels. For the purpose of this assessment, the Tribunal applied a further increase, since that interim 2024 decision. This approach appears broadly consistent with enterprise agreement based wage increases in the Local Government sector. It does not consider any significant CEO remuneration adjustments that may have occurred since 2022/23. Again, this formed part of the Tribunal's decision to issue a draft Determination in January 2025.

Exemption for the District Council of Coober Pedy

124. The Tribunal has considered the position of the District Council of Coober Pedy. The Principal Administrator advised in their submission that the Council was able to appoint a suitable CEO for a three year term as a result of Determination 4 of 2024. The submission outlined that the total remuneration package was made within the range of \$197,600 - \$274,437 and that annual increases for the remainder of the contract term would be made based on the CEO growing in capacity and capability. On this basis, they continued to rely on the submissions previously put which outline the unique challenges faced by the District

Council of Coober Pedy and requested to be allowed to work within the scope of Determination 4 of 2024 for the life of the current contract.

125. The Tribunal has determined to exempt the District Council of Coober Pedy from this Determination, with Determination 4 of 2024 continuing at the present time.

PHASED IN COMPLIANCE

126. In its draft Report, the Tribunal proposed to permit a phased in compliance with the minimum and maximum remuneration levels over two years. The LGA and the legally represented Councils (City of West Torrens, Barunga West Council, Regional Council of Goyder and District Council of Mount Remarkable) suggested that a grandfathering provision be used instead of grandfather salary arrangements put in place by Councils. The Tribunal is of the view that it does not have jurisdiction to implement such a provision and notes Parliament set out transitional provisions in section 147(5) of the *Statutes Amendment (Local Government Review) Act 2021*. This section states:

“The remuneration of a chief executive officer holding office on the commencement of section 99A of the principal Act (as inserted by this Act) is not affected during the term of that office by a determination under section 99A.”

127. Whilst each Council should seek its own legal advice about the individual circumstances of its CEO's appointment or reappointment, the Tribunal observes that a term of office appears to be singular, with a re-appointment representing a new term of office. On this basis, a CEO holding office on 20 September 2021 (the commencement of section 99A of the LG Act) appears to be excluded from the operation of the Tribunal's determination during that term of office only. Even if jurisdiction existed to grandfather arrangements, the Tribunal would not have adopted such an approach as it confirms remuneration arrangements which are at odds with the general approach applied by the Tribunal.
128. The Tribunal has considered the remuneration and contract duration information provided by the LGA and has relied on that information as the basis for an extension of the phasing in period for compliance with the minimum and maximum remuneration amounts. This period has been extended to 31 December 2027 in consideration of current contract durations.
129. The Tribunal observes that some existing CEOs appeared to lock themselves into further contracts at a time when the draft Determination was out for consultation and both the Council and CEO were on notice that there was likely to be a change in the applicable minimum and maximum bandwidth. The Tribunal has not had regard to those arrangements as its task and jurisdiction is to merely set the minimum and maximum remuneration from time to time, with individual Council's being responsible for its CEO's contract and employment arrangements. Compliance with the Determination and contractual terms that take account of the Tribunal's Determinations are a matter for individual Councils.

FREQUENCY OF REVIEWS

130. The Tribunal intends on reviewing the minimum and maximum remuneration amounts annually. While it recognises that the common Local Government enterprise agreement approach is to link wage movements with consumer price movements, the Tribunal has declined to establish an automatic linkage of that nature. There are many organisations and occupations where CEO remuneration is not automatically tied to inflation and, particularly relative to Local Government which is substantially funded by ratepayers, an absolute guarantee of inflation matching wage increases is not considered appropriate.

131. Separately, the Tribunal notes concerns that Councils need to adapt to the framework and advises that it does not currently intend on reviewing the framework until 2028.
132. The Tribunal confirms that the District Council of Coober Pedy is exempt from this Determination and is instead covered by Determination 4 of 2024. The Tribunal highlights that Councils who can provide evidence of exceptional circumstances, as is the case for the District Council of Coober Pedy, are at liberty at any time to make an application to the Tribunal for review. Whilst any Council may make an individual application, the Tribunal recognises that remote Councils who have circumstances that impact on the role and skills required of their CEO, which are distinguishable from the responsibilities of the CEO more generally, may wish to take up this option.

NEXT STEPS FOR COUNCILS

133. The Tribunal does not have the jurisdiction nor desire to provide legal or tax advice to Councils, relating to FBT, but notes different approaches to these issues and recommends that individual Councils review those approaches.
134. The Tribunal continues to strongly urge elected members of Councils to seek from their staff a complete explanation of their current CEO remuneration against the component elements of the total remuneration which is explained in this Report and the Determination. Without such an understanding, there is a substantial risk that this Report could be misunderstood and misapplied because the component parts of a CEO's remuneration under the terms of a contract or even traditional reporting structure may differ from the approach adopted by the Tribunal. Further, the Tribunal's discussions with Mayors disclosed continuing potential for a misunderstanding of the legislative function of minimum and maximum remuneration levels.
135. The Tribunal notes, as it did in its draft Report, that it is the responsibility of each Council to set CEO remuneration within the specified minimums and maximums.
136. The Tribunal anticipates that Councils will also consider the implications of remuneration adjustments for their CEOs, on the senior staff who report to their CEOs.

OPERATIVE DATE

137. The Tribunal notes section 99A(6) of the LG Act provides that sections 17 and 19 of the Act do not apply. Accordingly, the date of operation cannot be retrospective.
138. The accompanying Determination will come into operation on and from 1 July 2025.



Matthew O'Callaghan
PRESIDENT



Donny Walford
MEMBER



Mark Young
MEMBER

Dated: 16 May 2025



No. 3 of 2025

DETERMINATION OF THE REMUNERATION TRIBUNAL
Minimum and Maximum Chief Executive Officer Remuneration

SCOPE OF DETERMINATION

1. This Determination applies to Chief Executive Officers of Local Government Councils to whom section 99A of the *Local Government Act 1999* (SA) (**LG Act**) applies.
2. For the reasons provided in the accompanying report:
 - a) Roxby Downs Council is not covered by this Determination; and
 - b) The District Council of Coober Pedy is exempt from this Determination as it is covered by a separate determination of the Tribunal, Determination 4 of 2024.

MINIMUM AND MAXIMUM REMUNERATION

3. In accordance with section 99A of the LG Act the Remuneration Tribunal hereby determines the following rates of minimum and maximum remuneration for Chief Executive Officers of Local Government Councils in South Australia:

Band	Total Remuneration Package
Adelaide City Council	\$386,710 - \$458,557
1	\$323,763 - \$419,580
2	\$296,243 - \$383,916
3	\$271,062 - \$351,283
4	\$248,022 - \$321,424
5	\$226,940 - \$294,103
6	\$207,650 - \$269,104
7	\$190,000 - \$246,230
8	\$190,000 - \$225,301

4. Remuneration figures are expressed on a total remuneration package basis as is detailed below:

Component	Definition
Monetary remuneration	Base salary (cash component).
Superannuation	Includes employer superannuation contributions, any salary sacrifice component, and any additional payments made by a Council.
Annual Leave Loading	As defined in the relevant employment contract.
Additional Leave Entitlements	Dollar value of additional leave provided over and above statutory entitlement, except where this is provided to allow remotely based CEOs to travel to their hometown or capital city to commence / return from leave.
Bonuses	Dollar value of any bonuses or performance incentives, whether received in cash or kind.
Motor Vehicle	The value of the cash allowance or the private benefit value of the motor vehicle to the CEO using either the Prime Cost (depreciation), Operating Cost, or Statutory Formula in accordance with the ATO rules. Must include FBT payable by the CEO. Refer to: https://www.ato.gov.au/calculators-and-tools/fringe-benefits-tax-car-calculator
Housing Allowance	The dollar value of any housing allowance or rental subsidy and associated FBT. Consistent with the ATO remote area fringe benefit tax requirements. Note, designated remote areas are exempt from FBT – refer to: https://www.ato.gov.au/businesses-and-organisations/hiring-and-paying-your-workers/fringe-benefits-tax/types-of-fringe-benefits/accommodation-and-location-related-fringe-benefits/remote-area-fbt-concessions/fringe-benefits-tax-remote-areas
Other Fees and Allowances	Includes, but not limited to, any or all of the following: <ul style="list-style-type: none"> • School or childcare fees, including school uniforms • Newspaper/magazine/online subscriptions • Value of perquisites provided to the CEO i.e. memberships • Personal travel or any other benefit taken in lieu of salary by the CEO (and immediate family at the discretion of the council) • Health insurance • Any and all other allowances • Any other form of payment - cash or otherwise • Any Fringe Benefits Tax paid by council in respect of any of the above
Total Remuneration Package (TRP)	The total of all the above components.

5. For the avoidance of doubt, mobile telephones, and portable computing equipment, fundamentally for work purposes, professional development costs directly related to the performance of CEO duties, membership of professional associations and relocation expenses are not included in the total remuneration package.
6. A list of Council groupings is included at attachment 1.
7. Any decision in relation to an annual increase for CEO remuneration within the bands set by the Tribunal remains a matter for each Council in accordance with section 99A(1) of the LG Act.
8. Councils have until 31 December 2027 to comply with the minimum and maximum remuneration amounts.

DATE OF OPERATION

9. This Determination shall have operative effect on and from 1 July 2025.



Matthew O'Callaghan
PRESIDENT



Donny Walford
MEMBER



Mark Young
MEMBER

Dated: 16 May 2025

ATTACHMENT 1

Council	Band
City of Onkaparinga	1
City of Charles Sturt	1
City of Salisbury	1
City of Port Adelaide Enfield	1
City of Playford	1
City of Marion	2
City of Tea Tree Gully	2
City of Holdfast Bay	2
Alexandrina Council	2
City of West Torrens	3
City of Mitcham	3
Mount Barker District Council	3
City of Campbelltown	3
The Rural City of Murray Bridge	3
The Barossa Council	3
City of Unley	3
Copper Coast Council	3
City of Burnside	4
Adelaide Hills Council	4
City of Norwood Payneham & St Peters	4
City of Mount Gambier	4
Yorke Peninsula Council	4
City of Whyalla	4
Town of Gawler	4
City of Victor Harbor	4
Light Regional Council	4
Kangaroo Island Council	4
Corporation of the City of Port Augusta	5
Wattle Range Council	5
Port Pirie Regional Council	5
Mid Murray Council	5
City of Prospect	5
District Council of Loxton Waikerie	5
City of Port Lincoln	5
Berri Barmera Council	5
Renmark Paringa Council	5
Naracoorte Lucindale Council	5
Adelaide Plains Council	5
District Council of Yankalilla	5
Tatiara District Council	6
Clare and Gilbert Valleys Council	6
Coorong District Council	6
Wakefield Regional Council	6
District Council of Grant	6
Lower Eyre Peninsula Council	6
Northern Areas Council	7
Regional Council of Goyder	7
District Council of Streaky Bay	7
District Council of Ceduna	7

Corporation of the Town of Walkerville	7
District Council of Franklin Harbour	7
District Council of Mount Remarkable	7
Southern Mallee District Council	7
Kingston District Council	7
District Council of Robe	7
Barunga West Council	7
District Council of Tumby Bay	7
District Council of Cleve	7
Wudinna District Council	7
District Council of Kimba	7
The Flinders Ranges Council	7
District Council of Peterborough	7
District Council of Elliston	7
District Council of Karoonda East Murray	8
District Council of Orroroo Carrieton	8



welcome to brighter

CEO Remuneration Framework Review

SA Local Government Councils

SA Remuneration Tribunal

23 January 2025

A business of Marsh McLennan

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Section 1

Introduction and Approach

Introduction

Mercer Consulting (Australia) Pty Ltd (Mercer) was engaged by the SA Remuneration Tribunal (the Tribunal) to assist with working through data obtained by the Tribunal and provide advice as it groups 67 Councils into bands and to comment on challenges that the data presents. It was also anticipated that Mercer may need to consider the appropriate bands for some Councils.

More specifically, the brief required Mercer to provide advice on the following components of a CEO's TRP:

- Principles to be considered when including the use of a motor vehicle in a CEO's TRP and how the Tribunal can consider such use when a consistent approach has not been applied and advice in relation to the recognition of FBT relating to the use of a motor vehicle.
- Principles to be considered when dealing with additional leave entitlements in excess of standard.
- Relevant considerations for assessing different superannuation schemes.
- Principles to be considered for housing arrangements, including advice in relation to the recognition of FBT.
- Principles to be considered in relation to remoteness and/or attraction/retention matters.
- Considerations on any other matters e.g. the need to travel extensively reflecting remoteness issues and size of Council area.

Approach

Mercer reviewed and analysed the data already obtained by the Tribunal and developed an initial point of view on the data and advice required by the Tribunal. This included a review of the following documents:

- Master Spreadsheet providing details of each council and current CEO remuneration.
- 32 Council submissions.
- Tribunal consultation paper and remuneration survey.
- Various Interim Reports and Determinations of the Tribunal.
- Position descriptions submitted to the Tribunal by the Councils.

Other source documents included:

- Local Government Rates Oversight Scheme document.

- Summary of Local Government Financial Assistance Grants for the 2024-25 Financial Year.
- Population Projections by Local Government Area (LGA), 2021-2041; SA Department of Planning, Transport and Infrastructure.
- Socio-Economic Indexes for Australia (SEIFA); Australian Bureau of Statistics.

Mercer conducted a workshop with the Tribunal to work through the data, hear the views of the Tribunal, and present our initial point of view on the data challenges, principles and considerations relating to the advice required by the Tribunal. This workshop also included a discussion and agreement to a set of design principles to support the development of a categorisation framework based on a set of criteria.

Following the workshop Mercer developed a model based on the selected criteria, referencing data from a range of sources, and presented a model proposing a 6 level banding structure to the Tribunal for consideration. Following review, the Tribunal requested Mercer to model an 8 level structure using a slightly modified set of criteria. Mercer was also requested to formalise the definition of remuneration components.

At a further workshop, Mercer presented:

- The formal definitions of remuneration components.
- Definitions relating to each criterion used in the model.
- A model using an 8 level structure.
- Remuneration ranges for each level based on a range parameter provided by the Tribunal.

This model was approved by the Tribunal for further development.

A draft report providing details of the definitions and the model was submitted for further consideration by the Tribunal. A number of minor amendments were requested by the Tribunal and have been incorporated into this version of the report.

This report is the final version as requested by the Tribunal.

Section 2

Components of Remuneration

Report No. 4 of 2023. "Inaugural Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers", issued by the Tribunal in June 2023, includes (at clause 44) a summary of the components of remuneration considered to make up the total remuneration package (TRP) of a Local Government CEO.

Of specific concern to the Tribunal was the treatment of the following components, given the Fringe Benefit Tax implications and different approaches used by Councils to calculating the benefit value of these to a CEO.

Review of Individual Components

Motor Vehicle

Councils may approve provision of a motor vehicle to a CEO:

- As part of the CEO's remuneration package.
- As a tool of trade.
- Or offer a motor vehicle allowance by way of additional remuneration.

The data provided by the Tribunal shows approximately 52 CEOs are provided with vehicles, with 11 calculating the FBT component using the prime cost method (depreciation of asset), 3 receiving a cash allowance, and the remainder using either the operating cost or statutory formula method. The total value of the benefit, including FBT, for 24 of the 52 ranges between the \$20,000 to \$26,000 with one outlier above \$30,000. Private usage ranges from 25% to 75%.

There does not appear to be a common benefit value that can be used to create a notional benefit value to apply to all situations.

In Mercer's view, if a motor vehicle is provided as part of the remuneration package:

- Determining a benefit value depends on the type and cost of vehicle, and the extent of personal use of the vehicle along with other assumptions.
- The provision of the vehicle will be subject to FBT.
- The total cost of the vehicle and FBT attributable to the personal use of the vehicle and all other monetary components of the CEO's remuneration must not cause the CEO's total remuneration to exceed the maximum of the remuneration range of the relevant Band.

Councils are responsible for complying with the requirements of the ATO in relation to the calculation of the benefit and FBT, using either the prime cost, operating cost, or the statutory formula method.

If a motor vehicle is provided as a tool of trade, no FBT is payable.

Given there are many variables to consider, particularly in relation to the cost of the vehicle and extent of private use, it is not possible for the Tribunal to attribute a notional cost to the benefit received by a CEO when defining what constitutes the TRP. Rather, it should be made clear in the definition that the provision of any benefit relating to a motor vehicle is included in, and not separate to, the CEO's TRP.

A cash equivalent allowance in lieu of a motor vehicle will form part of the TRP and form part of the CEO's taxable income.

Housing / Accommodation

Councils may provide housing / accommodation or a housing allowance to a CEO:

- To enable Councils to attract or retain a CEO.
- Where suitable housing is not available within the Council area.

Where applicable, the provision of housing / accommodation for CEOs must comply with the Fringe Benefits Tax Assessment Act 1986 - Section 58ZC; under this section the provision of housing in designated remote areas is exempt from FBT.

Remote areas are defined on the ATO website at:
<https://www.ato.gov.au/api/public/content/0-2f3d266d-5f78-4188-add6-f218387a0485?1730844950186>

There are two lists on the website - List 2 applies to "certain regional employers" (e.g., hospitals, police, charitable institutions) and List 1 applies to all other employers; Councils sit within List 1. Mercer notes that a review of these lists is currently underway by the ATO to ensure the areas currently listed are correctly identified as either remote or non-remote.

Mercer's interpretation of the ATO guidelines is that the provision of housing / accommodation in urban / non remote areas (these are also identified in List 1) would be subject to FBT, however, this would need to be confirmed by a professional tax advisor.

The cost of housing will depend on the location and availability of suitable housing / accommodation and whether the house is owned or leased by the Council.

The data provided by the Tribunal shows that only 12 Councils currently provide housing or a housing allowance per Table 1:

Table 1: Housing Allowances

Council	Value Attributed to Council	Cost to CEO
Whyalla	\$15,600	Nil
Ceduna	\$28,600	Not stated
Cleve	\$12,000	Not stated
Elliston	\$10,400	Nil
Franklin Harbour	\$15,600	Nil
Orroroo Carrieton	\$15,000	Not stated
Peterborough	\$15,600	Nil
Roxby Downs	\$20,800	Not stated
Southern Mallee	\$10,868	Not stated
Flinders Ranges	Not stated	CEO salary sacrifices rental
Wuddina	\$11,492	\$4,200

Council	Value Attributed to Council	Cost to CEO
Kimba	\$6,240	Not stated

Mercer recommends that the provision of housing / accommodation or housing allowances in designated remote locations NOT be included in the definition of remuneration.

Additional Annual Leave

Usual market practice is for additional annual to be considered an additional benefit and costed into the remuneration package, except where additional leave is provided for remotely based CEOs who need to undertake extended travel to return to their home city / town; in this case, depending on the remoteness and travel time required, employers can provide additional time so that it does not unfairly impinge on the actual period of leave.

The data provided by the Tribunal shows that 27 CEOs receive an additional 1 to 2 weeks annual leave (with an additional 2 weeks being more common). Mercer recommends that the benefit provided through the provision of additional leave be included in TRP except for in the above-mentioned circumstance.

Note this does not include additional leave purchased by the CEO.

Superannuation

The data provided by the Tribunal show that 12 CEOs are members of a Defined Benefit fund with a contribution rate of 9.3% via Salarylink, with the balance of CEOs having contributions made at the standard statutory rate (currently 11.5%) into an accumulation (or Defined Contribution) fund.

Given the Defined Benefit Fund members have elected to remain in that fund, which, by definition, provides them with more certainty around their eventual retirement income suggests that this certainty is preferred to the higher risk and potentially more volatile returns achieved through an accumulation fund.

In addition, given the unpredictability of accumulation fund returns and the timing of a member's retirement date, it is not possible to compare whether one fund type provides a greater benefit than the other, or whether the additional 2.2% contribution to the accumulation fund members provides an added benefit relative to the Defined Benefit members.

Regardless of the nature of the fund, or the contribution level, superannuation contributions should be included as a component TRP.

Remoteness / Regional Allowance

The WA Salaries and Allowances Tribunal model for Local Government CEOs provides that the following factors should be considered to designated remote Council CEOs when determining whether to apply the Regional/Isolation Allowance:

- Remoteness - issues associated with the vast distances separating communities within a Local Government or the distance of the Local Government from Perth or a Regional Centre.

- Cost of living - the increased cost of living highlighted specifically in the Regional Price Index.
- Social disadvantage - reduced specialist health services, schooling opportunities for children, employment opportunities for spouse, reduced access to professional and personal support networks.
- Dominant industry - the impact that a dominant industry such a mining or agriculture has on an area and the ability to attract and retain people in the face of a dominant industry.
- Attraction/retention - the ability to recruit suitably qualified candidates and being able to retain them in light of the above concerns in competition with positions in the city, regional centres and private industry.
- Community expectations - the pressures on a CEO to meet expectations when professional or operational expertise is not readily available.

The WA SAT allowance ranges from \$12,900 to \$70,000 per annum, noting that "in the event these factors have little or no impact, the Local Government should not provide this Allowance" and that the allowance is included as salary for the purpose of defining the remuneration package.

With the possible exception of the dominant industry criterion and community expectations, it would be reasonable to apply the same or similar criteria to South Australia should a Council need to provide an allowance for attraction and retention purposes (allowances for remoteness is currently not paid to any SA Council CEO). Similar to WA, any such allowance should be included in the calculation of TRP. The revised framework (refer next section of this report) includes consideration of remoteness as measured by the distance of the council from Adelaide.

Travel Allowance Relating to Remote Councils

Although the Tribunal does not have the power to stipulate travel allowances, it is cognisant of the need for CEOs of large, remote Councils to travel extensively within their Council area. This has been taken into account in the development of a new categorisation model (refer next section).

Remuneration Component Definitions

The components of remuneration considered by the Tribunal as making up TRP and their definitions are provided in Table 2.

Table 2: Remuneration Components and Definitions

Component	Definition
Monetary remuneration	Base salary (cash component)
Superannuation	Includes the statutory minimum employer contributions, any salary sacrifice component, and any additional payments made by a council
Annual Leave Loading	As defined in relevant Award or Enterprise Agreement

Additional Leave Entitlements	Dollar value of additional leave provided over and above statutory entitlement, except where this is provided to allow remotely based CEOs to travel to their home town or capital city to commence / return from leave.
Bonuses	Dollar value of any bonuses or performance incentives, whether received in cash or kind
Motor Vehicle	<p>The value of the cash allowance or the private benefit value of the motor vehicle to the CEO using either the Prime Cost (depreciation), Operating Cost, or Statutory Formula in accordance with the ATO rules.</p> <p>Must include FBT payable by the CEO.</p> <p>Refer to: https://www.ato.gov.au/calculators-and-tools/fringe-benefits-tax-car-calculator</p>
Housing Allowance	<p>Non-remote areas only – the dollar value of any housing allowance or rental subsidy and associated FBT.</p> <p>Note, designated remote areas are exempt from FBT – refer to: https://www.ato.gov.au/api/public/content/0-2f3d266d-5f78-4188-add6-f218387a0485?1730844950186</p>
Other Fees and Allowances	<p>Includes any or all of the following:</p> <ul style="list-style-type: none"> • School or childcare fees, including school uniforms • Newspaper/magazine/online subscriptions • Personal travel or any other benefit taken in lieu of salary by the CEO (and immediate family at the discretion of the council) • Health insurance • Any and all other allowances • Any other form of payment - cash or otherwise • Any Fringe Benefits Tax paid by council in respect of any of the above
Total Remuneration Package (TRP)	The total of all the above components.

Section 3

Categorisation Framework

Background

In 2021, section 60 of the Statutes Amendment (Local Government Review) Act 2021 (SA) came into operation. This inserted section 99A into the Local Government Act 1999 (SA) conferring jurisdiction on the Tribunal to determine the minimum and maximum remuneration that may be paid or provided to CEOs of councils constituted under the Local Government Act 1999 (SA).

In June 2023, the Tribunal issued Determination 4 of 2023 covering 67 Councils grouped into eight bands with each band containing a minimum and maximum remuneration amount that may be paid to a Council's CEO. The amount payable to a CEO is at the discretion of each Council, so long as it falls within the applicable remuneration amount.

The eight bands are based on the current adjusted total remuneration packages of CEOs. At the time of this Determination, the Tribunal did not consider this approach to be a long-term sustainable position and have now developed an alternative approach, which is detailed in this section of the report.

Guiding Principles

In considering the development of a revised remuneration categorisation framework, the Tribunal determined that the framework should:

- Provide ratepayers with a degree of confidence their CEO is remunerated within an appropriate range.
- Give elected members guidance in the remuneration setting process.
- Enable councils to recruit an appropriately qualified and experienced CEO.
- Provide sufficient flexibility within the range to accommodate a first time as well as an experienced CEO.
- Be able to be applied consistently across all councils, while considering differences in complexities associated with councils in rural and remote areas compared to urban and metropolitan councils and other factors.

From this, Mercer established the following guiding principles to be used when developing an alternative framework for the Tribunal's consideration.

Table 3: Guiding Principles

Principle	Descriptor
Legislative Compliance	The framework must comply with the legislation in terms of setting only minimum and maximum levels of remuneration.
Logical Criteria	The criteria must provide a useful proxy to determine the complexity and demands required of CEOs, and therefore enable fair and equitable categorisation. Each criterion should be assessing a specific element. While some criteria may be inter-related, they should not assess the same or similar element, so as to avoid double counting.
Measurable Criteria	The criteria must be clearly defined and easy to measure, assess, and explain, and be predominantly quantitative measures.
Easy to Assess Measures	Evidence-based data from authoritative sources must be available and easily accessible to enable fair and objective assessments against each criterion.
Transparent, Fair and Equitable	The framework must be constructed in a way that is easy to understand/explain and enables the criteria to be applied to all councils in a consistent, fair and equitable manner, and therefore result in a defensible categorisation outcome.
Flexible and Future Proof	The framework should provide sufficient flexibility for the Tribunal to consider and implement variations to the framework to cater for changed circumstances

Revised Framework Criteria

The Tribunal considered a range of criteria to be used to differentiate councils, including council area, population density, population dispersion, population growth, revenue / income, expenditure, socio economic status, industry impact, distance from Adelaide, and range of services / facilities.

Five criteria were selected, with Revenue / Total Operating Income being chosen as the primary criteria and four modifying criteria. These are summarised in Table 4, together with a brief description and rationale for each.

Table 4: Categorisation Criteria

CRITERIA		KEY MEASURE (SOURCE)	RATIONALE
PRIMARY CRITERIA	Revenue	Total operating income (Source: SA Local Government Grants Commission Database Reports)	Total Operating Income - General Rates; Other Rates; Other Charges; Mandatory and Discretionary Rebates & Remissions and Write-offs; Total Rates; Statutory Charges; User Charges; Grants, Subsidies and Contributions; Investment Income; Reimbursements; Other Income; Share of Profit - Joint Ventures & Associates. Reflects the scale and complexity of operations on an ongoing basis.
MODIFYING CRITERIA	Projected population growth	Annualised population growth based on data from 2021 to 2031 (Source: SA Department for Trade and Investment)	Adopting both a historical and projected view over a 10 year period smooths out/reduces any potential projection anomalies/errors. Any significant infrastructure and service delivery impacts on Council as a result of projected population growth would tend to be based on a longer term planning horizon. This measure picks up the complexities associated with future planning and infrastructure development that is not captured in the total operating revenue of Council or the other modifying criteria.
	Population Dispersion	Population dispersion based on estimated average distance (in kilometres) between each person in the council area and the centre of population for the region (Source: Keystone Data)	Population dispersion considers both population and geography. It reflects the travel demands placed on Chief Executives in geographically dispersed councils that is not captured by total operating revenue, or the other modifying criteria. It also acts as a proxy for a travel allowance.
	Distance from Adelaide	Distance of primary council location from Adelaide (Source: SA Remuneration Tribunal)	Recognises the need to travel to access services not available within the council area (e.g. medical and education) which, while not directly impacting the complexity of the CEO role, creates greater distance and travelling challenges for CEOs in rural and remote areas.
	Socio-economic Advantage / Disadvantage	SEIFA index of relative socio-economic disadvantage, decile (Source: ABS)	SEIFA is a commonly used measure to assess the socio-economic status of an area and accounts for differences in complexities of councils with different levels of socio-economic advantage/disadvantage. Council areas with a lower decile are considered more complex.

Applying the Criteria

Primary Criteria

The Tribunal allocated each council to one of eight categories based on the revenue ranges shown in Table 5.

Table 5: Revenue Ranges and Category Levels

Category	Upper	Lower
1	\$210M	\$140M
2	\$140M	\$76M
3	\$76M	\$56M
4	\$56M	\$38M
5	\$38M	\$21M
6	\$21M	\$15M
7	\$15M	\$6M
8	\$6M	\$0

An additional category (1+) was also created for Adelaide City Council (ACC) using the same methodology as for all councils, noting that ACC's revenue is greater than the upper threshold amount for the highest revenue category and that:

- Although ACC has a relatively low resident population (~28,000 people) there are over 400,000 daily users of council facilities and services within the council area.
- ACC has a vastly different constituent base which is predominantly made up of corporate enterprises when compared to other councils.
- ACC owns and manages two subsidiaries (the Adelaide Central Market Authority, and the Adelaide Economic Development Agency) and Kadaltilla/Adelaide Park Lands Authority and has a strong commercial focus.

Each of these have been recognised in revenue, with no further adjustments made when the modifying criteria were applied (refer below).

Modifying Criteria

The other four criteria were designed to recognise elements not captured by revenue but which do have an impact on the complexity and demands placed on a Council CEO, and therefore modifies the assessment of a Council over another with similar revenue.

Each of the modifying criteria was given a weighting based on the impact each would have on an individual council; these weightings are provided in Table 6.

Table 6: Modifying Criteria and Weightings

Criteria	Weighting
Population Growth	60%
Population Dispersion	10%
Distance from Adelaide	10%
SEIFA	20%

Population growth was considered the most significant modifier given its impact on longer term planning of infrastructure and services required in the future. Whilst additional infrastructure and services will eventually increase the revenue of a council, it is not reflected in current revenue.

Although distance from Adelaide and population dispersion do not add significant complexity to the role of the CEO, they do act as a proxy for the need to travel to access services not available in the council area and to recognise the extensive travel associated with larger remote area councils.

These modifying criteria were applied to each council and the data analysed to determine their impact in terms of levels of complexity and a score was assigned to each criterion, with low complexity equalling a score of 1, medium complexity equalling 2 and high complexity equalling 3.

A weighted average was then calculated for each council to ensure those criteria considered more important (i.e. those with a higher weighting) were reflected in the final score attributed to each council.

The parameters for each of the modifying criteria, resulting score and weighting applied to each modifying criterion is shown in Table 7.

Table 7: Modifying Criteria Parameters

Level of Complexity	Projected Population Growth	Population Dispersion	Distance from Adelaide	Socio-Economic Status (SEIFA)	Score
Low Complexity	Less than 0.56% per annum	Less than 8.45km	Less than 187.1km	Greater than or equal to decile 7	1
Medium Complexity	From 0.56% up to 0.89% per annum	From 8.45km up to 17.3km	From 187.1km up to 382km	Between decile 6 and 4	2
High Complexity	Greater than or equal to 0.89% per annum	Greater than or equal to 17.3km	Greater than or equal to 382km	Less than or equal to decile 3	3
Weighting	60%	10%	10%	20%	

The methodology utilised to determine the ranges for each complexity level, except for socio economic status (SEIFA), was based on:

- Low Complexity: Less than the 50th percentile for each category.
- Medium Complexity: From the 50th percentile to the 75th percentile for each category.
- High Complexity: Greater than or equal to the 75th percentile.

These percentiles are based on the actual distribution of data across the councils. The 75th percentile is the position where 75% of data falls below and 25% of data falls above the data set and was selected by the Tribunal as the point that best indicates significant differences between councils. Councils sitting at or above the 75th percentile of the data for each modifying criteria were therefore allocated a score of 3, representing higher complexity.

The bands for Socio-Economic Status were selected on the following basis:

- Low Complexity: Greater than the 50th percentile for each category.
- Medium Complexity: From the 50th percentile to the 25th percentile for each category.
- High Complexity: Less than or equal to the 25th percentile.

As a higher SEIFA decile indicates lower complexity, the Socio-Economic Status was reversed with a lower percentile being more complex.

Ratings for each council using the above approach are included in Appendix A.

The weighted average was then utilised to determine if a council could increase level by one category from its initial placement using revenue. This was done by using a cut-off point of a weighted average greater than 2.2, which equates to the 75th percentile of the weighted average scores. This is consistent with the approach adopted by the Tribunal in setting the levels of complexity for each of the modifying criterion.

An example of the calculation using the above methodology is provided below, referencing a council that is impacted by the modifying criteria and one that is not:

Revenue	Population Growth	Population Dispersion	Distance from Adelaide	SEIFA	Weighted Average of Scores	Revenue Category	Modified Category
Example 1 \$51M	1.73%	4.1km	75.5km	2			
Score	3	1	1	3	2.6	4	3
Example 2 \$105M	0.6%	3.1km	12.3	9	Weighted Average	Revenue Category	Modified Category
Score	2	1	1	1	1.6	2	2

Using this method, 11 councils increased by one category compared to the initial placement based on revenue.

A list of councils and their placement within the framework after applying the weighted average is included in Appendix B.

Section 4

Remuneration Ranges

In discussing the development of remuneration ranges for each category, it was determined by the Tribunal that the existing span of remuneration would be used to construct each range with an uplift to the maximum of the highest current range of 2%. In making this decision, the Tribunal considered that the market for council CEOs was largely an internal SA market and the current span of remuneration from the lowest to the highest current category was still deemed appropriate.

Remuneration ranges were developed for each category level, per Table 8 below. The table also provides a breakdown of the number and percentage of council in each category.

Table 8: Remuneration Ranges

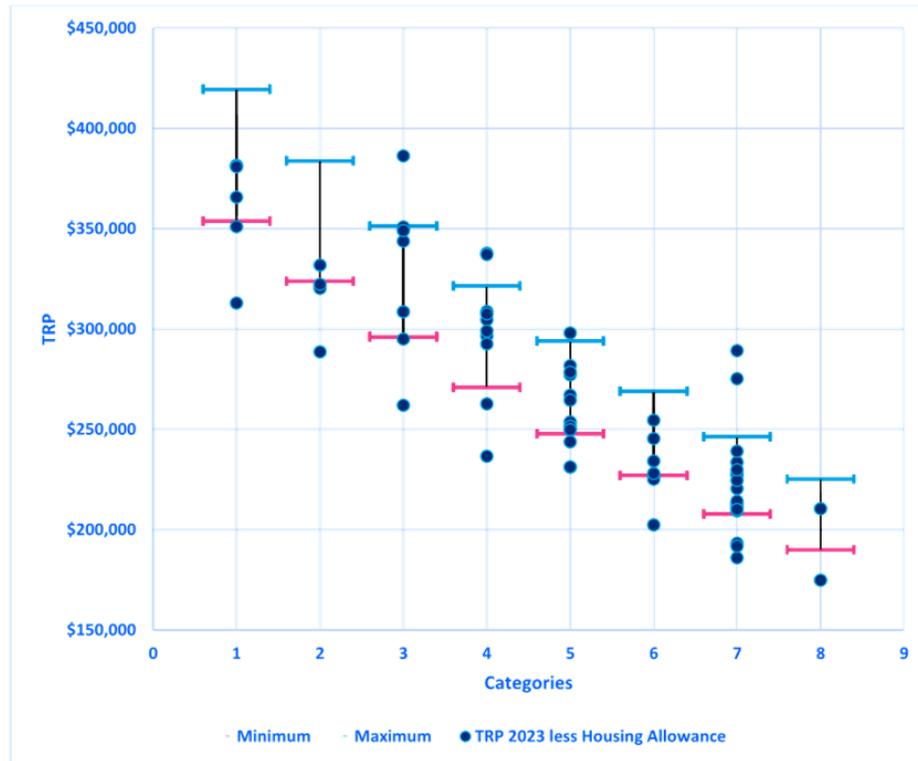
Band	Number of Councils	Percentage of Councils in Band	Minimum	Maximum	Bandwidth
1+	1	1.5%	\$386,710	\$458,557	\$68,847
1	5	7.3%	\$353,839	\$419,580	\$65,741
2	4	5.9%	\$323,763	\$383,916	\$60,153
3	8	11.8%	\$296,243	\$351,283	\$55,040
4	10	14.7%	\$271,062	\$321,424	\$50,362
5	12	17.7%	\$248,022	\$294,103	\$46,081
6	8	11.8%	\$226,940	\$269,104	\$42,164
7	18	26.5%	\$207,650	\$246,230	\$38,580
8	2	2.9%	\$190,000	\$225,301	\$35,301

* Note: percentages have been rounded so will not total 100%.

The revised remuneration framework differs from the current framework by:

- Introducing overlapping ranges to provide councils with greater flexibility in remuneration setting and reducing the need for the Tribunal to consider category increases for individual councils; this also reflects standard practice for remuneration banding structures in non-government sectors and is a more contemporary approach.
- Creating increasing bandwidths for each range to provide flexibility to attract and retain CEOs and to appropriately recognise performance in the role; this also provides the ability for councils to set remuneration for experienced CEOs higher in the range compared to first-time CEOs.

The following graph displays 2023 TRP for each council CEO against the proposed remuneration ranges. The minimum and maximum of the ranges are indicated by the red horizontal line (minimum) and blue horizontal line (maximum). The blue dots represent the TRP for each individual council when allocated to the new categorisation framework.



The following table displays the positioning of 2023 TRP for each council CEO against the proposed remuneration ranges.

Table 9: Remuneration Range Positioning

Positioning Against Remuneration Ranges	Number of Councils	Percentage of Councils
Below range by more than \$15k	10	15.15%
Below range by less than \$5k and less than \$15k	2	3.03%
Below range by less than \$5k	7	10.61%
Within range	41	62.12%
Above range by less than \$5k	1	1.52%
Above range by more than \$5k and less than \$15k	0	0.00%
Above range by more than \$15k	5	7.58%

* Note: percentages have been rounded so will not total 100%.

Section 5

Setting Remuneration Within the Range

The actual placement and progression of a CEO position within the remuneration range depends on a number of factors including individual performance, experience and competence of the individual, the organisation's dependence upon retention of the individual, and the need to pay for the job itself in the current market (i.e. whether there is a premium associated with a particular role).

Typically, positioning remuneration at the lower end of a range would typically be reserved where:

- New CEOs are yet to be proven at level.
- Councils need to be able to compete satisfactorily in the market for the remuneration on offer.

Remuneration towards the upper end of the range would typically be assigned to reward:

- Consistently high performing CEOs.
- Very experienced CEOs, proven at level, and where Council performance is somewhat dependent on their retention.

To assist Councils when determining where in the range to set CEO remuneration, Mercer has provided a Remuneration Positioning Guidelines, which provides a set of general guidelines to support remuneration decision making. The guideline, presented overleaf, supports decision making through the consideration of a number of internal and external market factors.

Remuneration Positioning Guidelines

	Qualifications & Competency	Performance Considerations	Remuneration Market Considerations	Culture Considerations	Impact of Loss
MAXIMUM	Highly competent CEO. Demonstrated leadership skills.	Consistently outstanding performance.	Highly specialised skills, critical to the council. High paying market.	Plays leadership role in enhancing and building commitment to council's values and culture.	Loss of CEO would significantly disadvantage council in the medium to longer term.
↑	Competent in all aspects of the role.	Consistently superior performance. Meets unusual challenges/demands.		Assertive contribution to the organisation's values and culture.	Loss of CEO would disadvantage council in the medium term.
	Meets required competencies. Fully qualified.	Effective job performance - meeting job requirements.	Need to make a pay offer sufficiently attractive to recruit required skills.	Supports organisation values and culture.	
↑	Key competencies developed and demonstrated.	Adequate performance but capable of further development		Capacity for improvement to support the organisation's values and culture.	Loss of this individual would disadvantage the council in the short to medium term.
MINIMUM	Meets qualifications requirements only. Inexperienced. Unp	Recent appointee. Unproven performance in the position elsewhere.	Able to compete satisfactorily in the market place.	Personal style behaviour and communication at odds with the organisation's values culture.	Loss of this individual would disadvantage the council, however, the loss could be covered in the short term.

Appendix A

List of Councils Showing Modifying Criteria Ratings

Council	Projected Population Growth	Population Dispersion	Distance from Adelaide	Socio-Economic Status
Onkaparinga	2	1	1	2
Charles Sturt	3	1	1	1
Salisbury	2	1	1	3
Port Adelaide Enfield	3	1	1	2
Playford	3	1	1	3
Marion	2	1	1	1
Tea Tree Gully	2	1	1	1
Holdfast Bay	1	1	1	1
West Torrens	2	1	1	1
Mitcham	1	1	1	1
Mount Barker	3	1	1	1
Campbelltown	3	1	1	1
Alexandrina	3	2	1	2
Unley	2	1	1	1
Burnside	2	1	1	1
Adelaide Hills	2	2	1	1
Norwood Payneham & St Peters	3	1	1	1
Murray Bridge	3	1	1	3
Barossa	3	2	1	1
Mount Gambier	2	1	3	3
Yorke Peninsula	2	3	2	2
Copper Coast	3	1	1	3
Whyalla	1	1	3	3
Gawler	3	1	1	2
Port Augusta	1	1	2	3

Remuneration Framework Review

SA Remuneration Tribunal

Council	Projected Population Growth	Population Dispersion	Distance from Adelaide	Socio-Economic Status
Victor Harbor	3	1	1	2
Wattle Range	1	3	3	3
Port Pirie	1	1	2	3
Mid Murray	2	3	1	3
Light	3	2	1	1
Prospect	2	1	1	1
Loxton Waikerie	1	3	2	2
Port Lincoln	2	1	3	3
Berri Barmera	1	1	2	3
Renmark Paringa	1	1	2	3
Kangaroo Island	3	3	2	1
Naracoorte Lucindale	1	2	2	2
Tatiara	1	3	2	2
Clare and Gilbert Valleys	1	2	1	1
Coorong	1	3	1	3
Roxby Downs	1	1	3	1
Wakefield	1	3	1	3
Grant	2	2	3	1
Cooper Pedy	1	1	3	3
Lower Eyre Peninsula	1	3	3	1
Adelaide Plains	3	2	1	2
Yankalilla	3	1	1	2
Northern Areas	1	2	2	2
Goyder	1	3	1	3
Streaky Bay	1	3	3	1
Ceduna	1	2	3	3
Walkerville	2	1	1	1
Franklin Harbour	1	1	3	2
Mount Remarkable	1	3	2	2
Southern Mallee	1	3	2	1
Kingston	1	2	2	2

Remuneration Framework Review

SA Remuneration Tribunal

Council	Projected Population Growth	Population Dispersion	Distance from Adelaide	Socio-Economic Status
Robe	1	1	2	1
Barunga West	1	2	1	3
Tumby Bay	2	2	3	1
Cleve	2	2	3	2
Wudinna	1	2	3	1
Kimba	1	2	3	1
Flinders Ranges	1	3	2	3
Peterborough	1	1	2	3
Elliston	1	3	3	2
Karoonda East Murray	1	3	1	2
Orroroo Carrieton	1	2	2	1

Appendix B

List Of Councils Per Category After Applying The Modifiers

Councils highlighted in blue have had their category increased due to a weighted average modifying categories of greater than 2.2.

Council	Revenue	Revenue Category	Weighted Average Modifying Categories	Adjusted Category
Onkaparinga	\$198,097k	1	1.8	1
Charles Sturt	\$145,262k	1	2.2	1
Salisbury	\$144,272k	1	2.0	1
Port Adelaide Enfield	\$143,567k	1	2.4	1
Playford	\$133,347k	2	2.6	1
Marion	\$104,631k	2	1.6	2
Tea Tree Gully	\$104,062k	2	1.6	2
Holdfast Bay	\$87,187k	2	1.0	2
West Torrens	\$74,912k	3	1.6	3
Mitcham	\$74,375k	3	1.0	3
Mount Barker	\$63,641k	3	2.2	3
Campbelltown	\$60,129k	3	2.2	3
Alexandrina	\$58,744k	3	2.5	2
Unley	\$56,162k	3	1.6	3
Burnside	\$54,883k	4	1.6	4
Adelaide Hills	\$54,445k	4	1.7	4
Norwood Payneham & St Peters	\$50,846k	4	2.2	4
Murray Bridge	\$50,782k	4	2.6	3
Barossa	\$45,745k	4	2.3	3
Mount Gambier	\$42,111k	4	2.2	4
Yorke Peninsula	\$40,292k	4	2.1	4
Copper Coast	\$39,917k	4	2.6	3
Whyalla	\$39,424k	4	1.6	4

Remuneration Framework Review

SA Remuneration Tribunal

Council	Revenue	Revenue Category	Weighted Average Modifying Categories	Adjusted Category
Gawler	\$36,430k	5	2.4	4
Port Augusta	\$34,309k	5	1.5	5
Victor Harbor	\$34,021k	5	2.4	4
Wattle Range	\$31,417k	5	1.8	5
Port Pirie	\$31,190k	5	1.5	5
Mid Murray	\$31,121k	5	2.2	5
Light	\$29,684k	5	2.3	4
Prospect	\$29,229k	5	1.6	5
Loxton Waikerie	\$28,036k	5	1.5	5
Port Lincoln	\$25,401k	5	2.2	5
Berri Barmera	\$23,935k	5	1.5	5
Renmark Paringa	\$23,340k	5	1.5	5
Kangaroo Island	\$22,041k	5	2.5	4
Naracoorte Lucindale	\$21,273k	5	1.4	5
Tatiara	\$20,737k	6	1.5	6
Clare and Gilbert Valleys	\$20,420k	6	1.1	6
Coorong	\$19,288k	6	1.6	6
Roxby Downs	\$19,281k	6	1.2	6
Wakefield	\$18,599k	6	1.6	6
Grant	\$18,050k	6	1.9	6
Cooper Pedy	\$17,838k	6	1.6	6
Lower Eyre Peninsula	\$16,774k	6	1.4	6
Adelaide Plains	\$16,116k	6	2.5	5
Yankalilla	\$16,042k	6	2.4	5
Northern Areas	\$14,074k	7	1.4	7
Goyder	\$13,509k	7	1.6	7
Streaky Bay	\$12,833k	7	1.4	7
Ceduna	\$12,510k	7	1.7	7
Walkerville	\$12,035k	7	1.6	7
Franklin Harbour	\$10,297k	7	1.4	7

Remuneration Framework Review

SA Remuneration Tribunal

Council	Revenue	Revenue Category	Weighted Average Modifying Categories	Adjusted Category
Mount Remarkable	\$9,789k	7	1.5	7
Southern Mallee	\$9,343k	7	1.3	7
Kingston	\$9,207k	7	1.4	7
Robe	\$8,871k	7	1.1	7
Barunga West	\$8,526k	7	1.5	7
Tumby Bay	\$7,993k	7	1.9	7
Cleve	\$7,589k	7	2.1	7
Wudinna	\$7,255k	7	1.3	7
Kimba	\$7,206k	7	1.3	7
Flinders Ranges	\$6,623k	7	1.7	7
Peterborough	\$6,484k	7	1.5	7
Elliston	\$6,281k	7	1.6	7
Karoonda East Murray	\$5,644k	8	1.4	8
Orroroo Carrieton	\$4,132k	8	1.2	8

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A business of Marsh McLennan

INFORMAL DISCUSSION

6.1 Quarterly Capital Projects Update

- Presenter:** Ms Janey Mitson, Senior Manager - Assets & Delivery, Mr Matt Dineen, Senior Manager - Development Services and Mr Vince Rigter, Senior Manager - City Plans
- Purpose:** To provide an update to the Council on the progress of Council's Capital Projects
- Duration:** 30 Minutes

6.2 City Operations Quarterly Update

- Presenter:** Mr Glen Carter, Senior Manager - City Operations
- Purpose:** To provide an update to the Council on City Operations activities.
- Duration:** 30 Minutes

STAFF REPORTS

MATTERS TO BE CONSIDERED BY THE COMMITTEE ONLY

***Matters delegated to the
Committee***

8.1 DELEGATION TO CHIEF EXECUTIVE OFFICER - RELEASE OF CONFIDENTIAL ORDERS

Contact Person: Tina Hudson

Why is this matter before the Council or Committee?

Matters delegated to the Committee

Purpose

For the Committee to make a determination on whether to deal with this matter in confidence.

A. COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE

STAFF RECOMMENDATION

Pursuant to Section 90(2) of the *Local Government Act 1999* an order is made that the public be excluded from attendance at the meeting, with the exception of:

- Chief Executive Officer;
- General Manager City Assets;
- General Manager City Services;
- General Manager Corporate Services;
- Senior Manager Ageing & Inclusion;
- Senior Manager Business & Activation;
- Senior Manager Families & Young People;
- Manager Connection & Inclusion
- Manager Library, Arts & History;
- Manager Positive Ageing;
- Acting Manager Aged Care Services;
- Governance Support;
- ICT Support;
- Minute Taker.

in order to consider in confidence agenda item 8.1 under Section 90(3)(b) of the *Local Government Act 1999* on the basis that:

(b) information the disclosure of which -

i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and

ii) would, on balance, be contrary to the public interest.

This matter is confidential because the report contains financial data and information on future service charges where disclosure may prejudice Council's commercial position in finalising the service changes which could be contrary to the public interest.

On the basis of this information, the principle that meetings should be conducted in a place open to the public has been outweighed in this instance; the Committee consider it necessary to consider this matter in confidence.

Section B below to be discussed in the confidential section of the agenda once the meeting moves into confidence for each item.

B. The Matters as per item 8.1

C. COMMITTEE TO DECIDE HOW LONG ITEM 8.1 IS TO BE KEPT IN CONFIDENCE

Purpose

To resolve how long agenda item 8.1 is to be kept confidential.

STAFF RECOMMENDATION

Pursuant to Section 91(7) of the *Local Government Act 1999*, the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with the Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999*:

- Report for Item 8.1

This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999*.

The Committee delegates to the person occupying the office of the Chief Executive Officer the power pursuant to Section 91(9)(c) of the *Local Government Act 1999* to revoke in whole or in part the orders made by the Committee under Section 91(7) of the *Local Government Act 1999*.