



NOTICE

of

ORDINARY COUNCIL MEETING

Pursuant to the provisions of Section 84(1) of the Local Government Act 1999

TO BE HELD IN

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

ON

TUESDAY, 26 MAY 2026 AT 7:00 PM

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

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

**SAM GREEN
CHIEF EXECUTIVE OFFICER**

Issue Date: Thursday, 21 May 2026

MEMBERSHIP

MAYOR GLENN DOCHERTY – PRINCIPAL MEMBER

Cr Akram Arifi

Cr Marilyn Baker

Cr Zahra Bayani

Cr Andrew Craig

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

Cr Rebecca Vandepeear

**City of Playford
Ordinary Council Meeting**

AGENDA

TUESDAY, 26 MAY 2026 AT 7:00 PM

1 ATTENDANCE RECORD

- 1.1 Present
- 1.2 Apologies
- 1.3 Not Present

2 CONFIRMATION OF MINUTES

RECOMMENDATION

The Minutes of the Ordinary Council Meeting held 28 April 2026 be confirmed as a true and accurate record of proceedings.

3 DECLARATIONS OF INTEREST

4 MAYOR'S REPORT

5 REPORTS OF REPRESENTATIVES OF COUNCIL ON OTHER ORGANISATIONS

6 REPORTS BY COUNCILLORS

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7 REPORTS OF REPRESENTATIVES (CONFERENCES & TRAINING PROGRAMS)

8 QUESTIONS ON NOTICE

Nil

9 QUESTIONS WITHOUT NOTICE

10 PETITIONS

Nil

11 DEPUTATION / REPRESENTATIONS

11.1 Public Hearing for 2026/27 Business Plans

In accordance with Section 123 of the *Local Government Act 1999*, a council must invite interested persons to attend a public meeting to ask questions, and make submissions, in relation to the Draft Annual Business Plan for a period of at least one (1) hour.

12 MOTIONS ON NOTICE

Nil

13 MOTIONS WITHOUT NOTICE**14 COMMITTEE REPORTS****Policy Review Committee - 12 May 2026**

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Strategy and Services Committee - 12 May 2026

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Nil

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Matters which cannot be delegated to a Committee or Staff

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Reports by Councillors

6.1 INFORMATION SESSION RECORD OF ATTENDANCE

Contact Person: Sarah Schutz

Information Session Record of Attendance

- The Information Session Record of Attendance for May 2026 is provided below.

	12 May 2026 Start: 8:15pm		19 May 2026 Start:7:01pm	
	Attendance	Attendance Comment	Attendance	Attendance Comment
Mayor Glenn Docherty	✓		✓	
Cr Akram Arifi	<i>Did not attend</i>		✓	
Cr Andrew Craig	✓		✓	
Cr Chantelle Karlsen	✓		✓	
Cr Clint Marsh	✓		✓	
Cr David Kerrison	✓		✓	<i>Arrived at 7:03pm</i>
Cr Gay Smallwood-Smith	✓		✓	
Cr Jane Onuzans	✓		✓	
Cr Marilyn Baker	✓		✓	
Cr Misty Norris	✓		✓	
Cr Peter Rentoulis	✓		✓	
Cr Rebecca Vandeppear	✓		✓	<i>Via Zoom</i>
Cr Shirley Halls	✓		✓	
Cr Tanya Smiljanic	✓		✓	<i>Via Zoom</i>
Cr Zahra Bayani	✓		<i>Apology</i>	

COMMITTEE REPORTS

POLICY REVIEW COMMITTEE

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

14.1 HARDSHIP POLICY AND PROCEDURE AND DEBT RECOVERY PROCEDURE

Responsible Executive Manager : Luke Culhane

Report Author : Iolanda Calabrese

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

- Attachments :**
1. Hardship Policy - Proposed
 2. Hardship Procedure - Proposed
 3. Debt Recovery Procedure - Proposed
 4. Hardship Policy - Tracked Changes
 5. Hardship Procedure - Tracked Changes
 6. Debt Recovery Procedure - Tracked Changes

PURPOSE

For Council to endorse the proposed Hardship Policy and Procedure and the proposed Debt Recovery Procedure.

STAFF RECOMMENDATION

1. Council endorse the proposed Hardship Policy (Attachment 1), Hardship Procedure (Attachment 2) and Debt Recovery Procedure (Attachment 3), noting that the next review is due in two (2) years.
2. Council authorise the Chief Executive Officer to make further amendments to the proposed Hardship Policy and Procedure and the Debt Recovery Procedure that do not alter the intent of the documents.

COMMITTEE RECOMMENDATION

6852

1. Council endorse the proposed Hardship Policy (Attachment 1), Hardship Procedure (Attachment 2) and Debt Recovery Procedure (Attachment 3), noting that the next review is due in two (2) years, and provides the following additional feedback:
 - **Hardship Policy:**
 - 1. **Statement of Intent:** amend wording of dot point 5 to read '*Should not have debts accrued that cannot be paid within fair and reasonable timeframes*'.
 - 2. **Scope:** replace 'endorse' with '*ensures*'.
 - **Hardship Procedure:**
 - 4.10 **Postponement of rates for seniors:** second dot point to include '*or domestic partner*'.
 - 4.2 **Hardship assistance available:** remove 'and' between the dot points and include a full stop at the end of the final dot point.
2. Council authorise the Chief Executive Officer to make further minor amendments to the proposed Hardship Policy and Procedure and the Debt Recovery Procedure that do not alter the intent of the documents.

EXECUTIVE SUMMARY

The Hardship Policy and Procedure and Debt Recovery Procedure reinforce Council's commitment to assist ratepayers and debtors experiencing financial hardship, with the aim of recovering council rates and charges in a fair and reasonable manner. These documents have been reviewed with minimal changes proposed.

1. BACKGROUND

Council creates and maintains a suite of policies to set strategic direction and support effective decision making. Council's policies play an important role in communicating Council's intention and obligations and in setting roles and responsibilities in decision making.

The Hardship Policy and Procedure recognise that ratepayers should receive appropriate assistance when experiencing financial hardship and requires that they are dealt with in a respectful, fair and equitable manner. Application of the Policy enables ratepayers experiencing financial hardship to work with Council to reduce debt, stress and minimise the chance of legal action within mutually acceptable timeframes.

The Debt Recovery Procedure transparently outlines the recovery process for outstanding debts.

The Hardship Policy and Procedure and the Debt Recovery Procedure were previously endorsed by Council in April 2024 (Resolution 5824) and were due for review in April 2026.

2. RELEVANCE TO STRATEGIC PLAN

Decision-making filter: We will stick to our Finance Strategy to achieve long-term financial sustainability while still delivering planned services, responsibly managing debt and promoting the growth of the city.

The strategies as outlined in the Hardship Policy and Procedure and Debt Recovery Procedure ensures that Council's cash flow is maintained to enable the ongoing delivery of services to the community.

3. PUBLIC CONSULTATION

There is no requirement for community consultation regarding the review of this Policy and procedures. Once endorsed, the updated Policy and procedures will be made available on Council's website.

4. DISCUSSION

- 4.1 The proposed Hardship Policy and Procedure are included as Attachments 1 and 2. The tracked changes versions are included as Attachments 4 and 5.
- 4.2 The proposed Debt Recovery Procedure is included as Attachment 3. The tracked changes version is included as Attachment 6.
- 4.3 The scheduled review resulted in no significant changes. Minor amendments were made for grammatical corrections and updates of relevant dates to coincide with the current year.

- 4.4 A new paragraph (4.2.5.6) was added to the Debt Recovery Procedure to reflect the current practice where the Chief Executive Officer certifies all debt write-offs in accordance with the *Local Government Act 1999*.

5. OPTIONS

Recommendation

1. Council endorse the proposed Hardship Policy (Attachment 1), Hardship Procedure (Attachment 2) and Debt Recovery Procedure (Attachment 3), noting that the next review is due in two (2) years.
2. Council authorise the Chief Executive Officer to make further amendments to the proposed Hardship Policy and Procedure and the Debt Recovery Procedure that do not alter the intent of the documents.

Option 2

1. Council endorse the proposed Hardship Policy (Attachment 1), Hardship Procedure (Attachment 2) and Debt Recovery Procedure (Attachment 3), noting that the next review is due in two (2) years, and provides the following additional feedback:
 - _____
 - _____
 - _____
2. Council authorise the Chief Executive Officer to make further minor amendments to the proposed Hardship Policy and Procedure and the Debt Recovery Procedure that do not alter the intent of the documents.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The Hardship Policy and Procedure and Debt Recovery Procedure have been key in developing appropriate assistance and support options for ratepayers experiencing financial difficulties and longer-term hardship.

Risk Appetite

Financial Sustainability

Council has a low appetite for short-term financial risk that adversely impacts on the delivery of the long term financial plan and the Council's overall stability and sustainability.

Application of the Hardship Policy and Procedure and Debt Recovery Procedure ensures the timely collection of rates and sundry debtor revenue, which manages cash flow to fund service delivery for the community. Assistance is offered in a transparent, fair and empathetic manner and helps to manage long term bill stress for ratepayers.

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

This option allows for additional feedback to be provided and incorporated into the Hardship Policy and Procedure and Debt Recovery Procedure.

6.2.2 Financial Implications

The financial implications will be dependent on the feedback provided.

Hardship Policy



Policy Author	General Manager Corporate Services
Date of next review	April 2028

1. Statement of Intent

This Policy reinforces the commitment of the Council to assist ratepayers and debtors experiencing financial hardship, with the aim of recovering council rates and charges in a fair and financially responsible manner.

Ratepayers should:

- Be treated in a fair, equitable and respectful manner;
- Be offered mutually negotiated and agreed payment plans, or an extension of time to pay that addresses arrears and ongoing rates charges;
- Have their capacity to pay considered;
- Be offered Centrepay and direct debit payment options;
- Have debts to be paid within fair and reasonable timeframes;
- Receive empathetic, confidential and consistent assistance;
- Be offered referral to financial counselling and other services where required; and
- Be protected from legal action and additional costs while meeting their obligations.

2. Scope

This Policy endorses consistent application of assistance for ratepayers seeking relief from rates and charges due to hardship or extenuating circumstances. Relief and assistance may be in the form of postponement or remission of rates, negotiated flexible debt repayment plans, or referring the ratepayer to see an accredited financial counsellor.

A ratepayer experiencing financial hardship is someone who is identified by themselves, by Council, by an accredited financial counsellor, or by a welfare agency as having the intention but not the financial capacity to make required payments in accordance with Council's payment terms.

This Policy also endorses appropriate and consistent action that meets delegation requirements in relation to sundry debtors.

3. Legislation and References

This Policy is to be read in conjunction with the Hardship Procedure.

Related documents include:

- *Local Government Act 1999*
 - Section 177 – advises that rates imposed on land are a charge on the land.
 - Section 178 – advises that liability for the rates charged on the land is the principal ratepayer

(owner).

- Section 182 – advises of Council’s power to grant relief of rates due to hardship or extenuating circumstances by way of remission or postponement of rates.
- Section 182A – advises of rates postponement eligibility for seniors.
- Section 183 – determines the priority of which payments are to be allocated to ratepayer’s debt.
- Section 184 – advises Council may sell the land if rates have been in arrears for three years or more.

- *Local Government (General) Regulations 2013*
- Debt Recovery Procedure
- Fees and Charges Policy and Procedure
- City of Playford Global Glossary

This Policy should not be considered as the only document that may relate to hardship, other tiers of government, agencies or organisations may have legislation or policies that also apply.

4. Application

CEO	To facilitate support of the Hardship Policy.
Manager Rates	To oversee the consistent application of the Hardship Policy.
Rates Officer	To apply consistent delivery of the Hardship Policy to ratepayers.
Customer Contact Officer	To refer ratepayers experiencing financial hardship to the Rates team where required.

Relevance to Risk Appetite Statement

Financial Sustainability

The City of Playford has a **LOW** appetite for short-term financial risk that adversely impacts financial cash flow.

Reputation

The City of Playford has a **LOW** appetite for negative perceptions that compromise its credibility and reputation.

The Hardship Policy and Procedure ensures assistance supplied to ratepayers is in a financially and reputational responsible manner.

Feedback

Your feedback on this Policy is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333.

Administration use only

ECM document set no.	3936993
Version no.	5
Procedure link	Hardship Procedure and Debt Recovery Procedure
Policy author	General Manager Corporate Services
Endorsed by	Council
Resolution no.	TBC
Legal requirement	N/A
Review schedule	2 Years
Date of current version	April 2026
Date of next review	April 2028

Version history

Version no.	Approval date	Approval by	Change
1	June 2018	Senior Manager - Finance	New Policy
2	25 May 2021	Ordinary Council Resolution No. 4616	Scheduled Review
3	23 August 2022	Ordinary Council Resolution No. 5099	Scheduled review with longer review date and other minor revisions.
4	23 April 2024	Ordinary Council Resolution No. 5824	Scheduled review, author position title change.
5	26 May 2026	Ordinary Council Resolution No. TBC	Scheduled review

Hardship Procedure



Procedure Author	General Manager Corporate Services
Date of next review	April 2028

1. Purpose

This Procedure supports the Hardship Policy and outlines options for ratepayers seeking relief and assistance from rates and charges due to financial hardship or extenuating circumstances.

2. References and Supporting Documentation

This Procedure is to be read in conjunction with the Hardship Policy.

Related documents include:

- *Local Government Act 1999*
 - Section 182 – advises of Council's power to grant relief of rates due to hardship or extenuating circumstances by way of remission or postponement of rates.
 - Section 182A – advises of rates postponement eligibility for seniors.
- Application for hardship assistance form
- City of Playford Global Glossary

3. Responsibilities

Manager Rates	To oversee the consistent application of the Hardship Policy and Procedure.
Rates Officer	To apply consistent delivery of the Hardship Policy and Procedure to ratepayers.
Customer Contact Officers	To refer ratepayers experiencing financial hardship to the Rates Team where required.

4. Procedure

4.1 Financial hardship definition

A ratepayer experiencing financial hardship is a person who is identified – by themselves, Council staff, an accredited financial counsellor, or a welfare agency – as having the intention, but not the financial capacity, to make required payments in accordance with Council's payment terms.

Ratepayers may have different assistance needs depending on their circumstances.

Ratepayers experiencing ongoing hardship may require ongoing assistance and are generally on low or fixed incomes, including recipients of the age pension, disability support pension, carers payment, or single parenting payment.

Ratepayers experiencing temporary hardship may require short term assistance and are generally experiencing a short term change in circumstances, such as loss or change in income due to unemployment or reduced employment, separation, divorce or other family crisis, serious illness, injury, or bereavement in the family, unexpected accident, incident, unexpected bills, or some other temporary financial difficulty.

When determining the appropriate form of assistance, hardship indicators may include the receipt of Centrelink income support, low income, payment history, previous recovery action taken by Council, or any previous hardship assistance received.

Hardship does not include circumstances where a person chooses not to meet a liability for an unpaid debt.

4.2 Hardship assistance available

Council should inform the ratepayer of assistance available, which may include:

A **payment plan** based on:

- the ratepayer's capacity to pay and current financial circumstances
 - any arrears owing by the ratepayer
 - the ratepayer's likely ongoing rates charges
 - a mutually agreed amount which addresses both arrears and ongoing charges where possible
 - a frequency agreed with the ratepayer e.g., weekly, fortnightly, monthly
- and
- extension of time to pay where agreed
 - availability of Centrelink's Centrepay service or direct debit options
 - referral to an accredited financial counsellor
 - confidential case management
 - protection from debt recovery action

Payment arrangements should be set within fair and reasonable timeframes to enable repayment of the debt.

Council **may consider** waiving overdue fines, in whole or in part, where a ratepayer complies with their payment plan obligations.

4.3 Staff obligations

Staff obligations when dealing with ratepayers experiencing financial hardship include:

- treat ratepayers respectfully and empathetically and have their circumstances kept confidential
- provide information about assistance available
- advise that they may seek the assistance of a free accredited financial counselling service
- negotiate a mutually acceptable payment arrangement
- consider various payment methods

- provide written confirmation of the agreed payment arrangement if requested
- renegotiate their payment arrangement if there is a change in their circumstances
- ensure protection from legal action and additional debt recovery costs while continuing to make payments in accordance with an agreed payment arrangement.

4.4 Ratepayers obligations

Ratepayers that have entered into a payment plan under this Policy are required to:

- make the agreed scheduled payments
- update the Council of any changes to their contact information including postal address, phone numbers and email address
- advise Council of any changes to their circumstances
- inform Council if the reasons for hardship assistance are no longer applicable
- maintain contact with Council's Rates team
- treat Council employees respectfully
- not make false or misleading statements in application of hardship assistance.

4.5 Applications for hardship assistance

Applications for hardship assistance may be made by:

- an accredited financial counsellor on behalf of the ratepayer; or
- the ratepayer directly with Council's Rates team.

Depending on the extent of the ratepayer's financial circumstances, Council may request that the ratepayer attend an appointment with a free **accredited financial counsellor**. Applicants attending financial counselling are required to complete:

- an authority to act form for an accredited financial counsellor; and
- an income and expenditure statement.

Ratepayers seeking assistance directly with the **Rates team** are required to undertake an assessment process to determine the assistance required.

Hardship application forms are available on www.playford.sa.gov.au.

4.6 Completion of hardship assistance

Hardship assistance is considered complete when the ratepayer has paid all outstanding debt.

The ratepayer will then return to regular billing cycles after successfully completing the hardship assistance.

Ratepayers have the option to continue making ongoing instalments towards their current Council rates.

4.7 Removal of hardship assistance

The ratepayer should be advised that they will be removed from hardship assistance and returned to Council's standard collection cycles should they cease to make payments according to the agreed payment arrangement or fail to contact or respond to Council for a period greater than 60 days. At that time, they should also be advised that debt recovery will recommence, which may include legal action.

Where a hardship ratepayer is **re-seeking** assistance but has not fulfilled their previous obligations under an existing hardship arrangement, Council may request future payments to be made by either Centrepay or direct debit deductions.

4.8 Debt recovery

Council may suspend debt recovery processes while negotiating a suitable payment arrangement with a hardship ratepayer, and where the ratepayer has agreed to the arrangement and continues to adhere to the terms of that arrangement.

Council can recommence any legal proceedings for the recovery of the debt once the ratepayer has been removed from hardship assistance due to failure of the ratepayer to meet their obligations.

4.9 Remission and postponement of payment

Where applicants satisfy the requirements for rate relief under Section 182 of the *Local Government Act 1999* due to hardship or extenuating circumstances, Council may grant relief in the form of a postponement or remission of rates, in whole or in part.

Application forms are available on www.playford.sa.gov.au.

4.10 Postponement of rates for seniors

Under Section 182A of the *Local Government Act 1999*, postponement of rates can be applied where the ratepayer meets the following eligibility criteria:

- the ratepayer holds, or qualifies to hold, a current State Seniors Card issued by the state government;
- the person is, or is the spouse of, the prescribed ratepayer;
- the rates are payable on land that is the principal place of residence of the prescribed ratepayer;
- the land is owned by the prescribed ratepayer or their spouse; and
- no other person has an interest (as owner) in the land.

Ratepayers applying for a postponement of their rates should be offered a referral to an **accredited financial counsellor** for assistance with their application.

Applications must be made on the prescribed application form and be accompanied by the required information requested by Council including:

- a copy of the Seniors Card; and
- a completed Authority to Act form if an accredited financial counsellor will be acting on the ratepayer's behalf.

Eligible ratepayers are required to pay a minimum of \$500 per year towards their Council rates, with the payment of the remaining balance postponed for an indefinite period until their property is sold or eligibility ceases.

Payment options include:

- one lump sum of \$500;
- quarterly payments of \$125; or
- fortnightly Centrepay deductions of \$20.

Interest is applied monthly to the total postponed rates amount based on the annual Cash Advance rate plus 1%, compounded until the postponed amount is paid.

The Senior Rates Postponement fact sheet and the Senior Rates Postponement application form is available on www.playford.sa.gov.au.

5. Feedback

Your feedback on this Procedure is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333.

Administration use only

ECM document set no.	3936992
Version no.	5
Policy link	Hardship Policy
Procedure author	General Manager Corporate Services
Endorsed by	Council
Resolution no.	TBC
Legal requirement	<i>Local Government Act 1999</i>
Review schedule	2 years
Date of current version	April 2026
Date of next review	April 2028

Version history

Version no.	Approval date	Approval by	Change
1	June 2018	Senior Manager Finance	New Guidelines
2	25 May 2021	Ordinary Council Resolution No. 4616	Scheduled Review - formerly Guidelines
3	23 August 2022	Ordinary Council Resolution No.5099	Scheduled review with longer review date and other minor changes.
4	23 April 2024	Ordinary Council Resolution No.5824	Scheduled review, title changes.

5

26 May 2026

Ordinary Council
Resolution No: TBC

Scheduled review

Debt Recovery Procedure



Procedure Author	General Manager Corporate Services
Date of next review	April 2028

1. Purpose

This Procedure supports the Hardship Policy to provide a clear process for the management of collection and debt recovery for both Council rates and sundry debtor charges. There is a need to ensure a consistent approach to the recovery of outstanding debts for all ratepayers and debtors, and to ensure processes for recovery of such debts comply with legislated and legal requirements.

2. References and Supporting Documentation

This Procedure is to be read in conjunction with the Hardship Policy.

Related documents include:

- Magistrates Court – Minor Civil Division
- ASIC Debt collection guideline: for collectors and creditors
- Rates and legal write-offs journal Register
- Rates fine waivers journal Register
- Sundry debtor write-offs and credit notes Register
- City of Playford delegation Register
- Complaints Handling Policy
- Fees and Charges Policy
- Hardship Procedure

3. Application

Chief Executive Officer	To certify all debt write-offs.
Manager Rates	To oversee the consistent application of the Debt Recovery Procedure and approve all debt waivers and write-offs in accordance with Council delegations.
Managers	To request debt waivers and debt write-offs.
Rates Officer	To apply consistent delivery of the Debt Recovery Procedure and request and process debt waivers and debt write-offs.

Customer Contact Officer	To refer ratepayers and debtors to the Rates team where required and to refer fine waiver requests to the Rates team.
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4. Procedure

4.1 Rates

4.1.1 Rates charges

- 4.1.1.1 The first quarterly rates notices are issued in July each year, with 30 day terms of payment. Where ratepayers choose not to pay in full, three further rates notices are issued in October, January, and April.
- 4.1.1.2 Quarterly rates are due in September, December, March, and June and fall overdue immediately after the due date for the relevant instalment.
- 4.1.1.3 Fines are charged on overdue accounts at a rate of 2%, with a further prescribed interest penalty applied each month thereafter, as outlined in Section 181(8) of the *Local Government Act 1999*.

4.1.2 Rates recovery process

- 4.1.2.1 Overdue and reminder notice letters or SMS messages are issued each quarter following the due date.
- 4.1.2.2 The Rates team will make best endeavors to advise ratepayers, where contact information is available, of overdue rates greater than 60 days prior to referral to the collection agency.
- 4.1.2.3 Ratepayers with overdue balances older than six months may have their accounts referred to Council's contracted collection agency to pursue recovery of the debt through legislated legal channels.

4.1.3 Rates payment arrangements

- 4.1.3.1 Ratepayers with overdue balances less than three months can negotiate an arrangement to pay the outstanding balance by contacting the Customer Contact Centre.
- 4.1.3.2 Ratepayers with overdue balances of more than three months can negotiate a suitable arrangement to pay the outstanding balance by contacting a Rates officer.
- 4.1.3.3 Rates officers will endeavor to ensure that payment arrangements are mutually agreed, take into account the ratepayer's capacity to pay, and allow any debts to be paid within an acceptable timeframe.
- 4.1.3.4 Defaulted payment arrangements may be cancelled if the ratepayer fails to catch up on missed payments or respond to Council employees to renegotiate their payment arrangement.

4.1.4 Hardship

- 4.1.4.1 Ratepayers experiencing financial hardship should be offered appropriate support in accordance with the Hardship Policy and Hardship Procedure.

4.1.5 Debt recovery legal process

- 4.1.5.1 Ratepayer accounts overdue by more than six months are referred to an external contracted collection agency to commence recovery action through the Magistrates Court Minor – Civil Division, including:
- Issuing a demand letter, giving seven days for the ratepayer to make payment.
 - Negotiating a suitable arrangement to pay within an acceptable timeframe.
 - Issuing and serving a claim/summons on the property owner/ratepayer if the customer fails to pay or make an arrangement to pay.
 - Seeking a judgment debt through the Magistrates Court and an order for payment.
 - Issuing an investigation summons requiring the ratepayer to appear in court.
 - Issuing an examination summons requiring the ratepayer reappear in court for examination of their financial circumstances.
 - Issuing a warrant if the ratepayer fails to attend the court hearing.
- 4.1.5.2 Ratepayer accounts may continue to incur overdue fines each month, as outlined in the *Local Government Act 1999*.
- 4.1.5.3 The collection agency may make suitable payment arrangements and will refer ratepayers back to Council for further discussion if the arrangement is outside prescribed parameters or the ratepayer indicates they are experiencing financial hardship.

4.1.6 Legal costs

- 4.1.6.1 All debt recovery costs and fees associated with any course of action are to be borne by the ratepayer and will remain a charge on the property, where appropriate, until paid.
- 4.1.6.2 Any ratepayer or debtor who wishes to appeal against legal costs added to their assessment or account must provide written reasons for their appeal to Council.
- 4.1.6.3 All requests for review of legal costs will be investigated and assessed with the facts of the case collated by the Manager Rates. The final decision on whether the costs will be written off will be made in accordance with delegation levels.
- 4.1.6.4 Legal cost waivers or write-offs must be documented and authorised in the Rates and legal write-offs journal Register for the relevant financial year.

4.1.7 Notice of Discontinuance

- 4.1.7.1 If a ratepayer requests proof that a debt owed to Council has been paid, Council may issue a letter confirming payment, provided all overdue debts have been settled.
- 4.1.7.2 If a ratepayer requests a Notice of Discontinuance to remove a judgement, Council may require all overdue debts to be paid in full.

- 4.1.7.3 Council's collection agency will carry out the process for a Notice of Discontinuance at the request and approval of the Rates team.

4.1.8 Sale of property to recover rates charges

- 4.1.8.1 Where a ratepayer's account is overdue by more than three years, Council may, via the collection agency, recover outstanding rates through the sale of the property under Chapter 10 Section 184 of the *Local Government Act 1999*.
- 4.1.8.2 A letter is issued to the ratepayer by the acting solicitors advising of Council's intention to proceed with the sale of the property for unpaid rates.
- 4.1.8.3 If no contact is received from the ratepayer within one month of the date of the Chapter 10 letter, the solicitor acting for Council will issue a Section 184 Notice to the ratepayer and the mortgagee, seeking payment in full of the outstanding rates.
- 4.1.8.4 If, after one further month from the Section 184 Notice, the ratepayer fails to contact Council or the solicitor, pay the outstanding rates in full, or enter a satisfactory payment arrangement, Council will appoint a real estate agent to undertake the sale process.
- 4.1.8.5 These proceedings can only be stopped, up to the commencement of the auction, by payment of the arrears and associated costs in full.

4.1.9 Write-offs and fine waivers

- 4.1.9.1 Fines may be requested to be written off where the ratepayer is experiencing financial hardship, did not receive their rates notice, the property has been sold, an error was made by Council, or there are other extenuating circumstances.
- 4.1.9.2 Any rates **overdue fine** waivers must be documented and authorised in the electronic Rates fine waivers journal Register for the relevant financial year.
- 4.1.9.3 Any rates **legal costs** waivers or write-offs must be documented and authorised in the electronic legal write-offs journal Register for the relevant financial year.
- 4.1.9.4 Any write-offs or waivers of **rates charges** must be documented and authorised in the electronic rates write-offs journal Register for the relevant financial year.
- 4.1.9.5 All write-offs and waivers must be investigated and authorised in accordance with Council's delegations and comply with auditing standards.

4.2 Sundry debtors

4.2.1 Sundry debtor billing

- 4.2.1.1 Debtor invoices are raised in the debtors system at the electronic request of the relevant teams, assigned payment terms of 30 days from date of invoice, and emailed to the debtor.
- 4.2.1.2 Statements are issued at the end of each month.

4.2.2 Sundry debtor recovery process

- 4.2.2.1 Statement reminders are issued to overdue debtors after 30 days.

- 4.2.2.2 A demand letter is issued after 60 days overdue.
- 4.2.2.3 If the debtor fails to pay or contact Council in response to the demand letter, the debt is referred back to the relevant team to determine whether it should be lodged with the collection agency to commence debt recovery.

4.2.2.4 Fines and interest are **not** currently charged on overdue sundry debtor invoices.

4.2.3 Payment arrangements

4.2.3.1 Debtors may negotiate payment arrangements, where applicable, with either the relevant team or the Rates team.

4.2.3.2 The collection agency can make suitable payment arrangements, or refer the debt back to Council if the arrangement is outside prescribed parameters.

4.2.4 Debt recovery legal process

4.2.4.1 Where the relevant team has difficulty recovering a debt, they may refer it to the Rates team for escalated recovery or request referral to the contracted debt recovery agency to commence legal action.

4.2.4.2 If recovery of the debt is unsuccessful, the collection agency will proceed with legal action through the Magistrates Court – Minor Civil Division, resulting in a court order for payment.

4.2.4.3 All legal costs and expenses incurred by Council in recovering outstanding debts may be charged to the debtor, and where legislation allows, against the debtor's property.

4.2.4.4 Sundry debtors are classed as a non-secured debt, except where other legislation prescribes it as a *rates arrears debt*. This may result in the debt becoming irrecoverable.

4.2.5 Sundry debt write-offs and waivers

4.2.5.1 The relevant team manager may request that a sundry debt be written off, waived, or credited, providing appropriate details are documented with their electronic request.

4.2.5.2 Debts will only be waived if the debtor is determined by the relevant team manager to be experiencing financial hardship.

4.2.5.3 Debts will only be written off if justifiable reasons are provided by the relevant team manager, the debt recovery process has been exhausted, and the debt is determined to be irrecoverable.

4.2.5.4 Requests for write-offs or waivers are to be reviewed and approved by the Manager Rates, or other appropriate manager, in accordance with Council delegations.

4.2.5.5 All sundry debtor write-offs and waivers must be documented and authorised in the electronic Sundry debtor write-offs and credit notes Register for the relevant financial year, to comply with auditing standards.

4.2.5.6 All debt write-offs are certified by the Chief Executive Officer to ensure that reasonable attempts have been made to recover the debt or that the costs of recovery are likely to equal or exceed the amount to be recovered.

4.3 Insolvency

- 4.3.1 In South Australia, Council rates charges are secured against the property, whereas sundry debtors are classified as non-secured debts.
- 4.3.2 Insolvency occurs when the liabilities of a person or entity exceed their assets. Employees may encounter situations where debtors are unable to meet their financial obligations, including the inability to pay debts when they become due, and may become insolvent.
- 4.3.3 Insolvency may involve administration, liquidation, bankruptcy, or repossession of the property by the mortgagee (bank).
- 4.3.4 For rates debts, the balance will be paid in full upon settlement of any sale of the property.
- 4.3.5 Sundry debts require submission of a proof of debt to the liquidator.
- 4.3.6 If, at the conclusion of the insolvency process, only a part or no dividend is paid towards the debt, the sundry debt balance will be written off as irrecoverable.

Part X Debt Agreements

- 4.3.6.1 Council does not participate in Part X Debt Agreements.
- 4.3.6.2 Any correspondence from credit repair agencies seeking Council to accept a cents in the dollar debt settlement should be responded to by advising that Council does not participate in Part X Debt Agreements.
- 4.3.6.3 In South Australia, Council rates are a legislated charge secured against the property, and all rates, legal costs, and fines must be paid in full.

4.4 Records Management

- 4.4.1 Council employees must maintain accurate, complete, and up-to-date records of all communications with ratepayers and debtors.
- 4.4.2 All customer contact should be recorded in the Pathway system and, where applicable, in the debt recovery contractor portal. All correspondence should be registered in ECM.
- 4.4.3 Records may be required for future debt recovery processes, court proceedings, complaints or disputes, and/or Freedom of Information requests (FOI).

4.5 Complaints and Appeals

- 4.5.1 Customers who are not satisfied with the outcome of their complaint should be directed to contact the Ombudsman SA on 08 8226 8699 or Ombudsman@ombudsman.sa.gov.au.
- 4.5.2 Complaints and appeals will be considered in accordance with Council's complaints and grievance procedures and Sections 270 and 271 of the *Local Government Act 1999*. A copy of the Complaints Handling Policy can be found at www.playford.sa.gov.au.

5. Feedback

Your feedback on this Procedure is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333.

Administration use only

ECM document set no.	3967113
Version no.	4
Policy link	Hardship Policy
Procedure author	General Manager Corporate Services
Endorsed by	Council
Resolution no.	TBC
Legal requirement	Chapter 10, Division 9 of the <i>Local Government Act 1999</i>
Review schedule	2 Years
Date of current version	April 2026
Date of next review	April 2028

Version history

Version no.	Approval date	Approval by	Change
1	25 May 2021	Ordinary Council Resolution No. 4616	New Procedure
2	23 August 2022	Ordinary Council Resolution No. 5099	Change to 2 year review period
3	23 April 2024	Ordinary Council Resolution No. 5824	Scheduled review, author position title change.
4	26 May 2026	Ordinary Council Resolution No: TBC	Scheduled review

Hardship Policy



Policy Author	General Manager Corporate Services
Date of next review	April 2026 ⁸

1. Statement of Intent

This Policy reinforces the commitment of the Council to assist ratepayers and debtors experiencing financial hardship, with the aim of recovering council rates and charges in a fair and financially responsible manner.

Ratepayers should:

- Be treated in a fair, equitable and respectful manner;
- Be offered mutually negotiated and agreed payment plans, or an -extension of time to pay, that addresses arrears and ongoing rates charges;
- Have their capacity to pay considered;
- Be offered Centrepay and direct debit payment options;
- Have debts to be paid within fair and reasonable timeframes;
- Receive empathetic, confidential and consistent assistance;
- Be offered referral to financial counselling and other services where required; and
- Be protected from legal action and additional costs while meeting their obligations.

2. Scope

This Policy endorses consistent application of assistance for ratepayers seeking relief from rates and charges due to hardship or extenuating circumstances. Relief and assistance may be in the form of postponement or remission of rates, negotiated flexible debt repayment plans, or referring the ratepayer to see an accredited financial counsellor.

A ratepayer experiencing financial hardship is someone who is identified by themselves, by Council, by an accredited financial counsellor, or by a welfare agency, as having the intention, but not the financial capacity, to make required payments in accordance with Council's payment terms.

This Policy also endorses appropriate and consistent action that meets delegation requirements, in relation to sundry debtors.

3. Legislation and References

This Policy is to be read in conjunction with the Hardship Procedure.

Related documents include:

- Local Government Act 1999
 - Section 177 — advises that rates imposed on land are a charge on the land.
 - Section 178 — advises that liability for the rates charged on the land is the principal ratepayer (owner).
 - Section 182 — advises of Council's power to grant relief of rates due to hardship or extenuating circumstances by way of remission or postponement of rates.
 - Section 182A — advises of Seniors R rates pPostponement eligibility for seniors.
 - Section 183 — determines the priority of which payments are to be allocated to ratepayer's debt.
 - Section 184 — advises Council may sell the land if rates has ye been in arrears for three years or more.
- Local Government (General) Regulations 2013
 - Debt Recovery Procedure
 - Hardship Procedure
- Fees and Charges Policy and Procedure
- City of Playford Global Glossary

This Policy should not be considered as the only document that may relate to hHardship, other tiers of government, agencies or organisations may have legislation or policies that also apply.

4. Application

CEO	<u>F</u> To facilitate support of <u>the</u> Hardship Policy.
Manager Rates	To oversee the consistent application of the Hardship Policy.
Rates Officer	To apply consistent delivery of the Hardship Policy to ratepayers.
Customer Contact Officer	To refer ratepayers experiencing financial hardship to the Rates <u>T</u> eam where required.

Relevance to Risk Appetite Statement

Financial Sustainability

The City of Playford has a **LOW** appetite for short-term financial risk that adversely impacts financial cash flow.

Reputation

The City of Playford has a **LOW** appetite for negative perceptions that compromise its credibility and reputation.

The Hardship Policy and Procedure ensures assistance supplied to ratepayers is in a financially and reputational responsible manner.

Feedback

Your feedback on this Policy is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333.

Administration use only

ECM document set no.	3936993
Version no.	<u>45</u>
Procedure link	Hardship Procedure_and; Debt Recovery Procedure
Policy author	General Manager- Corporate Services
Endorsed by	Council
Resolution no.	<u>5824TBC</u>
Legal requirement	N/A
Review schedule	2 Years
Date of current version	April 202 <u>46</u>
Date of next review	April 202 <u>48</u>

Version history

Version no.	Approval date	Approval by	Change
1	June 2018	Senior Manager - Finance	New Policy
2	25 May 2021	Ordinary Council Resolution No. 4616	Scheduled Review
3	23 August 2022	Ordinary Council Resolution No. 5099	Scheduled review with longer review date and other minor revisions.
4	23 April 2024	Ordinary Council Resolution No. 5824	Scheduled review, author_position title change.
<u>5</u>	<u>26 May 2026</u>	<u>Ordinary Council</u> <u>Resolution No. TBC</u>	<u>Scheduled review</u>



Hardship Procedure

Procedure Author	General Manager Corporate Services
Date of next review	April 2026 8

1. Purpose

This Procedure supports the Hardship Policy and outlines options for ratepayers seeking relief and assistance from rates and charges due to financial hardship or extenuating circumstances.

2. References and Supporting Documentation

This Procedure is to be read in conjunction with the ~~;~~
Hardship Policy.

- [Related documents include:](#)
 - [Local Government Act 1999](#)
 - [Section 182 – advises of Council's power to grant relief of rates due to hardship or extenuating circumstances by way of remission or postponement of rates.](#)
 - [Section 182A – advises of rates postponement eligibility for seniors.](#)
 - [Application for ~~Hardship-hardship Assistance-assistance Formform~~](#)
 - [City of Playford Global Glossary](#)

3. Responsibilities

Manager Rates	To oversee the consistent application of the Hardship Policy and Procedure .
Rates Officers	To apply consistent delivery of the Hardship Policy and Procedure to ratepayers.
Customer Contact Officers	To refer ratepayers experiencing financial hardship to the Rates Team where required.

4. Procedure

4.1 Financial Hardship ~~hardship Definitiondefinition~~

A ratepayer experiencing financial hardship is ~~someone~~ [a person](#) who is identified ~~–~~ by themselves, ~~by~~ Council staff, ~~by~~ an accredited financial counsellor, or ~~by~~ a welfare agency ~~–~~, as having the intention, but not the financial capacity, to make required payments in accordance with Council's payment terms.

Ratepayers may have different assistance needs depending on their circumstances.

Ratepayers experiencing ongoing hardship may require ongoing assistance and are generally on low or fixed incomes, ~~including recipients of the such as aged age pension~~, disability ~~support pension~~, carers ~~payment~~, ~~and-or~~ single parenting ~~pensionspayment~~.

Ratepayers experiencing temporary hardship may require short term assistance and are generally experiencing ~~a~~ short term change in circumstances, such as loss or change in income due to unemployment or reduced employment, separation, divorce or other family crisis, serious illness, injury, or bereavement in the family, unexpected accident, incident, unexpected bills, or some other temporary financial difficulty.

~~When determining the appropriate form of assistance, h~~Hardship indicators ~~considered when determining appropriate assistance may~~ include ~~the receiving-receipt of~~ Centrelink income ~~support~~, ~~or~~ low income, payment history, previous recovery action ~~taken by Council~~, or ~~any~~ previous ~~hardship~~ assistance received.

Hardship does not include circumstances where a person chooses not to meet a liability for an unpaid debt.

4.2 ~~Hardship Assistance~~ ~~assistance Available~~ ~~available~~

Council should inform the ratepayer of assistance available, ~~which may include including~~:

A **payment plan** based on:

- ~~the~~ ratepayer's capacity to pay and current financial ~~situation-circumstances~~
- any arrears owing by the ratepayer
- the ratepayer's likely ongoing rates charges
- ~~a~~ mutually agreed amount which addresses both arrears and ongoing charges where possible
- a frequency agreed with the ratepayer e.g., weekly, fortnightly, monthly

and

- extension of time to pay where agreed
- availability of Centrelink's Centrepay service, or direct debit options
- referral to an accredited financial counsellor
- confidential case management
- protection from debt recovery ~~action~~

Payment arrangements should be ~~set~~ within fair and reasonable timeframes to ~~enable repayment of~~ the debt.

Council **may consider** waiving overdue fines, in whole or in part, where ~~a~~ ratepayers ~~meet~~ ~~complies with their~~ payment plan obligations.

4.3 ~~Rights of Ratepayers~~ ~~Staff obligations~~

~~Staff obligations when dealing with Ratepayers-ratepayers~~ experiencing financial hardship ~~have the right to include~~:

- ~~be treated~~ ~~ratepayers~~ respectfully, ~~and~~ empathetically and have their circumstances kept confidential
- ~~receive~~ ~~provide~~ information about ~~available~~ assistance ~~available~~
- ~~advise that they may~~ seek ~~the~~ assistance of a free accredited financial counselling service
- negotiate a mutually acceptable payment arrangement

- consider various payment methods
- ~~receive~~ ~~provide~~ written confirmation of the agreed payment arrangement if requested
- renegotiate their payment arrangement if there is a change in their circumstances
- ~~be protected ensure protection~~ from legal action and additional debt recovery costs, ~~whilst while they~~ ~~continuing~~ to make payments ~~in accordance with according to~~ an agreed payment arrangement.

4.4 Ratepayers obligations

Ratepayers that have entered into a payment plan under this Policy are required to:

- make the agreed scheduled payments
- update the Council ~~on of~~ any changes to ~~their~~ contact information including ~~correct~~ postal address, phone numbers and email address
- advise ~~the~~ Council of any changes to their circumstances
- ~~advise inform~~ Council if the reasons ~~of~~or hardship assistance are no longer applicable
- maintain contact with ~~the Council's rates Rates~~ team
- treat Council employees respectfully
- not make false or misleading statements in application of ~~hardship~~ assistance.

4.5 Applications for Hardship ~~hardship~~ assistance

Applications for hardship assistance may be made by:

- ~~by~~ an accredited financial counsellor on behalf of the ratepayer; or
- ~~by~~ the ratepayer directly with ~~the Council's rates Rates~~ team.

Depending on the extent of the ratepayer's financial circumstances, Council may request that the ratepayer attend an appointment with a free **accredited financial counsellor**. Applicants attending financial counselling are required to complete ~~an~~:

- ~~an~~ authority to act form for an accredited financial counsellor; and
- ~~an~~ income and expenditure statement.

Ratepayers seeking assistance direct~~ly~~ with the ~~rates Rates~~ team are required to undertake an assessment process to determine ~~the~~ assistance required.

Hardship application forms are available on www.playford.sa.gov.au.

4.6 Completion of hardship assistance

~~Hardship assistance is considered complete~~ Completion of hardship assistance ~~is~~ when the ratepayer has paid all outstanding debt.

The ratepayer will ~~be returned then return~~ to regular billing cycles, after ~~they have~~ successfully ~~completed completing~~ the hardship assistance.

Ratepayers have the option to continue making ongoing instalments towards their current ~~council Council~~ rates.

4.7 Removal of hardship assistance

The ratepayer should be advised that they will be removed from hardship assistance and ~~be~~ returned to Council's standard collection cycles, ~~—~~ should they cease to make payments according to the agreed payment ~~arrangement or arrangement or~~ fail to contact, or respond to;

Council for a period of greater than 60 days. At ~~this~~ that time, they should also be advised that debt recovery will recommence, which may include legal action.

Where a hardship ratepayer is **re-seeking** assistance but has ~~failed to not~~ fulfilled their previous obligations under an existing hardship arrangement, Council may request future payments to be made by either Centrepay or direct debit deductions.

4.8 Debt recovery

Council may suspend debt recovery processes while negotiating a suitable payment arrangement with a hardship ratepayer, and where the ratepayer has agreed to a payment the arrangement and continues to adhere to the terms of that arrangement.

Council can recommence any legal proceedings for the recovery of the debt once the ratepayer has been removed from hardship assistance due to failure of the ratepayer to meet their obligations.

4.9 Remission and postponement of payment

Where applicants satisfy the requirements for rate relief under Section 182 of the *Local Government Act 1999* due to hardship or extenuating circumstances, ~~the~~ Council may grant relief in the form of a postponement or remission of rates, in whole or in part.

Application forms are available on www.playford.sa.gov.au.

4.10 Postponement of rates for seniors

Under Section 182A of the *Local Government Act 1999*, postponements of rates can be applied where the ratepayer meets the following eligibility criteria:

- the ratepayer holds, or qualifies to hold, a current State Seniors Card issued by the state government;
- the person is, or is the spouse of, the prescribed ratepayer;
- the rates are payable on land that is the principal place of residence of the prescribed ratepayer;
- the land is owned by the prescribed ratepayer or their spouse; and
- no other person has an interest (as owner) in the land.

Ratepayers applying for a postponement of their rates should be offered a referral to an **accredited financial counsellor** for assistance with their application.

Applications must be made on the prescribed application form, and be accompanied by the required information ~~as~~ requested by Council including:

- a copy of the Seniors ~~card~~ Card; and
- a completed Authority to Act form if an accredited financial counsellor will be acting on the ratepayer's behalf.

Eligible ratepayers are required to pay a minimum of \$500 per year towards their Council rates, with the payment of the remaining balance postponed for an indefinite period, until their property is sold or eligibility ceases.

Payment options include:

- one lump sum of \$500;
- quarterly payments of \$125; or
- fortnightly Centrepay deductions of \$20.

Interest is applied monthly to the total postponed rates amount based on the annual Cash Advance rate plus 1%, compounded until the postponed amount is paid.

The Senior Rates Postponement fact sheet and the Senior Rates Postponement application form is available on www.playford.sa.gov.au.

5. Feedback


Your feedback on this Procedure is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333.

Administration use only

ECM document set no.	3936992
Version no.	45
Policy link	Hardship Policy
Procedure author	General Manager Corporate Services
Endorsed by	Council
Resolution no.	5824TBC
Legal requirement	<i>Local Government Act 1999</i>
Review schedule	2 years
Date of current version	April 2024 6
Date of next review	April 2026 8

Version history

Version no.	Approval date	Approval by	Change
1	June 2018	Senior Manager Finance	New Guidelines
2	25 May 2021	Ordinary Council Resolution No. 4616	Scheduled Review - formerly Guidelines
3	23 August 2022	Ordinary Council Resolution No.5099	Scheduled review with longer review date and other minor changes.



4	23 April 2024	Ordinary Council Resolution No.5824	Scheduled review, title changes.
5	26 May 3 April 2026	Ordinary Council Resolution No: TBC	Scheduled review



Debt Recovery Procedure

Procedure Author	General Manager Corporate Services
Date of next review	June April 2026 8

1. Purpose

This Procedure supports the Hardship Policy to provide a clear process for the management of collection and debt recovery for both Council rates and sundry debtor charges. There is a need to ensure a consistent approach to the recovery of outstanding debts for all ratepayers and debtors, and to ensure processes for recovery of such debts comply with legislated and legal requirements.

2. References and Supporting Documentation

This Procedure is to be read in conjunction with the Hardship Policy.

Related documents include:

- ~~Hardship Procedure~~
- Magistrates Court – Minor Civil Division
- ASIC Debt ~~Collection-collection~~ Guidelines-guideline: for ~~Collectors-collectors~~ and ~~Creditorscreditors~~
- Rates and ~~Legal-legal~~ Writeswrite-offs ~~Journal-journal~~ Register
- Rates ~~Fine-fine~~ Waivers-waivers ~~Journal-journal~~ Register
- Sundry ~~Debtor-debtor~~ Write-write-offs and ~~Credit-credit~~ Notes-notes Register
- City of Playford ~~Dd~~ delegation's Register
- Complaints Handling Policy
- Fees and Charges Policy
- ~~Hardship Procedure~~

3. Application

<u>Chief Executive Officer</u>	<u>To certify all debt write-offs.</u>
Manager Rates	Oversee-To oversee the consistent application of the Debt Recovery Procedure <u>and approve all debt waivers and write-offs in accordance with Council delegations.</u>
<u>Managers Rates Officer</u>	<u>To request debt waivers and debt write-offsApply the consistent delivery of the Debt Recovery Procedure.</u>

<u>Rates Officer Customer Contact Officer</u>	<u>To apply consistent delivery of the Debt Recovery Procedure and request and process debt waivers and debt write-offs. Refer ratepayers and debtors to the Rates team where applicable.</u>
<u>Customer Contact Officer Managers</u>	<u>To refer ratepayers and debtors to the Rates team where required and to Request debt waivers and debt write-offs refer fine waiver requests to the Rates team.</u>

4. Procedure

4.1 Rates

4.1.1 Rates charges

- 4.1.1.1 The first quarterly rates notices are issued in July each year, with 30 day terms of payment. Where ratepayers choose not to pay in full, three further rates notices are issued in October, January, and April ~~of each year~~.
- 4.1.1.2 Quarterly rates are due in September, December, March, and June and fall overdue immediately after the due date for the relevant instalment.
- 4.1.1.3 Fines are charged on overdue accounts at a rate of 2%, with a further prescribed interest penalty and subsequently applied each month thereafter ~~a further prescribed interest penalty~~, as outlined in Section 181(8) of the *Local Government Act 1999*.

4.1.2 Rates recovery process

- 4.1.2.1 Overdue and reminder notice letters or SMS messages are issued each quarter ~~after following~~ the due date.
- 4.1.2.2 The ~~rates~~ Rates team will ~~undertake~~ make best endeavors to advise ratepayers, where contact information is available, of overdue rates greater than 60 days, prior to referral to the collection agency.
- 4.1.2.3 Ratepayers ~~that have~~ with overdue balances older than six months may have their accounts referred to ~~the Council's contracted~~ collection agency, ~~contracted by Council~~, to pursue recovery of the debt through legislated legal channels.

4.1.3 Rates payment arrangements

- 4.1.3.1 Ratepayers ~~that are~~ with overdue balances less than three months can negotiate an arrangement to pay the outstanding balance by contacting the Customer Contact Centre.
- 4.1.3.2 Ratepayers ~~that are~~ with overdue balances of more than three months can negotiate a suitable arrangement to pay the outstanding balance by contacting a ~~rates~~ Rates officer.
- 4.1.3.3 Rates officers will endeavor to ensure that payment arrangements are mutually agreed, ~~takes~~ into account the ratepayer's capacity to pay, and allow that any debts will to be paid within an acceptable timeframe.

4.1.3.4 Defaulted payment arrangements may be cancelled if the ratepayer fails to catch up ~~the-on~~ missed payments or respond to Council employees to renegotiate their payment arrangement.

4.1.4 Hardship

4.1.4.1 Ratepayers experiencing financial hardship should be offered appropriate support in ~~line~~ accordance with the Hardship Policy and Hardship Procedure.

4.1.5 Debt recovery legal process

4.1.5.1 Ratepayer accounts overdue ~~greater-by more~~ than six months are referred to an external contracted collection agency to commence recovery action through the Magistrates Court Minor ~~Civil Division~~, including:

- Issuing a demand letter, giving seven days for the ratepayer to make payment.
- Negotiating a suitable arrangement to pay within an acceptable timeframe.
- Issuing and serving a claim/summons on the property owner/ratepayer if ~~the~~ customer fails to pay or make ~~an~~ arrangement to pay.
- Seeking a judgment debt through the Magistrates Court and an order for payment.
- Issuing an investigation summons requiring the ratepayer ~~to~~ appear in court.
- Issuing an examination summons requiring the ratepayer re-appear in court ~~and for examination of have the court examine~~ their financial circumstances.
- Issuing ~~a~~ warrant if ~~the ratepayer fails failing~~ to attend the court hearing.

4.1.5.2 Ratepayer accounts may continue to ~~be charged~~ incur overdue fines each month, as outlined in the *Local Government Act 1999*.

4.1.5.3 The collection agency may make suitable payment arrangements and will refer ratepayers back to Council for further discussion if the arrangement is outside prescribed parameters, or the ratepayer ~~has~~ indicated they are experiencing financial hardship.

4.1.6 Legal costs

4.1.6.1 All debt recovery costs and fees associated with any course of action are to be borne by the ratepayer and will ~~subsequently~~ remain a charge on the property, where appropriate, until paid.

4.1.6.2 Any ratepayer or debtor ~~that-who~~ wishes to appeal against ~~the~~ legal costs ~~that-have been~~ added to their assessment or account must ~~state-provide written the~~ reasons for their appeal ~~in-writing~~ to Council.

4.1.6.3 All requests for ~~a~~ review of legal costs will be investigated, ~~and~~ assessed ~~and-with~~ the facts of the case collated by the Manager Rates, ~~with-t~~ The final decision ~~as-to~~ on whether the costs will be written off ~~to-will~~ be made in accordance with delegation levels.

4.1.6.4 Legal cost waivers or ~~write-write~~-offs must be documented and authorised in the ~~Rates and Legal-legal Write-write-Offs-offs Journal-journal~~ Register for the ~~appropriate-relevant~~ financial year.

4.1.7 Notice of Discontinuance

4.1.7.1 If a ratepayer requests proof that ~~the a~~ debt owed to Council has been paid, ~~Council may issue a letter can be issued by Council~~ confirming payment, ~~provided has been made. Such letter will only be issued if~~ all overdue debts have been ~~paidsettled~~.

4.1.7.2 If a ratepayer requests a Notice of Discontinuance to remove ~~the a~~ judgement, Council may ~~request require~~ all overdue debts to be paid in full.

4.1.7.3 Council's collection agency will carry out the process for a Notice of Discontinuance at the request and approval of the ~~rates-Rates~~ team.

4.1.8 Sale of property to recover rates charges

4.1.8.1 ~~When-Where~~ a ratepayer's account is ~~becomes~~ overdue ~~greater by more~~ than three years, Council ~~undertakes may, (via the collection agency)-, to~~ recover outstanding rates through ~~the~~ sale of the property under Chapter 10 Section 184 of the *Local Government Act 1999*.

4.1.8.2 A letter is issued to the ratepayer by the acting solicitors advising of Council's intention to proceed with ~~the~~ sale of the property for unpaid rates.

4.1.8.3 If, ~~no contact is received from the ratepayer after within~~ one month of the date of the Chapter 10 letter, ~~no contact is received from the ratepayer, then~~ the solicitor acting for Council will issue a Section 184 Notice to the ratepayer and the mortgagee, ~~to seeking~~ payment in full of the outstanding rates.

4.1.8.4 If, ~~after one further month of from~~ the Section 184 Notice, the ratepayer fails to contact Council or the solicitor, pay the outstanding rates in full, or enter a satisfactory payment arrangement, Council will appoint a real estate agent to undertake the sale process.

4.1.8.5 These proceedings can only be stopped, up to the commencement of the auction, by payment of the arrears and associated costs in full.

4.1.9 Write-Write-Offs and Fine-fine Waiverswaivers

4.1.9.1 Fines may be requested to be written off where the ratepayer is experiencing financial hardship, did not receive their rates notice, the property has been sold, an error ~~was~~ made by Council, or ~~there are other~~ extenuating circumstances.

4.1.9.2 Any rates **overdue fine** waivers must be documented and authorised in the electronic ~~Rates Fine-fine Waivers-waivers Journal-journal~~ Register for the ~~appropriate-relevant~~ financial year.

4.1.9.3 Any rates **legal costs** waivers or ~~write-write~~-offs must be documented and authorised in the electronic ~~Legal-legal Write-write-Offs Journal-journal~~ Register for the ~~appropriate-relevant~~ financial year.

4.1.9.4 Any ~~write-write~~-offs or waivers of **rates charges** must be documented and authorised in the electronic ~~Rates-rates Write-write-Offs Journal-journal~~ Register for the ~~appropriate-relevant~~ financial year.

4.1.9.5 ~~All Write-offs~~ and waivers must be investigated and authorised in ~~compliance~~ ~~accordance~~ with ~~Council's~~ delegations and ~~meet-comply with~~ auditing standards.

4.2 Sundry Debtors ~~debtors~~

4.2.1 Sundry ~~Debtor-debtor~~ billing

4.2.1.1 Debtor's invoices are raised in the debtors system, at the electronic request of the relevant teams, assigned payment terms of 30 days from date of invoice, and emailed to the debtor.

4.2.1.2 Statements are issued at the end of each month.

4.2.2 Sundry ~~Debtor-debtor~~ recovery process

4.2.2.1 Statement reminders are issued ~~after 30 days~~ to overdue debtors ~~after 30 days~~.

4.2.2.2 A demand letter is issued after 60 days overdue.

4.2.2.3 If the debtor fails to pay or contact ~~council-Council~~ in response to the demand letter, the debt is referred back to the relevant team to determine ~~if the debtor-whether it~~ should be lodged with the collection agency to commence debt recovery.

4.2.2.4 Fines and interest are ~~currently-not~~ ~~currently~~ charged on overdue sundry debtor invoices.

4.2.3 Payment arrangements

4.2.3.1 Debtors may ~~make-negotiate~~ payment arrangements, where applicable, with either the relevant team or the ~~rates-Rates~~ team.

4.2.3.2 The collection agency can make suitable ~~payment~~ arrangements ~~to pay~~, or refer the debt back to Council if ~~the arrangement is~~ outside prescribed parameters ~~where referred~~.

4.2.4 Debt recovery legal process

4.2.4.1 Where the relevant team ~~have-has~~ difficulty recovering a debt, they ~~can-may~~ refer it to the ~~rates-Rates~~ team for escalated recovery ~~process~~, or request referral to the contracted debt recovery agency ~~for-to~~ commencement of legal action.

4.2.4.2 ~~Failing-If~~ recovery of the debt ~~is unsuccessful~~, the collection agency will proceed with legal action through the Magistrates Court ~~-~~ Minor Civil Division, resulting in a court order for payment.

4.2.4.3 All legal costs and expenses incurred by Council ~~in recovering from the recovery of~~ outstanding debts may be charged to the debtor, and ~~where legislation allows~~ against the debtor's property ~~-where legislation is applicable~~.

4.2.4.4 Sundry debtors are classed as a non-secured debt, except where other legislation ~~has-prescribeds~~ it as a ~~rates arrears debt~~. This may result in the debt becoming irrecoverable.

4.2.5 Sundry ~~Debt-debt Write-write-o~~Offs and ~~Waivers~~waivers

4.2.5.1 The ~~relevant~~ team manager ~~of the relevant area~~ may request that ~~the-a~~ sundry debt

be written off, waived, or credited, ~~providing and supply~~ appropriate ~~documented~~ details ~~are documented~~ with their electronic request.

- 4.2.5.2 Debts will only be waived if the debtor ~~has been~~ determined by the relevant team manager to be experiencing financial hardship.
- 4.2.5.3 Debts will only be written off if ~~there is~~ justifiable ~~reasoning reasons are~~ provided by the relevant team manager, ~~and~~ the debt recovery process has been exhausted, and the debt ~~is~~ determined ~~as to be~~ irrecoverable.
- 4.2.5.4 Requests ~~for write-offs or waivers~~ are to be reviewed and approved by the Manager Rates, or other appropriate manager, in ~~line~~ ~~accordance~~ with Council delegations.
- ~~4.2.5.5 Sundry All sundry~~ debtor ~~write write~~-offs and waivers must be documented and authorised in the electronic ~~Sundry Sundry Debtor debtor Write write-Offs offs~~ and ~~Credit credit Notes notes~~ Register for the ~~appropriate relevant~~ financial year, to ~~meet~~ ~~comply with~~ auditing standards.
- ~~4.2.5.6 All debt write-offs are certified by the Chief Executive Officer to ensure that reasonable attempts have been made to recover the debt or that the costs of recovery are likely to equal or exceed the amount to be recovered.~~

~~4.2.5.5~~

4.3 Insolvency

- 4.3.1 In South Australia, Council rates charges are secured against the property, ~~however~~ ~~whereas~~ sundry debtors are ~~classed classified~~ as non-secured debts.
- 4.3.2 Insolvency ~~occurs is a situation wherewhen~~ the liabilities of a person, or entity, exceed their assets. Employees may encounter ~~circumstances situations~~ where debtors ~~may~~ ~~bear~~ unable to meet their financial obligations, including ~~the~~ inability to pay debts when they become due, and may become insolvent.
- 4.3.3 ~~Insolvency may involve This may include~~ administration, liquidation, bankruptcy, ~~and~~ ~~or~~ repossession of the property by the mortgagee (bank).
- 4.3.4 ~~For Where this occurs for~~ rates debts, the balance will be paid in full ~~up~~ upon settlement of any sale of ~~the~~ property.
- 4.3.5 Sundry debts ~~will~~ require ~~submitting submission a of a~~ proof of debt ~~with to~~ the liquidator.
- 4.3.6 If, at the ~~end conclusion~~ of the insolvency process, ~~only~~ a part or no dividend is paid towards the debt, ~~then~~ the sundry debt balance ~~would be required will to~~ be written off as irrecoverable.

Part X Debt Agreements

- 4.3.6.1 Council does not participate in Part X Debt Agreements.
- 4.3.6.2 Any correspondence from credit repair agencies, seeking Council to ~~enter into an agreement to~~ accept a cents in the dollar debt settlement, should be responded to ~~by~~ ~~advise advising~~ that Council does not participate in ~~in~~ Part X Debt Agreements.

4.3.6.3 In South Australia, Council rates are a legislated charge secured against the property, and all rate ~~charges~~, legal costs, and fines, must be paid in full.

4.4 Records Management

4.4.1 Council employees ~~should ensure they~~ must maintain accurate, complete, and up-to-date records of all communications s with ratepayers and debtors.

4.4.2 All customer contact should be recorded in the ~~pathway~~ Pathway system and, where applicable, in the debt recovery contractor portal, ~~and~~ All correspondence ~~should to~~ be registered ~~on~~ in ECM.

4.4.3 Records may be required ~~to be produced~~ for any future debt recovery processes, court proceedings, ~~through the court system,~~ complaints or disputes, and/or ~~freedom of information~~ Information requests (FOI).

4.5 Complaints and Appeals

4.5.1 Customers who are not satisfied with the outcome of their complaint should be directed to contact the Ombudsman SA on 08 8226 8699 or Ombudsman@ombudsman.sa.gov.au.

4.5.2 Complaints and appeals will be considered in accordance with Council's complaints and grievance procedures and Sections 270 and 271 of the *Local Government Act 1999*. A copy of the Complaints Handling Policy can be found at www.playford.sa.gov.au.

5. Feedback

Your feedback on this Procedure is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333.

Administration use only

ECM document set no.	3967113
Version no.	34
Policy link	Hardship Policy
Procedure author	General Manager Corporate Services
Endorsed by	Council
Resolution no.	5824 <u>TBC</u>
Legal requirement	Chapter 10, Division 9 of the <i>Local Government Act 1999</i>
Review schedule	2 Years
Date of current version	April 2024 6
Date of next review	June <u>April</u> 2026 8

Version history

Version no.	Approval date	Approval by	Change
1	25 May 2021	Ordinary Council Resolution No. 4616	New Procedure
2	23 August 2022	Ordinary Council Resolution No. 5099	Change to 2 year review period
3	23 April 2024	Ordinary Council Resolution No. 5824	Scheduled review, author position title change.
4	26 May 3 April 2026	Ordinary Council Resolution No: TBC	Scheduled review

COMMITTEE REPORTS

STRATEGY AND SERVICES COMMITTEE

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

14.2 AMENDMENT TO DELEGATIONS REGISTER

Responsible Executive Manager : Sam Green

Report Author : Skye Burbidge

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

Attachments :

1. Dog and Cat Management Act 1995
2. Instrument A - Instrument of Delegation under the Planning, Development and Infrastructure Act 2016
3. Local Government (Elections) Act 1999
4. Local Government (Member Allowances and Benefits) Regulations 2025
5. Local Government Act 1999

PURPOSE

To provide Council with an opportunity to review new delegations and updates to existing delegations to ensure they align with legislative amendments and requirements under the relevant Acts and regulations.

STAFF RECOMMENDATION

Council makes the following amendments to its Delegations Register:

1. Delegations made under the *Dog and Cat Management Act 1995*, the *Local Government (Elections) Act 1999*, *Local Government (Members Allowances and Benefits) Regulations 2025* and *Local Government Act 1999*.

1.1. In accordance with Section 44(1) of the *Local Government Act 1999*, Council endorse the following variations to Council's delegations made to the person occupying the position of Chief Executive Officer:

- *Dog and Cat Management Act 1995* (Attachment 1)
- *Local Government (Elections) Act 1999* (Attachment 3)
- *Local Government (Member Allowances and Benefits) Regulations 2025* (Attachment 4)
- *Local Government Act 1999* (Attachment 5)

In exercise of the power contained in Section 44 of the *Local Government Act 1999*, the powers and functions under the above Acts, and as specified in Attachments 1,3,4 and 5 of the report titled 'Amendment to Delegations Register' are hereby delegated on this day, 26 May 2026, to the person occupying the position of Chief Executive Officer (or person acting in the above mentioned position) except where otherwise indicated herein or within Attachments 1, 3, 4 and 5, subject to the conditions and/or limitations specified herein or within in Attachments 1, 3, 4 and 5.

1.2. Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the *Local Government Act 1999* as the Chief Executive Officer sees fit, unless otherwise indicated herein or in Attachments

1, 3, 4 and 5.

2. Delegations made under the *Planning, Development and Infrastructure Act 2016*.

2.1. In exercise of the power contained in Section 100 of the *Planning, Development and Infrastructure Act 2016* the powers and functions under *the Planning, Development and Infrastructure Act 2016* and as specified in Attachment 2 of the report titled 'Amendment to Delegations Register' are hereby delegated on this day 26 May 2026, to the person occupying the position of Chief Executive Officer (or person acting in the above mentioned position) except where otherwise indicated herein or within Attachment 2, subject to the conditions and/or limitations specified herein or within Attachment 2.

- Instrument A - Instrument of Delegation under the *Planning, Development and Infrastructure Act 2016* (Attachment 2)

2.2. Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Section 100(2)(c) of the *Planning, Development and Infrastructure Act 2016* as the Chief Executive Officer sees fit, unless otherwise indicated herein or within Attachment 2.

2.3. That the Instruments of Delegation marked Attachment 2 be included in the Delegations Register.

COMMITTEE RECOMMENDATION

6584

Council makes the following amendments to its Delegations Register:

1. Delegations made under the *Dog and Cat Management Act 1995*, the *Local Government (Elections) Act 1999*, *Local Government (Members Allowances and Benefits) Regulations 2025* and *Local Government Act 1999*.

1.1. In accordance with Section 44(1) of the *Local Government Act 1999*, Council endorse the following variations to Council's delegations made to the person occupying the position of Chief Executive Officer:

- ***Dog and Cat Management Act 1995* (Attachment 1)**
- ***Local Government (Elections) Act 1999* (Attachment 3)**
- ***Local Government (Member Allowances and Benefits) Regulations 2025* (Attachment 4)**
- ***Local Government Act 1999* (Attachment 5)**

In exercise of the power contained in Section 44 of the *Local Government Act 1999*, the powers and functions under the above Acts, and as specified in Attachments 1,3,4 and 5 of the report titled 'Amendment to Delegations Register' are hereby delegated on this day, 26 May 2026, to the person occupying the position of Chief Executive Officer (or person acting in the above mentioned position) except where otherwise indicated herein or within Attachments 1, 3, 4 and 5, subject to the conditions and/or limitations specified herein or within in Attachments 1, 3, 4 and 5.

1.2. Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the *Local Government Act 1999* as the Chief Executive Officer sees fit, unless otherwise indicated herein or in Attachments 1, 3, 4 and 5.

2. Delegations made under the *Planning, Development and Infrastructure Act 2016*.

2.1. In exercise of the power contained in Section 100 of the *Planning, Development and Infrastructure Act 2016* the powers and functions under the *Planning, Development and Infrastructure Act 2016* and as specified in Attachment 2 of the report titled 'Amendment to Delegations Register' are hereby delegated on this day 26 May 2026, to the person occupying the position of Chief Executive Officer (or person acting in the above mentioned position) except where otherwise indicated herein or within Attachment 2, subject to the conditions and/or limitations specified herein or within Attachment 2.

- **Instrument A - Instrument of Delegation under the *Planning, Development and Infrastructure Act 2016* (Attachment 2)**

2.2. Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Section 100(2)(c) of the *Planning, Development and Infrastructure Act 2016* as the Chief Executive Officer sees fit, unless otherwise indicated herein or within Attachment 2.

2.3. That the Instruments of Delegation marked Attachment 2 be included in the Delegations Register.

EXECUTIVE SUMMARY

Amendments to the delegations provided for in the relevant Acts applicable to local government are released through the Local Government Association (LGA). The attachments provided are the latest amendments received from the LGA.

A review of delegations is required to be undertaken by Council in accordance with Section 44(6a) of the *Local Government Act 1999* (the Act) where there have been changes to relevant legislation. Amendments to the Delegations Register cannot be delegated to the Chief Executive Officer (CEO).

1. BACKGROUND

Councils delegate their powers and functions under Section 44 of the Act to enable nominated positions to act on behalf of Council in relation to the specific matters delegated. Delegating powers facilitates the effective and efficient day to day operations and decision-making processes of the Council. Delegations do not remove the power of the Council as an elected and governing body to make decisions on the matters they choose to delegate.

While Council may choose to review its delegations at any time, from time-to-time legislation upon which Council's delegations are based on may change. In turn, this requires Council to review its relevant delegations. This report covers the latest amendments that have been released through the LGA since the previous review of delegations in February 2026.

2. RELEVANCE TO STRATEGIC PLAN

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

The review and amendment of Council's Delegations Register will ensure the effective management of delegations and authorisations ensuring legislative compliance.

3. PUBLIC CONSULTATION

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

4. DISCUSSION

4.1 Instrument A - Instrument of Delegation under the *Planning, Development and Infrastructure Act 2016* (Attachment 2)

Instrument A Delegations under the *Planning, Development and Infrastructure Act 2016* (PDI Act) has 16 new provisions added, and two (2) changed provisions.

- Sections 163A(1), 163A(2), 163A(3), 163A(4), and 163(3)(a)(ii) all relate to Initiation of Scheme - Primary Infrastructure in Relation to Declared Project Area or Designated Growth Area.
- Section 167A(2)(a)(i) - The power pursuant to Section 167A(2)(a)(i) of the PDI Act to make submissions on the proposed variation specified by the scheme coordinator.
- Section 169(8)(a)(ii) - The power pursuant to Section 169(8)(a)(ii) of the PDI Act in relation to a funding arrangement that provides for or includes the collection of contributions under Part 13 Division 1, Subdivision 8 of the PDI Act in relation to prescribed infrastructure, consult with the Coordinator General's Office or the Chief Executive.
- Sections 245A(1), 245A(2), 245A(3), 245A(4), 245A(5), 245A(7) and 245A(8) all address the local area plans.
- Sections r116A(2) and r116A(3) both speak to access of documents.
- The two (2) changed provisions are minor numerical and grammatical changes for Section 153 under the PDI Act & Cl 9 of the Urban Tree Canopy Off-set Scheme.

4.2 *Dog and Cat Management Act 1995* (Attachment 1)

The *Dog and Cat Management Act 1995* has the following seven (7) new provisions added:

- Section 26A(2) - Notify Board on preparing or amending a plan of management.
- Section 48(6) - Authorise a person to take any action required under the direction.
- Section 48(7) - Recover reasonable costs and expenses as a debt.
- Section 51(2) - Make an order under Division 3, Part 5, *Dog and Cat Management Act 1995*:
 - Whether or not a person has been charged with an offence; or
 - In circumstances where a person has been charged with an offence and found not guilty.
- Section 73(2) - Provide information and documents to another person or body.

- Section 73(3) - Provide information or documents that do not directly or indirectly disclose the identity of any person to another person or body.
- Section 91(3) - Prescribe fees for the purpose of the *Dog and Cat Management Act 1995*.

4.3 *Local Government (Elections) Act 1999* (Attachment 3)

The *Local Government (Elections) Act 1999* has three (3) new provisions Under Section 91B and one (1) changed provision – Section 13A(2)(a).

- Section 91B(1) Hold at least one (1) meeting involving candidates and members of the public.
- Section 91B(2) Hold a meeting remotely using audio visual technology or any other means determined appropriate by the delegate.
- Section 91B(4) Provide in the caretaker policy that a public meeting will not be held and include a statement certified by the principal member setting out the Council's reasons.
- Section 13A(2)(a) - grammatical change.

4.4 *Local Government (Members Allowances and Benefits) Regulations 2025* (Attachment 4)

- Regulation 5(3) has one (1) changed provision. The delegation source has been updated from the *Local Government (Members Allowances and Benefits) Regulations 2010* to 2025.

4.5 *Local Government Act 1999 (The Act)* (Attachment 5)

The Act has 13 new provisions that have been added, and 20 changed provisions.

- Sections 50A(1), 50A(2), 50A(4), 50A(5), and 50A(6) are all new provisions which relate to public consultation and/or the community engagement policy.
- Section 55B(6) Apply to SACAT for an order disqualifying a member of the council from the office of member under the Act.
- Section 76(12a)(b) Determine requirements of the Council.
- Section 148(1) Assess rates against any piece or section of land or any aggregation of contiguous land.
- Section 152(3) To be satisfied the relevant land constitutes a single farm enterprise.
- Section 156 Attribute a land use to land.
- Section 197(1) Undertake public consultation.
- Section 232(b) Undertake public consultation.
- Section 246(4) Give public notice of altercation.

The 20 changed provisions in the Act are all various Sections of the Act with minor grammatical and numerical changes.

5. OPTIONS

Recommendation

Council makes the following amendments to its Delegations Register:

1. Delegations made under the *Dog and Cat Management Act 1995*, the *Local Government (Elections) Act 1999*, *Local Government (Members Allowances and Benefits) Regulations 2025* and *Local Government Act 1999*.

- 1.1. In accordance with Section 44(1) of the *Local Government Act 1999*, Council endorse the following variations to Council's delegations made to the person occupying the position of Chief Executive Officer:

- *Dog and Cat Management Act 1995* (Attachment 1)
- *Local Government (Elections) Act 1999* (Attachment 3)
- *Local Government (Member Allowances and Benefits) Regulations 2025* (Attachment 4)
- *Local Government Act 1999* (Attachment 5)

In exercise of the power contained in Section 44 of the *Local Government Act 1999*, the powers and functions under the above Acts, and as specified in Attachments 1,3,4 and 5 of the report titled 'Amendment to Delegations Register' are hereby delegated on this day, 26 May 2026, to the person occupying the position of Chief Executive Officer (or person acting in the above mentioned position) except where otherwise indicated herein or within Attachments 1, 3, 4 and 5, subject to the conditions and/or limitations specified herein or within in Attachments 1, 3, 4 and 5.

- 1.2. Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the *Local Government Act 1999* as the Chief Executive Officer sees fit, unless otherwise indicated herein or in Attachments 1, 3, 4 and 5.

2. Delegations made under the *Planning, Development and Infrastructure Act 2016*.

- 2.1. In exercise of the power contained in Section 100 of the *Planning, Development and Infrastructure Act 2016* the powers and functions under *the Planning, Development and Infrastructure Act 2016* and as specified in Attachment 2 of the report titled 'Amendment to Delegations Register' are hereby delegated on this day 26 May 2026, to the person occupying the position of Chief Executive Officer (or person acting in the above mentioned position) except where otherwise indicated herein or within Attachment 2, subject to the conditions and/or limitations specified herein or within Attachment 2.

- Instrument A - Instrument of Delegation under the *Planning, Development and Infrastructure Act 2016* (Attachment 2)

- 2.2. Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Section 100(2)(c) of the *Planning, Development and Infrastructure Act 2016* as the Chief Executive Officer sees fit, unless otherwise indicated herein or within Attachment 2.

- 2.3. That the Instruments of Delegation marked Attachment 2 be included in the Delegations Register.

Option 2

Council makes the following amendments to its Delegations Register:

1. Delegations made under the *Dog and Cat Management Act 1995*, the *Local Government (Elections) Act 1999*, *Local Government (Members Allowances and Benefits) Regulations 2025* and *Local Government Act 1999*.

1.1. In accordance with Section 44(1) of the *Local Government Act 1999*, Council endorses the following variations to Council’s delegations made to the person occupying the Office of Chief Executive Officer with the following amendments:

- *Dog and Cat Management Act 1995* (Attachment 1)
 - _____
 - _____
 - _____

- *Local Government (Elections) Act 1999* (Attachment 3)
 - _____
 - _____
 - _____

- *Local Government (Member Allowances and Benefits) Regulations 2025* (Attachment 4)
 - _____
 - _____
 - _____

- *Local Government Act 1999* (Attachment 5)
 - _____
 - _____
 - _____

In exercise of the power contained in Section 44 of the *Local Government Act 1999*, the powers and functions under the above Acts as amended and specified in Attachments 1, 3, 4 and 5 of the report titled ‘Amendment to Delegations Register’ are hereby delegated on this day 26 May 2026, to the person occupying the position of Chief Executive Officer, (or person acting in the above mentioned position) except where otherwise indicated herein or within Attachments 1, 3, 4, and 5.

1.2. Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Sections 44(4)(b) and 101 of the *Local Government Act 1999*, as the Chief Executive Officer sees fit, unless otherwise indicated herein or within Attachments 1, 3, 4 and 5.

2. Delegations made under the *Planning, Development and Infrastructure Act 2016*.

2.1. In exercise of the power contained in Section 100 of the *Planning, Development and Infrastructure Act 2016* the powers and functions under the *Planning, Development and Infrastructure Act 2016* or specified in Attachment 2 of the report titled 'Amendment to Delegations Register' are hereby delegated on this day 26 May 2026, to the person occupying the position of Chief Executive Officer (or person acting in the above mentioned position) except where otherwise indicated herein or within Attachment 2, subject to the conditions and/or limitations specified herein or within Attachment 2.

- Instrument A - Instrument of Delegation under the *Planning, Development and Infrastructure Act 2016* (Attachment 2)

- _____
- _____
- _____

2.2. Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Section 100(2)(c) of the *Planning, Development and Infrastructure Act 2016* as the Chief Executive Officer sees fit, unless otherwise indicated herein or within in Attachment 2.

2.3. That the Instruments of Delegation marked Attachment 2 be included in the Delegations Register.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Council may delegate powers conferred under legislation, except where delegation is expressly prohibited. Section 44(3) of the Act identifies those decisions that cannot be delegated.

The recommendation seeks Council approval to delegate relevant powers to the CEO. Where powers are delegated, it is standard practice for the CEO to sub-delegate relevant powers to positions that are responsible for the day-to-day operations of these areas.

Risk Appetite

Regulatory Compliance

Council has a zero tolerance for non-compliance with applicable legislation including but not limited to: Local Government Act (LGA) 1999; Independent Commissioner Against Corruption (ICAC) Act 2012; Work Health & Safety (WHS) Act 2012; Environment Protection Act (EPA) 1993; Development Act 1993; Equal Employment Opportunity legislation; and Public Consultation legislation.

This decision supports Council's zero tolerance approach to non-compliance with applicable legislation by ensuring the effective management of delegations and authorisation processes, and by clearly articulating staff responsibilities when exercising statutory powers.

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

This option provides Council the ability to adopt changes to the Delegations Register with amendments as Council deems appropriate. Any provisions that are not delegated to the CEO must be brought before Council for decision.

6.2.2 Financial Implications

It is unlikely that there will be financial or resource implications with a varied resolution, however this is unknown dependent on the amendments made.

DOG AND CAT MANAGEMENT ACT 1995

Note - Exported provisions are separated into NEW and CHANGED groupings, sorted by Delegation Source and Section.

23 MARCH 2026

NEW Provisions

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations	Capacity of Council
822193	Dog and Cat Management Act 1995	section 26A(2)	Notify Board on preparing or amending a plan of management	Chief Executive Officer		council
822194	Dog and Cat Management Act 1995	section 48(6)	Authorise a person to take any action required under the direction	Chief Executive Officer		council
822195	Dog and Cat Management Act 1995	section 48(7)	Recover reasonable costs and expenses as a debt	Chief Executive Officer		council
822196	Dog and Cat Management	section 51(2)	Make an order under Division 3, Part 5, Dog and Cat Management Act:	Chief Executive Officer		council

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations	Capacity of Council
	Act 1995		<ul style="list-style-type: none"> •whether or not a person has been charged with an offence; or •in circumstances where a person has been charged with an offence and found not guilty 			
822197	Dog and Cat Management Act 1995	section 73(2)	Provide information and documents to another person or body	Chief Executive Officer		council
822198	Dog and Cat Management Act 1995	section 73(3)	Provide information or documents that do not directly or indirectly disclose the identity of any person to another person or body	Chief Executive Officer		council
822199	Dog and Cat Management Act 1995	section 91(3)	Prescribe fees for the purposes of the Dog and Cat Management Act	Chief Executive Officer		council

INSTRUMENT A - INSTRUMENT OF D ELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016

Note - Exported provisions are separated into NEW and CHANGED groupings, sorted by Delegation Source and Section.

23 MARCH 2026

NEW Provisions

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
821315	Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a	s163A(1)	35. Initiation of Scheme – Primary Infrastructure in Relation to Declared Project Area or Designated Growth Area 35.1 The power pursuant to Section 163A(1) of the PDI Act to initiate a scheme in relation to the provision of primary infrastructure in a declared project area or designated growth area.	Chief Executive Officer	

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Designated Authority; a Designated Entity (Instrument A)				
821316	Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)	s163A(2)	<p>35.Initiation of Scheme – Primary Infrastructure in Relation to Declared Project Area or Designated Growth Area</p> <p>35.2The power pursuant to Section 163A(2) of the PDI Act to initiate a scheme by preparing a draft outline of the scheme that:</p> <p>35.2.1provides detailed information about the nature and intended scope of the primary infrastructure; and</p> <p>35.2.2identifies the proposed declared project area or designated growth area (as the case requires), being the area or areas that will benefit from the primary infrastructure to be provided under the proposed scheme; and</p> <p>35.2.3provides information about the proposed timing or staging of the various elements of the scheme (to the extent such information is known); and</p> <p>35.2.4outlines, so far as is reasonably practicable, a funding arrangement for the scheme, including whether it is proposed to impose a charge under Subdivision 7, Division 1, Part 13 of the PDI Act; and</p> <p>35.2.5in the case of a scheme relating to a declared project—identifies any proposed amendments to the Planning and Design Code that may be made in connection with the declared project (including the provision of primary infrastructure under the scheme); and</p> <p>43.35.2.6identifies (to the extent possible) any primary infrastructure that might be transferred to another entity when the scheme has been completed; and</p> <p>35.2.7provides such other information as the Minister, CGO or proponent thinks fit (as the case requires).</p>	Chief Executive Officer	

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
821317	Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)	s163A(3)	35.Initiation of Scheme – Primary Infrastructure in Relation to Declared Project Area or Designated Growth Area 35.3The power pursuant to Section 163A(3) of the PDI Act to: 35.3.1in all cases—take reasonable steps to consult on the draft outline with: 35.3.1.1the owners of land within the proposed declared project area or designated growth area (as the case requires), except: (a)in a case where that area is the subject of a precinct master plan under the Urban Renewal Act 1995; or (b)in prescribed circumstances; and 35.3.1.2if the scheme relates to a declared project – the person undertaking the declared project, and any other person or body the delegate thinks fit; and 35.3.2submit the draft outline to the Minister or CGO (as determined by the Minister) for approval, together with: 35.3.2.1a report to the Minister or CGO (as the case requires) setting out the outcome of the consultation required under paragraph (a); and 35.3.2.2any other information required by the Minister or CGO (as the case requires).	Chief Executive Officer	
821318	Instrument of Delegation under the Planning, Development and	s163A(3)(a)(ii)	35.Initiation of Scheme – Primary Infrastructure in Relation to Declared Project Area or Designated Growth Area 35.4The power pursuant to Section 163A(3)(a)(iii) of the PDI Act for the delegate to consult with the person or body responsible for preparing a draft outline.	Chief Executive Officer	

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)				
821319	Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a	s163A(4)	35.Initiation of Scheme – Primary Infrastructure in Relation to Declared Project Area or Designated Growth Area 35.5The power pursuant to Section 163A(4) of the PDI Act, to after approval of a draft outline: 35.5.1publish it in the Gazette; and 35.5.2arrange for its publication on the SA planning portal.	Chief Executive Officer	

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Council as a Council; a Designated Authority; a Designated Entity (Instrument A)				
821320	Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)	s167A(2)(a)(i)	39.Variation of Basic Infrastructure Scheme to Include Primary Infrastructure 39.1The power pursuant to Section 167A(2)(a)(i) of the PDI Act to make submissions on the proposed variation within a period specified by the scheme coordinator.	Chief Executive Officer	

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
821321	Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)	s169(8)(a)(ii)	<p>40.Funding Arrangements</p> <p>40.2The power pursuant to Section 169(8)(a)(ii) of the PDI Act to, in relation to a funding arrangement that provides for or includes the collection of contributions under Part 13 Division 1 Subdivision 8 of the PDI Act in relation to prescribed infrastructure, consult with the Coordinator General's Office or the Chief Executive.</p>	Chief Executive Officer	
821322	Instrument of Delegation under the Planning, Development and Infrastructure Act 2016,	s245A(1)	<p>64.Local Area Plans</p> <p>64.1The power pursuant to Section 245A(1) of the PDI Act, to, in accordance with the requirements of this section, prepare a report (a Local Area Plan) that:</p> <p>64.1.1addresses the strategic planning issues within the area of the Council, with particular reference to:</p> <p>any regional plan that applies in respect of the area of the Council (a relevant regional plan); and</p> <p>64.1.1.2any other policy or document prescribed by the regulations; and</p>	Chief Executive Officer	

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)		64.1.2addresses appropriate amendments to the Planning Rules as they apply within the area of the Council; and 64.1.3contains such other material as may be: 64.1.3.1prescribed by the Regulations; or 64.1.3.2required by the Minister.		
821323	Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council; a	s245(a)(2)	64. Local Area Plans 64.2The power pursuant to Section 245(A)(2) of the PDI Act, to review a Local Area Plan: 64.2.1within 12 months of being directed to do so by the Minister following an amendment to a relevant regional plan; and 64.2.2in any event, within 5 years after the completion or review of the last Local Area Plan under this section, and following a review to vary the Local Area Plan.	Chief Executive Officer	

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Designated Authority; a Designated Entity (Instrument A)				
821324	Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)	s245A(3)	64.Local Area Plans 64.3The power pursuant to Section 245A(3) of the PDI Act, to in connection with the preparation of a Local Area Plan, or a review under Section 245A(2) of the PDI Act: 64.3.1consult with its community in accordance with any requirements prescribed by the regulations; and 64.3.2consult with any prescribed authority or body in the manner specified by the Regulations.	Chief Executive Officer	

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
821325	Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)	s245A(4)	64.Local Area Plans 64.4The power pursuant to Section 245A(4) of the PDI Act, to furnish a Local Area Plan prepared, or varied, under Section 245A of the PDI Act to the Minister for Approval.	Chief Executive Officer	
821326	Instrument of Delegation under the Planning, Development and Infrastructure Act 2016,	s245A(5)	64.Local Area Plans 64.5The power pursuant to Section 245A(5) of the PDI Act, to request the Minister exempt the Council: 64.5.1from a requirement to prepare, or review, a Local Area Plan under Section 245A of the PDI Act ; or 64.5.2from a particular requirement with respect to a Local Area Plan under Section 245A of the PDI Act.	Chief Executive Officer	

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)				
821327	Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a	s245A(7)	64. Local Area Plans 64.6 The power pursuant to Section 245A(7) of the PDI Act, to once approved by the Minister, publish the Council's Local Area Plan on a website maintained by the Council.	Chief Executive Officer	

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Designated Authority; a Designated Entity (Instrument A)				
821328	Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)	s245A(8)	64. Local Area Plans 64.7 The power pursuant to Section 245A(8) of the PDI Act to act jointly with another Council under Section 245A of the PDI Act and to act on behalf of or with the agreement of the other Council or Councils in undertaking any process or procedure under Section 245A of the PDI Act.	Chief Executive Officer	

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
821330	Planning, Development and Infrastructure (General) Regulations 2017	r116A(2)	<p>91.Access to Documents</p> <p>91.1 The power pursuant to Regulation 116A(2) of the General Regulations, to not make available any plans, drawings, specifications or other documents or information referred to in Regulation 116A(1) of the General Regulations for inspection or copying if to do so would:</p> <p>91.1.1in the opinion of the delegate, unreasonably jeopardise the present or future security of a building; or</p> <p>91.1.2involve an infringement of copyright in matter contained in a document; or</p> <p>91.1.3constitute a breach of any other law.</p>	Chief Executive Officer	
821329	Planning, Development and Infrastructure (General) Regulations 2017	r116A(3)	<p>91.Access to Documents</p> <p>91.2The power pursuant to Regulation 116A(3) of the General Regulations to charge a reasonable fee for providing copies of documents or information, unless the Minister sets a fee for that purpose by fee notice made for the purposes of the PDI Act..Access to Documents</p>	Chief Executive Officer	

CHANGED Provisions

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
313209	Instrument of Delegation under the Planning, Development and Infrastructure Act 2016, Regulations, Planning & Design Code and Practice Directions of Powers of a Council as a Council; a Designated Authority; a Designated Entity (Instrument A)	s153(2)	<p>31. Temporary Occupation</p> <p>31.2 The power pursuant to Section 153(2) of the PDI Act to grant an approval under Section 153(1) of the PDI Act:</p> <p>31.2.1 only if the delegate is satisfied that the relevant building complies with any requirements prescribed by a practice direction issued for the purposes of Section 153(2)(a) of the PDI Act;</p> <p>31.2.2 on such conditions (if any) as the delegate thinks fit to impose.</p>	Chief Executive Officer	Subject to having a minimum Building Level 2 accreditation.
503616	Urban Tree Canopy Set-Off Scheme	cl 9	<p>107. Use of Money</p> <p>107.1 The power pursuant to clause 9 of the Urban Tree Canopy Off-set Scheme (UTCOS) to use money distributed from the fund for any of the following purposes (and for no other</p>	Chief Executive Officer	

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
			<p>purpose):</p> <p>107.1.1 to provide for the planting, establishment and maintenance of trees within reserves or public land anywhere within a designated local government area; or</p> <p>107.1.2 the purchase of land within a designated local government area to ensure:</p> <p>107.1.2.1 the preservation of trees; or</p> <p>107.1.2.2 that trees can be established in an area with a low urban tree canopy level or a demonstrated urban tree canopy loss.</p>		

LOCAL GOVERNMENT (ELECTIONS) ACT 1999

Note - Exported provisions are separated into NEW and CHANGED groupings, sorted by Delegation Source and Section.

23 March 2026

NEW Provisions

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations	Capacity of Council
823186	Local Government (Elections) Act 1999	section 91B(1)	Hold at least 1 meeting involving candidates and members of the public	Chief Executive Officer		council
823187	Local Government (Elections) Act 1999	section 91B(2)	Hold a meeting remotely using audio visual technology or any other means determined appropriate by the delegate	Chief Executive Officer		council
823188	Local Government (Elections) Act 1999	Section 91B(4)	Provide in the caretaker policy that a public meeting will not be held and include a statement certified by the principal member setting out the Council's reasons	Chief Executive Officer		council

CHANGED Provisions

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations	Capacity of Council
413720	Local Government (Elections) Act 1999	section 13A(2)(a)	Inform potential electors in the council area of the requirements to be enrolled on the voters roll in accordance with the community engagement charter	Chief Executive Officer		council

LOCAL GOVERNMENT (MEMBERS ALLOWANCES AND BENEFITS) REGULATIONS 2025

Note - Exported provisions are separated into NEW and CHANGED groupings, sorted by Delegation Source and Section.

23 March 2026

CHANGED Provisions

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations	Capacity of Council
413747	Local Government (Members Allowances and Benefits) Regulations 2025	regulation 5(3)	Aggregate claims for reimbursement of expenses and pay the claim on a quarterly or monthly basis	Chief Executive Officer		council

LOCAL GOVERNMENT ACT 1999

Note - Exported provisions are separated into NEW and CHANGED groupings, sorted by Delegation Source and Section.

23 MARCH 2026

NEW Provisions

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations	Capacity of Council
822610	Local Government Act 1999	section 50A(1)	Prepare and adopt a community engagement policy	Chief Executive Officer		council
822611	Local Government Act 1999	section 50A(2)	Make additional provision not inconsistent with the charter and provide for community consultation and participation in relation to any other decision, activity or process	Chief Executive Officer		council
822612	Local Government Act 1999	section 50A(4)	Adopt a community engagement policy that: <ul style="list-style-type: none"> •is of general or limited application; and •varies in operation; and •provides for or for the granting of exemptions 	Chief Executive Officer		council

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations	Capacity of Council
822613	Local Government Act 1999	section 50A(5)	Alter a community engagement policy or substitute a new policy	Chief Executive Officer		council
822614	Local Government Act 1999	section 50A(6)	Undertake public consultation before adopting, altering or substituting a community engagement plan	Chief Executive Officer		council
822615	Local Government Act 1999	section 55B(6)	Apply to SACAT for an order disqualifying a member of the council from the office of member under the Local Government Act	Chief Executive Officer		council
822616	Local Government Act 1999	section 76(12a)(b)	Determine requirements of the council	Chief Executive Officer		council
822617	Local Government Act 1999	section 148(1)	Assess rates against any piece or section of land or any aggregation of contiguous land	Chief Executive Officer		council
822618	Local Government Act 1999	section 152(3)	To be satisfied the relevant land constitutes a single farm enterprise	Chief Executive Officer		council

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations	Capacity of Council
822619	Local Government Act 1999	section 156	Attribute a land use to land	Chief Executive Officer		council
822620	Local Government Act 1999	section 197(1)	Undertake public consultation	Chief Executive Officer		council
822621	Local Government Act 1999	section 232(b)	Undertake public consultation	Chief Executive Officer		council
822622	Local Government Act 1999	section 246(4)	Give public notice of alteration	Chief Executive Officer		council

CHANGED Provisions

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations	Capacity of Council
413813	Local Government Act 1999	section 45(3)	Undertake public consultation regarding the manner, places and times at which the council's offices will be open to the public and any significant changes to these arrangements	Chief Executive Officer		council
413821	Local Government Act 1999	section 48(6)	Take steps to prevent the disclosure of specific information in a report under section 48(1) of the Local Government Act in order to protect its commercial value or to avoid disclosing the financial affairs of a person (other than the council)	Chief Executive Officer		council
413833	Local Government Act 1999	section 50(8)	Comply with any mandatory requirement and have regard to and see to achieve relevant principles or performance outcomes	Chief Executive Officer		council
413888	Local Government Act 1999	section 122(6)	Undertake public consultation in relation to the development and review of the council's strategic management plans	Chief Executive Officer		council
413891	Local Government Act 1999	section 123(3)(b)	Undertake public consultation policy in regard to the draft annual business plan	Chief Executive Officer		council

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations	Capacity of Council
413938	Local Government Act 1999	section 151(5)(e)	Undertake public consultation	Chief Executive Officer		council
413944	Local Government Act 1999	section 156(14a)(b)	Undertake public consultation	Chief Executive Officer		council
413969	Local Government Act 1999	section 170	Give public notice of the declaration of a rate or service charge	Chief Executive Officer		council
414008	Local Government Act 1999	section 184(4)(c)	Give public notice of the notice	Chief Executive Officer		council
414040	Local Government Act 1999	section 193(2)	Undertake public consultation in respect of a proposal to exclude land from classification as community land	Chief Executive Officer		council
414042	Local Government Act 1999	section 193(6)	Give public notice of a resolution to exclude land from classification as community land or to classify land as community land	Chief Executive Officer Delivery		council

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations	Capacity of Council
414044	Local Government Act 1999	section 194(2)(b)	Undertake public consultation on the proposal	Chief Executive Officer		council
414062	Local Government Act 1999	section 202(2)	Undertake public consultation in regard to granting a lease or licence relating to community land	Chief Executive Officer		council
414107	Local Government Act 1999	section 219(7)	Give public notice of the adopting or altering of a policy	Chief Executive Officer		council
414117	Local Government Act 1999	section 223(1)	Undertake public consultation	Chief Executive Officer		council
414144	Local Government Act 1999	section 237(4)(b)	Notify the owner of a vehicle of the removal of the vehicle by public notice	Chief Executive Officer		council
414155	Local Government Act 1999	section 246(4a)	Give public notice of a determination under section 246(3)(e)	Chief Executive Officer		council

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations	Capacity of Council
414162	Local Government Act 1999	section 249(7)	Give public notice of making a by-law	Chief Executive Officer		council
414164	Local Government Act 1999	section 250(7)	Give public notice of the adoption of a model by-law	Chief Executive Officer		council
414188	Local Government Act 1999	section 259(2)(b)	Undertake public consultation	Chief Executive Officer		council

COMMITTEE REPORTS

STRATEGY AND SERVICES COMMITTEE

***Matters which can be delegated
to a Committee or Staff but the
Council has decided not to
delegate them***

14.3 COMMUNITY SUPPORT AND GRANT PROGRAM - 2025/26 COMMUNITY DEVELOPMENT GRANT (ROUND TWO)

Responsible Executive Manager : Tina Hudson

Report Author : Amy Godfrey

Delegated Authority : Matters which can be delegated to a Committee or Staff but the Council has decided not to delegate them

Attachments :

1. Community Support and Grant Program Policy
2. Community Support and Grant Program Procedure - Community Development Grant
3. Community Support and Grant Program - Community Development Grant Guidelines
4. Grant Applications Recommended for Funding
5. Grant Applications Not Recommended for Funding

PURPOSE

This report seeks approval for the allocation of funding to the successful applicants for Round Two of the 2025/26 Community Development Grant.

STAFF RECOMMENDATION

Council approves the provision of funding for Round Two of the 2025/26 Community Development Grant applications as follows:

Applicant	Amount Requested	Amount Recommended
Recommended for funding:		
Elizabeth South Community Centre	\$5,000	\$5,000
FC Fizi Soccer Club Inc	\$3,750	\$3,750
Golgotha Uniting Church	\$5,000	\$5,000
Northern Wolves Soccer Club	\$2,900	\$2,000
Playford Tennis Club Inc	\$3,924	\$3,924
Streetlight Community	\$5,000	\$5,000
Not recommended for funding:		
Chess Minds United	\$4,500	NIL
Emma Pevreall	\$4,000	NIL
Playford Community Fund Inc	\$5,000	NIL
Ray of Hope Church SA Inc	\$5,000	NIL
The Palms Residential Park Social Club	\$5,000	NIL
Vietnam Veterans Association of Australia	\$5,000	NIL
	\$54,074	\$24,674

COMMITTEE RECOMMENDATION**6585**

Council approves the provision of funding for Round Two of the 2025/26 Community Development Grant applications as follows:

Applicant	Amount Requested	Amount Recommended
Recommended for funding:		
Elizabeth South Community Centre	\$5,000	\$5,000
FC Fizi Soccer Club Inc	\$3,750	\$3,750
Golgotha Uniting Church	\$5,000	\$5,000
Northern Wolves Soccer Club	\$2,900	\$2,000
Playford Tennis Club Inc	\$3,924	\$3,924
Streetlight Community	\$5,000	\$5,000
Not recommended for funding:		
Chess Minds United	\$4,500	NIL
Emma Pevreall	\$4,000	NIL
Playford Community Fund Inc	\$5,000	NIL
Ray of Hope Church SA Inc	\$5,000	NIL
The Palms Residential Park Social Club	\$5,000	NIL
Vietnam Veterans Association of Australia	\$5,000	NIL
	\$54,074	\$24,674

EXECUTIVE SUMMARY

The Community Development Grant category within the Community Support and Grant Program aims to encourage and develop local community projects and assists a range of community groups to make a positive contribution to community and cultural life in the City of Playford. The Community Development Grant offers financial support to non-profit community organisations, local groups, and incorporated associations, and are assessed by a cross-functional staff panel.

There are two (2) rounds of the Community Development Grant available in each financial year. There is \$37,802 of funding available in this round, for a maximum of \$5,000 available per application. There are specific eligibility and priority criteria against which applications are assessed by the Grant Assessment Panel as outlined in the Community Support and Grant Program Policy (Attachment 1) (the Policy), Community Support and Grant Program Procedure - Community Development Grant (Attachment 2) (the Procedure) and Community Support and Grant Program - Community Development Grant Guidelines (Attachment 3) (the Guidelines).

Round Two of the 2025/26 Community Development Grant opened on Monday 9 February 2026 and closed on Friday 20 March 2026. A total of 12 grant applications were received.

The Grant Assessment Panel have recommended six (6) successful grant applications, with a reduction on some of the requested funding. This recommendation has been made with the aim to support as many applications as possible that meet eligibility and priority criteria within the available budget.

This report outlines the Grant Assessment Panel's recommendation for successful applicants for Round Two of the 2025/26 Community Development Grant, for Council's approval.

1. BACKGROUND

There are two (2) rounds of the Community Development Grant program available in each financial year and there are specific eligibility and priority criteria against which applications are assessed as contained in the Policy, the Procedure and the Guidelines (attached).

There is \$37,802 of funding available in this round, for a maximum of \$5,000 available per application.

Council's Grants Officer offers one-on-one sessions to community groups to discuss their project proposal and to assist in the application process. The Grants Officer took a proactive approach to supporting the groups in preparing their applications by offering support at every stage of the application process.

In accordance with the current Procedure and Guidelines, all applications were assessed by a panel of staff consisting of:

- Senior Manager - Ageing and Inclusion;
- Manager - Connection and Inclusion;
- Manager - Youth;
- Acting Manager - Child and Family Wellbeing; and
- Finance Partner.

2. RELEVANCE TO STRATEGIC PLAN

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

The Community Development Grant offers financial support to community organisations, groups or associations to deliver activities, programs and events across the Playford region that increase social inclusion, build community capacity and strengthen connections.

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

Through the Community Development Grant, community organisations, groups or associations are supported in activating venues and spaces in Playford.

3. PUBLIC CONSULTATION

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

4. DISCUSSION

- 4.1 The Connection and Inclusion team works in partnership with the Sport and Property, Marketing and Communications and Events teams to promote the availability of the Community Development Grants throughout the course of each year.

A targeted marketing approach included the following:

- An email to nearly 300 Playford community groups and sporting clubs;
- Facebook social media posts; and
- Information available on Council's website.

- 4.2 Council's Grants Officer was available to answer questions and provide support and guidance during the application process. It is an organisation's responsibility to determine whether the Grants Officer's advice is taken into consideration when applying. To support groups to receive robust support and advice throughout this round, the Grants Officer offered the following support:

- Meetings to discuss project ideas and provide targeted advice to support a strong application that meets the eligibility and priority criteria of the grant. Individual support sessions were provided to five (5) community groups. Three (3) of those groups applied and two (2) are being recommended for funding.
- An email was sent to applicants who had submitted their application early with an invitation to meet with the Grants Officer to receive advice and feedback on their application, and an opportunity to make any adjustments to strengthen their application prior to the panel assessment. This included Northern Wolves Soccer Club, Playford Community Fund and Ray of Hope Church. Northern Wolves Soccer Club were the only group to respond and accept the offer of support and subsequently re-submitted their application, strengthening their application in meeting the grant priorities and criteria and have subsequently been recommended for funding.

- Twelve community groups had started an application in SmartyGrants, however did not finalise and submit their application prior to the cut off in this round. In an effort to expend the full budget of the grant due to the lower number of projects meeting criteria this round, these community groups were contacted via email and asked to share feedback on what prevented them from applying and were provided an opportunity to finalise their applications prior to the Grant Assessment Panel's final recommendation. Two (2) groups utilised this opportunity and submitted an application after the round had closed (Streetlight Community and Chess Club United).

- 4.3 Twelve applications totalling \$54,074 was received by Council.
- 4.4 The Grant Assessment Panel's recommendation for allocation of funding to six (6) applicants is detailed in the Grant Applications Recommended for Funding (Attachment 4), including justification for recommending a reduction in awarded funding where relevant.
- 4.5 The remaining six (6) applications have been documented in the Grant Applications Not Recommended for Funding (Attachment 5), including the Grant Assessment Panel's comments as to why they have not been recommended and what alternate options are available to these applicants in the future.
- 4.6 From the applications received that were not recommended to be funded, there were a number that have the potential to deliver strong community development outcomes. However, these applications did not provide evidence to demonstrate key eligibility requirements and therefore could not be recommended for funding this round. The Grant Assessment Panel suggested the Grants Officer provide clear feedback on missing information and recommend these community groups reapply in the next available funding round implementing the feedback provided.
- 4.7 The total funding available in this grant round is \$37,802. The staff recommendation would see \$24,674 allocated to successful grant recipients in this round, leaving \$13,128 which can be utilised amongst other grant categories throughout the remainder of the 2025/26 financial year, including the Equipment Grant category which is currently fully expended.

5. OPTIONS

Recommendation

Council approves the provision of funding for Round Two of the 2025/26 Community Development Grant applications as follows:

Applicant	Amount Requested	Amount Recommended
Recommended for funding:		
Elizabeth South Community Centre	\$5,000	\$5,000
FC Fizi Soccer Club Inc	\$3,750	\$3,750
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Northern Wolves Soccer Club	\$2,900	\$2,000
Playford Tennis Club Inc	\$3,924	\$3,924
Streetlight Community	\$5,000	\$5,000
Not recommended for funding:		
Chess Minds United	\$4,500	NIL

Emma Pevreall	\$4,000	NIL
Playford Community Fund Inc	\$5,000	NIL
Ray of Hope Church SA Inc	\$5,000	NIL
The Palms Residential Park Social Club	\$5,000	NIL
Vietnam Veterans Association of Australia	\$5,000	NIL
	\$54,074	\$24,674

Option 2

Council approves the provision of funding for Round Two of the 2025/26 Community Development Grant applications as per Grant Applications Recommended for Funding (Attachment 4), with the following amendments:

- _____
- _____
- _____

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Applications have been individually assessed by a panel of staff, with recommendations made after thorough assessment and analysis against current criteria and guidelines. Where relevant, the knowledge and expertise of other staff have also been sought.

The recommended applications align with the endorsed Policy, Procedure, and Guidelines.

Risk Appetite

Financial Sustainability

Council has a low appetite for short-term financial risk that adversely impacts on the delivery of the long term financial plan and the Council's overall stability and sustainability.

This decision will alleviate financial risk associated with the funding decisions as the recommendation aligns with the associated Policy, Procedure and Guidelines.

6.1.2 Financial Implications

There are no financial or resource implications as the total amount of funding recommended will be resourced within the current budget.

There is a total of \$64,452 allocated to this grant category for the 2025/26 financial year, with \$26,650 awarded in Round One of this grant category in November 2025, leaving a maximum amount of \$37,802 available this round.

The total amount of funding sought and recommended in the Community Development Grant round is detailed below:

Total Budget (current round)	Total Funding Recommended	Budget Deficit / Surplus
\$37,802	\$24,674	\$13,128 surplus

Endorsement of the recommendation will leave a total of \$13,128 available in this category to be utilised amongst other grant categories throughout the remainder of the 2025/26 financial year.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

This option provides Council the opportunity to make amendments to the staff recommendation. However, it should be noted that the staff recommended applications align with the associated Policy, Procedure and Guidelines.

Any changes to the recommendation would potentially be inconsistent with the Policy, Procedure and Guidelines as applied in this instance.

6.2.2 Financial Implications

Increasing an applicant's funding or including additional recipients could create a deficit in the 2025/26 budget which could leave less funding available in other grant categories.

Community Support and Grant Program Policy



Policy Author	General Manager City Services
Date of next review	April 2027

1. Statement of Intent

The Council is committed to delivering a Community Support and Grant Program that ensures fairness, transparency and consistency when assessing, recommending, and approving applications using defined criteria as set out in the guidelines.

The Community Support and Grant Program offers financial and in-kind support, partnership opportunities and subsidized or no cost accommodation in an identified Council community facility to community organisations, groups and associations which contribute to creating a vibrant and stimulating place for people to live, work or visit. Grants are also offered to individuals who are residents and who have made an outstanding achievement in their chosen field of endeavour, and young people who find cost a barrier to participating in club or organised sport to encourage sport and social recreation.

2. Scope

This Policy applies to eligible incorporated community groups and individuals who are residents.

3. Legislation and References

This Policy is to be read in conjunction with the Community Development Support Grant Procedure.

Related documents include:

- *Local Government Act 1999* – Section 137, 7(c) and 7(h)
- Community Support Grant Program Procedure – Community Development Grant
- Community Support Grant Program Procedure – Individual and Equipment Grant
- Community Support Grant Program Procedure – Building Spaces Support
- Community Support Grant Program Procedure – Financial Support
- Community Support Grant Program Procedure – Program and Event Support
- Building Spaces Support Program Guidelines
- Club Participation Sponsorship Grant Guidelines
- Community Development and Event Grant Guidelines
- Equipment Grant Guidelines
- Outstanding Achievement Grant Guidelines
- Program and Event Sponsorship Guidelines
- Program and Event Sponsorship Tracking Tool
- City of Playford Strategic Plan

- City of Playford Global Glossary

This Policy should not be considered as the only document that may relate to community development grants, other tiers of government, agencies or organisations may have legislation or policies that also apply.

4. Application

Council Members	Ensure the Policy and Procedure are adhered to when endorsing Community Development and Event Grants and Building Spaces and Financial Support applications.
Chief Executive Officer	Delegate to appropriate staff to ensure compliance with this Policy.
General Manager City Services	Approve requests from Grants Officers to reallocate budgeted funds from an undersubscribed grant category into an oversubscribed grant category to provide flexibility across categories based on community need.
Senior Manager Ageing and Inclusion	Ensure the Policy and Procedure are adhered to across the application of the Community Support Grant Program.
Manager Connection and Inclusion	Ensure the Policy and Procedure are adhered to in the assessment of Council's Community Development and Event Grant, Equipment Grant, Outstanding Achievement Grant and Club Participation Sponsorship applications.
Grants Officer	Implement the Policy and ensure it is adhered to when supporting applicants in the assessment of Community Development and Event Grant, Equipment Grant, Outstanding Achievement Grant and Club Participation Sponsorship applications. Council Members be invited to attend a celebration to recognise successful Community Development and Event Grant recipients.
Grant Assessment Panel Members	Ensure the Policy and Procedure are adhered to in the assessment of the Community Development and Event Grant, Financial Support Program, Building Spaces Support Program and relevant Programs and Events Support applications.
Employees	May be requested to assist the assessment panel on an as-needs basis and offer specialised knowledge in relation to a particular topic or applicant.

5. Relevance to Risk Appetite Statement

Financial Sustainability

The City of Playford has a **LOW** appetite for short-term financial risk that adversely impacts on the delivery of the Long Term Financial Plan (LTFP) and the City of Playford's overall financial stability and sustainability, as such, this Policy will try to enforce consistency on funding allocations and predetermining the maximum amount of funding an organisation can receive per grant application.

Reputation

The City of Playford has a **LOW** appetite for negative perceptions that compromise its credibility and reputation, and as such, this Policy outlines the parameters for administering the Community Development Grant Program to ensure it is fair, transparent and consistent.

6. Feedback

Your feedback on this Policy is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333.

Administration use only

ECM document set no.	3948694
Version no.	4
Procedure link	Community Support Grant Program Procedure
Policy author	General Manager City Services
Endorsed by	Council
Resolution no.	5868
Legal requirement	N/A
Review schedule	3 Years - per Grant Review Cycle
Date of current version	May 2024
Date of next review	May 2027

Version history

Version no.	Approval date	Approval by	Change
1	17 April 2018	Ordinary Council Resolution No. 3132	New Policy
2	28 May 2019	Ordinary Council Resolution No. 3575	Amended Policy
3	27 April 2021	Ordinary Council Resolution No 4535	Procedural content removed and added to separate procedure.



			New policy statement outlines City of Playford commitment to a Community Development Grants Program.
4	28 May 2024	Ordinary Council Resolution No 5868	Amended Policy



Procedure Author	General Manager – City Services
Date of next review	May 2027

1. Purpose

Council recognises that community funding and partnerships can provide a significant opportunity to work collaboratively with community groups, organisations and individuals to deliver activities that increase social inclusion, build community capacity and strengthen connections within the community.

This Procedure details the Community Development Grant category of the Community Support and Grant Program offered by the City of Playford and references the tools used to assess and approve applications for this category.

2. References and Supporting Documentation

This Procedure is to be read in conjunction with the Community Support and Grant Program Policy and relevant documents referenced.

3. Application

Council Members	Adoption of the Procedure. Endorse successful applicants in adherence with the Procedure and associated documents.
Mayor	Acknowledge and recognise successful grant recipients by attending a celebration and providing a certificate of achievement.
Chief Executive Officer	Ensure the Procedure is implemented and subject to periodic evaluation and review. Approval of changes to the associated Guidelines.
General Manager City Services	Approve requests from the Grants Officer to reallocate budgeted funds from an undersubscribed grant category into an oversubscribed grant category to provide flexibility across categories based on community need.
Manager Connection and Inclusion	Prepare a Council Decision Report with recommendation from Grant Assessment Panel on successful applicants for Council Member consideration and endorsement.

Grants Officer	Provide guidance to applicants to support their understanding in meeting eligibility criteria in the Procedure and associated documents. Ensure Council Members are invited to attend a celebration to recognise successful grant recipients.
Grant Assessment Panel Members	Assess applications in accordance with the Procedure and associated documents and make a recommendation on successful applicants to Council Members.
Employees	Other employees may be requested to assist the assessment panel on an as needs basis and offer specialised knowledge in relation to a particular topic or applicant.

4. Procedure

4.1 Category Description

The Community Development Grant offers financial support to community organisations, local groups and associations for proposals which:

- Deliver innovative, creative or new opportunities for the Playford community to become involved in their local community.
- Encourage and support arts, cultural development, physical activity, health and wellbeing.
- Demonstrate collaboration between organisations and the local community to maximise community benefit.
- Develop and initiate locally based events, exhibitions and/or performances which make a positive contribution to community and cultural life in Playford.

4.2 Assessment and Endorsement

Applications can be submitted throughout the year but will be assessed twice a year during the assessment round process.

- Round One will formally open in August and is assessed by Council at the November Strategy and Services Committee and Ordinary Council meetings, or a meeting prior to caretaker period (in Council election years).
- Round Two will formally open in February and is assessed by Council at the May Services Committee and Ordinary Council meetings.

Groups can consist of as little as two people to larger, community organisations and must involve the local community (e.g. residents, community groups and organisations, shops, businesses, etc.).

Applications must be submitted using the application form published by the Council on its website or by such other means as detailed in the associated Guidelines.

Applications will be assessed against detailed criteria outlined in the associated Guideline by a Grant Assessment Panel of employees within the Ageing and Inclusion, Child and Family Wellbeing, Sport and Property and Finance Departments. and other relevant Departments as required. Other employees may be requested to assist on the Grant Assessment Panel on an as needs basis and offer specialised knowledge.

Final endorsement of successful applicants will occur via a Council Decision Report which will include the Grant Assessment Panel members and justification for recommendation to Council.

Successful applicants in this category will be ineligible if they have also received support within the Program and Event Support category for the same event in the same year.

To meet eligibility criteria, applicants must contact Council before submitting an application in the subsequent year. This is to support applicants in reducing their risk of not meeting eligibility criteria prior to submitting their application.

Council will endeavour to support as many eligible proposals as possible within available budget.

4.3 Auspicing

Community Development Grant applicants must be a community group or organisation and legally constituted or can demonstrate that they are auspiced by a legally constituted organisation, such as an incorporated organisation, who will agree to take legal and financial responsibility for any grant monies received from the Council.

4.4 Acknowledgements

City of Playford is to be formally recognised as a sponsor/partner on all publicity and promotional material. Successfully funded organisations will be provided with a copy of the logo and Brand Guidelines to ensure appropriate application.

4.5 Reporting and Acquittals

Projects or initiatives funded under the Community Development Grant category must be completed and funding acquitted within twelve months of completion.

4.6 Debt Collection Process

Any funding that has not been successfully acquitted within the allocated timeframe (either outstanding or incomplete acquittals) will be invoiced for the return of funds.

If the funds are not returned within 90 days, Council will begin debt recovery proceedings.

Entities that have been through the debt recovery process in any Community Support and Grant category will be ineligible until funds are returned.

4.7 Caretaker Period

Council will not endorse any Decision Reports requiring Council assessment during a caretaker period.

Any assessments for the Community Development Grant category will be assessed by Council at a meeting prior to a caretaker period (in Council election years).

5. Feedback

Your feedback on this Procedure is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333.

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ECM document set no.	4449306
Version no.	2
Policy link	Community Support and Grant Program Policy

Procedure author	General Manager – City Services
Endorsed by	Council
Resolution no.	5868
Legal requirement	N/A
Review schedule	3 Years – per Grant Review Cycle
Date of current version	May 2024
Date of next review	May 2027

Version history

Version no.	Approval date	Approval by	Change
1	27 May 2021	Ordinary Council (Resolution 4535)	New Procedure
2	28 May 2024	Ordinary Council (Resolution 5868)	Amended Procedure



Community Support and Grant Program

Community Development Grant Guidelines

Purpose

The Community Development Grant offers financial support to community organisations, local groups and associations for proposals which:

- deliver innovative, creative or new opportunities for the Playford community to become involved in their local community.
- encourage and support arts, cultural development, physical activity, health and wellbeing.
- demonstrate collaboration between organisations and the local community to maximise community benefit.
- develop and initiate locally based events, exhibitions and/or performances which make a positive contribution to community and cultural life in Playford.

Timeline

Round 1 2024/25

For projects, programs, activities and community events scheduled after 30 November 2024:

Action	Dates
Grant Round Opens	Monday, 12 August 2024 at 9am
Grant Round Closes	Friday, 20 September 2024 at 5pm
Acknowledgement of Outcome	Friday, 29 November 2024

Endorsement will usually occur at the November 2024 Ordinary Council Meeting.

Round 2 2024/25

For projects, programs, activities and community events scheduled after 31 May 2025:

Action	Dates
Grant Round Opens	Monday, 10 February 2025 at 9am
Grant Round Closes	Friday, 21 March 2025 at 5pm
Acknowledgement of Outcome	Friday, 30 May 2025

Endorsement will usually occur at the May 2025 Ordinary Council Meeting.

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Application Process

Two funding rounds are offered each financial year.

Applications can be submitted at any time throughout the year but will be assessed twice a year.

Grants are available to an organisation every second year within this category, i.e., if an organisation received funding in Round 1 of 2024, they will be eligible for funding again in Round 1 of 2026.

Applications will initially be assessed by a Grant Assessment Panel of Council staff against weighted criteria in conjunction with current Policy, Procedure and Guidelines. The Grant Assessment Panel will make a recommendation, and the final decision on the successful applications will be determined by Council at the Ordinary Council meetings outlined above.

To apply, complete and submit the application form with required attachments available on Council's [website](#). Other options for submitting applications may be available upon discussion with Council's Grants Officer. All applicants should contact Council's Grants Officer to discuss their application prior to submission to support applicants in reducing their risk of not meeting eligibility criteria. The Grants Officer can provide support and advice on applications received prior to grant round closing.

Your application will be viewed as incomplete, and will be ineligible for funding, if you fail to submit all information as requested within the application form.

One application per organisation will be accepted.

All correspondence from Council, including confirmation of outcome, will be emailed in the first instance.

Funding

Applications for funding up to the value of \$5,000 (excluding GST) can be submitted. Council will endeavour to support as many eligible proposals as possible within available budget.

This funding program is very popular, and meeting the eligibility and priority criteria does not necessarily guarantee success due to funding limits. The grant amount awarded to a successful applicant may also vary from the amount requested on the application form during the grant assessment process.

Grant offers by Council in no way implies any ongoing funding commitment or obligation by Council.

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Criteria

Priorities

If proposals meet the eligibility criteria they will then be assessed against the following priorities:

- will be initiated by, or rely on, considerable involvement of stakeholders (i.e., residents, businesses, key visitors, community groups and organisations);
- will be innovative and have the capacity to engage the Playford community;
- activate and increase participation in the use of community spaces and open space;
- support and strengthen community groups and organisations and encourage volunteering;
- encourage partnerships that build a safe community;
- deliver significant community benefit and create vitality within the City of Playford.
- generate a positive image of Playford to residents of the City and South Australia, interstate and overseas visitors;
- attract new projects, activities and/or events to be staged in the City of Playford;
- ensure equity of access to projects, activities and events by residents and visitors.
- facilitate and encourage community involvement and participation in free or low-cost community projects, activities and events;
- projects, activities or events held in publicly accessible spaces; and
- entities who have received limited or no support through Councils Community Support and Grant Program.

Eligibility

Proponents must meet the following eligibility criteria:

- be a not-for-profit, non-government community group or organisation, or a newly-formed group consisting of a minimum of two people;
- be legally constituted, or can demonstrate that they are auspiced by an incorporated organisation who will take legal and financial responsibility for any grant monies received from the City of Playford;
- based within the City of Playford, or proposing an activity that will take place within the City of Playford boundary (priority will be given to organisations and community groups located within the City of Playford boundary);
- have the appropriate management structure to effectively manage financial and accounting requirements;
- have limited capacity to raise funds;

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- have a relatively high volunteer-to-paid-staff ratio;
- attracts new projects, activities and/or events to the City of Playford;
- does not duplicate an existing project, activity, event or service. Grants can be used to increase or enhance a current project, activity or event (priority will be given to applications which are new, one-off projects, activities or events);
- can demonstrate that the project, activity or event has clear aims and objectives, is achievable and will benefit the community;
- complies with key principles of access and equality, diversity, participation and innovation;
- can demonstrate own contribution and match the amount of the grant with cash, material, volunteer hours or other in-kind support; and
- can demonstrate capability, ability and expertise in delivering the project, activity or event.

Ineligibility

Funding will **not** be provided for:

- proposals which have already commenced or have been completed, or for costs that have already been incurred.
- organisational operational costs such as utility bills, rent or ongoing salary costs. Grants are not intended to supplement the day to day operations of a group or facility such as consumables or facility maintenance.
- application for funds to upgrade the interior of a privately-owned building, or minor capital works such as installing fences, air conditioning, fixed pergolas, fixed shade structures, etc.
- application for funds to purchase a vehicle.
- applications from public or private educational institutions.
- applications from organisations which receive significant funding from a State or Federal Government source.
- applications to fund regular maintenance or repairs to property where the responsibility is with a private entity or local Council, State or Commonwealth Department.
- applications for interstate or overseas travel.
- applications for academic research or conference costs.
- applications for gift vouchers or the purchase of items which are then donated to a third party.
- applications for funding to be used for sponsorship or fundraising.

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- events such as an organisation's birthday or anniversary celebrations, or other events that are exclusive to group members and are not open to the general public.
- proposals that limit or restrict accessibility or use of public spaces.
- applicants who are yet to acquit a grant, complete and submit an outcomes report or who have been through the debt recovery process in any City of Playford Community Support and Grant category.
- applications from organisations that have received a grant in the previous 12 months. Grants are available every second calendar year within this category (if an organisation received funding in Round 1 of 2024, they will be eligible for funding in Round 1 of 2026).
- applicants in this category will be ineligible if they have also received support within the Program and Event Support category for the same event in the same year.
- applications from groups or organisations that receive poker machine revenue.
- applications to purchase tobacco or alcohol as part of their project, program or community event.

Auspicing Arrangements

If you are not incorporated, you have not been audited, or you are unable to submit a copy of your most recent audit, certified financial statement, or a copy of the minutes of your last AGM together with a copy of your treasurer's report, you will need to be auspiced by an incorporated body who will take legal and financial responsibility for any grant monies received from the City of Playford.

An auspice organisation will agree to take on the responsibility to acquit the grant on behalf of your group. This means that the other organisation would agree to act as a 'banker' for the grant. The organisation will need to complete part of the application form and sign an agreement confirming that the grant will be used for the purposes that you have stated in the application. This needs to be completed before you lodge your application.

Please note that Council is not able to find an auspice organisation on your behalf.

Acknowledgement of Outcome

All proponents will be informed of the outcome within one week of Council's resolution.

Once an application has been approved, your organisation (or your auspice organisation) will be required to submit the following:

- declaration by Auspice Organisation (if applicable);
- tax invoice;
- copy of public liability insurance or certificate of currency;

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- copy of completed Australian Taxation Office 'Statement by a Supplier' form (only if you do not have an ABN); and
- letter of support from auspicing body (only if you are not incorporated or you have not been audited due to being a new group formed for less than a 12 month period).

Failure to submit this information in a timely manner will cause Council to withdraw approval.

City of Playford is to be formally acknowledged as a sponsor on all publicity and promotional material for the project, activity or event. Successfully funded organisations will be provided with a copy of the logo and Brand Guidelines to ensure appropriate application.

Acquittal and Evaluation of Grants

The program, project or community event must commence after successful notification has been received and be completed and funding acquitted within 12 months of Council endorsement of funding.

Applicants will be asked to return funds if the program/activity does not eventuate or meet the conditions of funding.

On completion of the project, activity or event recipients will be required to:

- expend the grant monies on the approved project, activity or event as outlined in the successful proposal. The organisation must seek prior authorisation from Council for any modification to the original grant purposes. Any unspent funds must be returned to Council at the end of the grant period unless prior approval has been sought to redirect funds related to the funded project, activity or event.
- complete and submit a grant acquittal and outcomes report. Please note, you will need to provide approved documentation (i.e., receipts) specifying that the grant was spent for the purpose for which it was received.

Failure to successfully complete the grant acquittal and outcomes report or return unspent funds in accordance with agreed terms and conditions may jeopardise future funding applications.

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Grant Applications Recommended for Funding



Total Funding Available \$37,802

	Amount requested	Amount recommended
Elizabeth South Community Centre	\$5,000	\$5,000
FC Fizi Soccer Club	\$3,750	\$3,750
Golgotha Uniting Church	\$5,000	\$5,000
Northern Wolves Soccer Club	\$2,900	\$2,000
Playford Tennis Club Inc	\$3,924	\$3,924
Streetlight Community	\$5,000	\$5,000
Total	\$25,574	\$24,674
Difference	\$12,228	\$13,128

Applicant	Elizabeth South Community Centre		
Amount requested	\$5,000	Amount recommended	\$5,000
Project and expected outcomes	<p>Elizabeth South Community Fest</p> <p>Elizabeth South Community Fest is a community fun day to be held in August 2026 at the Elizabeth South Shopping Centre and will feature entertainment, games, competitions, and a free sausage sizzle, while highlighting local businesses and services.</p> <p>The project will target families, children and residents within Elizabeth South and surrounds. The event will be held in a publicly accessible space and will offer low or no-cost activities for the community.</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> • Increase social inclusion and community cohesion. • Promote community spirit and connection. • Highlight the role of community in wellbeing. • Provide free/low cost accessible activities. • Increase awareness of local businesses and services. 		
% of current membership in Playford (approx)	95%	% of current services delivered in Playford (approx)	100%
No of Playford residents who will benefit (approx)	500		
Additional panel comments	Application clearly meets priorities and provides value for money.		

Applicant	FC Fizi Soccer Club Inc		
Amount requested	\$3,750	Amount recommended	\$3,750
Project and expected outcomes	<p>Connect Through Sport</p> <p>Annual youth soccer tournament will be held in December 2026 at Uley Reserve. This event is open to the wider community and held annually, with its main purpose being to help enable youth engagement in the community and to promote enjoyment and fair competition through sport. FC Fizi Soccer Club are keen for the community to stay active in summer as well as winter.</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> • build a safe community. • bring youth together and help them learn from each other, through sport. • develop mental and physical health by creating a fun and safe learning environment for participants (players, coaches and parents). 		
% of current membership in Playford (approx)	90%	% of current services delivered in Playford (approx)	100%
No of Playford residents who will benefit (approx)	150		
Additional Panel comments	Application clearly meets priorities and provides value for money.		

Applicant	Golgotha Uniting Church		
Amount requested	\$5,000	Amount recommended	\$5,000
Project and expected outcomes	<p>From Broken to Becoming: Youth Mental Health and Hope Summit</p> <p>This free, youth-focused mental health and suicide prevention initiative will be delivered at Playford Uniting Church in September 2026 for young people aged 15–25.</p> <p>This event has been developed in response to growing concerns identified through the church's ongoing youth engagement, where many young people have expressed challenges related to mental health, identity, emotional wellbeing and life pressures.</p> <p>The event will provide a safe, supportive and inclusive space where young people can openly engage in conversations around mental health, hear from lived-experience speakers, and participate in interactive sessions designed to build resilience, self-awareness and coping strategies.</p> <p>A key focus of the initiative is early intervention and reducing stigma, encouraging young people to seek support and equipping them with practical tools to navigate challenges. Participants will benefit from structured workshops, guided discussions and access resource packs.</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> • address the growing mental health challenges faced by young people within the City of Playford. • contribute to reducing stigma around mental health and suicide, while encouraging young people to seek support when needed, through early intervention and open conversations. • participants gain increased awareness and understanding of mental health, along with practical coping strategies to manage stress, anxiety and emotional challenges. • foster a sense of belonging, connection and reassurance, particularly for young people who may feel isolated or unheard by creating a safe and supportive environment. • strengthen community capacity by equipping young people, peers and youth leaders with the knowledge and confidence to support one another. • promote help-seeking behaviours and provide access to local support services. • long term outcomes include building resilience, support positive identity development and contribute to a more connected, informed and mentally healthy community. 		
% of current membership in Playford (approx)	95%	% of current services delivered in Playford (approx)	100%
No of Playford residents who will benefit (approx)	300		
Additional panel comments	Application clearly meets priorities and provides value for money.		

Applicant	Northern Wolves Soccer Club		
Amount requested	\$2,900	Amount recommended	\$2,000
Project and expected outcomes	<p>Bogan Bingo Night</p> <p>The Bogan Bingo Night is a community-focused social event designed to support the Northern Wolves Soccer Club. The primary purpose of the event is to strengthen social and community connections among players, families, and the wider community while raising funds for club development.</p> <p>The Bogan Bingo Night encourages broader community participation, attracting people who may not typically attend sporting or club-based events. The project supports strengthening social connections and promotes inclusion, which are key aspects of community wellbeing. It also indirectly encourages physical activity by raising funds to support player development and participation in sport.</p> <p>Collaboration is central to the event's success, with the Northern Wolves Soccer Club working alongside local businesses, volunteers, and community members. This partnership approach maximises community benefit through shared resources, sponsorships, and increased local engagement.</p> <p>Finally, the Bogan Bingo Night will deliver a locally based, themed event that is both entertaining and inclusive. It creates a sense of belonging, celebrates Australian culture in a light-hearted way, and establishes an opportunity for ongoing community events in the future.</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> • Strengthens community ties. • Raises necessary funding to support club development. • Supports struggling families, making the club more inclusive and accessible • Reinforces the club as a welcoming, community-focused organisation. 		
% of current membership in Playford (approx)	80%	% of current services delivered in Playford (approx)	100%
No of Playford residents who will benefit (approx)	60		
Additional panel comments	<p>While benefit to residents appears low, their program outcome is to increase club development and membership through fundraising through the event.</p> <p>Applicant requested \$2,900 to fund the bingo hosts and raffle prizes but raffle prizes cannot be funded as stated within the current guidelines. The amount of funding recommended was reduced accordingly.</p>		

Applicant	Playford Tennis Club Inc		
Amount requested	\$3,924	Amount recommended	\$3,924
Project and expected outcomes	<p>Introducing and Improving Tennis</p> <p>The club is seeking to introduce tennis to new and existing residents of Playford, with the aim to increase awareness of tennis, increase membership, and activate and increase the daytime utilisation of Playford Tennis Centre beyond the current evening usage. The project will include the purchase of a tennis ball machine, second battery and tennis balls. This will provide the opportunity for new and potential players to 'come and try tennis' using the tennis ball machine to learn and improve their skills without outlaying significant expenses for professional tennis coaching sessions, and existing players to increase tennis skills.</p> <p>Tennis ball machines are a versatile training tool that allows players to practice strokes, improve timing and simulate match conditions without a partner, designed for players of all skill levels to practice consistently and suitable for beginners, intermediate or advanced players. The machine allows for customisation of ball speed and trajectory making it ideal for new players and enable the advancement of more complex tennis skills for medium and experienced players. A second battery will enable club volunteers to ensure that the tennis ball machine is always available without having to wait for battery charging and ensuring that the machine has the ability to be used consistently and over longer periods of time.</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> • Skill development leading to improved player ability. • Introduction of simplistic tennis skills to potential new players of all ages and capabilities. • Increase membership of Playford Tennis Club. • Increase usage of the Playford Tennis Centre. • Create an opportunity for volunteers to interact with new players, potentially leading to new volunteers. • Provide an opportunity for parents to increase interaction with their children and other family members through simple tennis skill development. 		
% of current membership in Playford (approx)	80%	% of current services delivered in Playford (approx)	100%
No of Playford residents who will benefit (approx)	400		
Additional panel comments	Project targets key priorities listed in the guidelines with the potential to increase usage of the tennis centre and membership of the tennis club within the wider community.		

Applicant	Streetlight Community		
Amount requested	\$5,000	Amount recommended	\$5,000
Project and expected outcomes	<p>Drive Forward</p> <p>Funding will be used to directly deliver the Drive Forward program within the Playford community. The project will assist young people in Adelaide's northern suburbs who have limited support available, to obtain their provisional driver's licence.</p> <p>The program aims to remove employment barriers for young people by providing mentoring and on-road driving experience. The initial project will support up to 10 Playford young people by providing up to 4 driving lessons with a qualified driving instructor, the remainder of the project is being funded by the organisation for ongoing access to a volunteer-led learner driver program similar to Council's Wheels in Motion program.</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> • create practical, lasting impact in the Playford community by helping disadvantaged young people overcome a key barrier to independence and employment. • driving support by trained volunteer mentors enables participants to build confidence, responsibility and real-world skills. This leads to increased access to employment, education and training opportunities, whilst also promoting safer driving behaviour. • Beyond the outcomes of attaining a driver's licence, Drive Forward also strengthens social connections and provides positive mentor relationships, helping to reduce isolation and disengagement. • As an early intervention initiative, it supports young people to make constructive life choices and contributes to a safer, more connected community. 		
% of current membership in Playford (approx)	40%	% of current services delivered in Playford (approx)	25%
No of Playford residents who will benefit (approx)	10		
Additional panel comments	<p>While only benefiting a small number of residents, their program targets a substantial gap for community in obtaining their learner driver hours which can support employment and education goals for young residents. Council's Wheels in Motion program provides a similar service to the Drive Forward program, however can only service a small number of community members at one time so having the Drive Forward program set up locally will support a wider number of young people. Steetlight are funding a significant amount towards this program, grant funding from Council will specifically fund 4 qualified driving lessons for 10 young people which isn't accessible through other local services, including Council's Wheels in Motion program, where participants are required to self-fund these sessions to be eligible to commence in the program.</p>		

	<p>responsibility for any grant monies received from the City of Playford.</p> <p>Chess Minds United is not eligible for funding for the above reasons as the business is registered as a sole trader entity, is not incorporated and has not sought an auspice for their application.</p>
Feedback	<p>Grants Officer to connect the group with Council's Youth team to discuss potential partnership opportunities and share information on the availability of alternative support through the Program and Event Support category, subject to availability and standard Council processes.</p>

Applicant	Emma Pevreall		
Amount requested	\$4,000		
Project and expected outcomes	<p>Linedancing workshop and social</p> <p>This project will deliver a one-off, inclusive community line dancing workshop and social event at Uley Road Hall, hosted by nationally recognised interstate choreographer Simon Ward.</p> <p>The event will provide a fun, accessible opportunity for residents of all ages and abilities to participate in physical activity, improve wellbeing and strengthen social connection. Open to the general public and held in a publicly accessible venue, the workshop will encourage community participation while attracting visitors from outside the region. The event will be widely promoted through local networks and social media, generating positive economic and cultural benefits for the City of Playford.</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> • Foster stronger community connections, providing inclusive opportunities for people of all ages and backgrounds to engage, participate and feel a sense of belonging • Promote physical and mental wellbeing, encourage skill development and create social spaces where individuals can build friendships and support networks • Offer accessible, high-quality activities, empowering local residents, particularly youth and families, to engage actively in their community • Over time, contribute to a more connected, vibrant, and resilient Playford, where participation, collaboration, and enjoyment are at the heart of community life 		
% of current membership in Playford (approx)	90%	% of current services delivered in Playford (approx)	100%
No of Playford residents who will benefit (approx)	300		
Panel comments	<p>Eligibility criteria in the guidelines has not been met in this instance. Proponents must meet the following eligibility criteria:</p> <ul style="list-style-type: none"> • be a not-for-profit, non-government community group or organisation, or a newlyformed group consisting of a minimum of two people; • be legally constituted, or can demonstrate that they are auspiced by an incorporated organisation who will take legal and financial responsibility for any grant monies received from the City of Playford. <p>Emma Pevreall is not eligible for funding for the above reasons as the business is registered as a sole trader entity, is not incorporated and has not sought an auspice for their application.</p>		
Feedback	Council may also consider a request for support through the Program and Event Support category, subject to availability and standard Council processes.		

Applicant	Playford Community Fund Inc		
Amount requested	\$5,000		
Project and expected outcomes	<p>Playford Choice and Care Food Vouchers</p> <p>The project aims to support Playford community members facing short-term hardship by providing 200 \$25 food vouchers that offer choice, dignity and immediate relief. Vouchers would allow clients to supplement the food parcels provided by Playford Community Fund and purchase non-perishable food such as meat, fruit and vegetables, which, although essential, are unable to be stored at the office.</p> <p>Food vouchers also support domestic violence and homeless clients in purchasing prepacked items that require no preparation or cooking.</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> • Positive effect on families and others who are at their lowest point and struggling with the rising cost of living. • Opportunity to purchase fresh fruit and vegetables, something they may not be able to afford. • 200 families will benefit, including but not limited too; First Nations people, refugees, families in conflict, homeless people, families suffering from domestic violence, children at risk, sole parent families and unemployed people. 		
% of current membership in Playford (approx)	100%	% of current services delivered in Playford (approx)	100%
No of Playford residents who will benefit (approx)	200		
Panel comments	<p>Eligibility criteria in the guidelines has not been met in this instance. Funding will not be provided for:</p> <ul style="list-style-type: none"> • applications for gift vouchers or the purchase of items which are then donated to a third party. 		
Feedback	Feedback will be provided and the group will be encouraged to apply for eligible programs, projects, activities or community events in future rounds.		

Applicant	Ray of Hope Church SA Inc		
Amount requested	\$5,000		
Project and expected outcomes	<p>Christmas Celebration of 2026</p> <p>The Christmas Celebration to be held on 25 December 2026 is a community gathering designed to honour the birth of Jesus Christ and create a joyful, welcoming environment for people of all ages. The event aims to blend worship, fellowship, cultural expression and acts of generosity, reflecting the heart of the Christmas message; hope, peace, and God's love revealed through Christ.</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> • increase sense of belonging and unity. • strengthen faith and renew joy. • positive community engagement. • opportunity for ministry follow-up. • a memorable celebration that honours Christ. 		
% of current membership in Playford (approx)	100%	% of current services delivered in Playford (approx)	100%
No of Playford residents who will benefit (approx)	30		
Panel comments	<p>The submitted application requires further detail to have met eligibility criteria and to be considered achievable or a benefit to the community. In particular, the applicant needs to provide the following:</p> <ul style="list-style-type: none"> • quotes for requested funding. • evidence of booked venue and that it is open to the broader community. • demonstrated in-kind support. 		
Feedback	The group will be encouraged to re-apply once their application has addressed the issues noted, with support available from Council's Grants Officer.		

Applicant	The Palms Residential Park Social Club		
Amount requested	\$5,000		
Project and expected outcomes	<p>Active Living for Retirees: Community Gym Enhancement Project Stage 1</p> <p>The residential village's current community spaces are underutilised, and residents have expressed a strong interest in opportunities that promote healthy ageing, physical mobility, and social engagement. Many retirees face barriers to mainstream fitness centres, including cost, accessibility, and transport limitations.</p> <p>This project aims to activate and significantly increase participation in the use of a shared community space within the residential village by purchasing and installing new gym equipment specifically designed for older adults. By improving access to safe, age-appropriate fitness facilities, the project will encourage regular physical activity, enhance social connection, and support the wellbeing of residents living in the retirement community.</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> • easy-to-use gym equipment available. • help older residents move more, feel better, and meet people. • ensure space is safe, welcoming, and used regularly. 		

% of current membership in Playford (approx)	100%	% of current services delivered in Playford (approx)	100%
No of Playford residents who will benefit (approx)	340		
Panel comments	<p>Eligibility criteria in the guidelines has not been met in this instance for the following reasons:</p> <ul style="list-style-type: none"> The equipment would not be broadly open to or available to the general public, only accessible to residents of the Palms Residential Park. <p>This request better fits under the Equipment Grant category.</p>		
Feedback	<p>Feedback will be provided and the group can be approved for an Equipment Grant of up to \$1,000 for the purchase of equipment as detailed in their Community Development Grant application.</p> <p>The group will also be provided with information on Grenville based health and fitness programs that may be available.</p>		

Applicant	Vietnam Veterans Association of Australia		
Amount requested	\$5,000		
Project and expected outcomes	<p>Health and Safety</p> <p>Replacement of three door drinks fridge that holds the cold drinks for members and to fit an electric step fitted to their 12 seater bus.</p> <p>The current fridge was second hand when the new clubrooms were started 20 years ago. It has been repaired on numerous occasions. The electronic step will assist with the safety for our older members when getting in and out of the bus.</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> cold drinks will be available on arrival for members. cease using an unsafe portable step and will make it easier for members to attend both meetings and outings. 		
% of current membership in Playford (approx)	30%	% of current services delivered in Playford (approx)	30%
No of Playford residents who will benefit (approx)	75		
Panel comments	<p>Eligibility criteria in the guidelines has not been met in this instance for the following reasons:</p> <ul style="list-style-type: none"> The purchase of equipment is not related to a project, program, activity or community event. The equipment would not be broadly utilised or available within the community, but used primarily by the group only. <p>This request better fits under the Equipment Grant category.</p>		
Feedback	<p>Feedback will be provided and the group can be approved for an Equipment Grant of up to \$1,000 for the purchase of equipment as detailed in their Community Development Grant application.</p>		

STAFF REPORTS

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

15.1 2026 LGA ORDINARY GENERAL MEETING - PLAYFORD POSITION PAPER

Responsible Executive Manager : Sam Green

Report Author : Sarah Schutz

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

Attachments :

1. LGA Ordinary General Meeting 2026 - Agenda Items - Playford Position Paper
2. LGA Ordinary General Meeting Agenda
3. Notification of Appointment of Substitute Council Delegate for one meeting only form

PURPOSE

For Council to consider a position regarding agenda items to be considered at the 2026 Local Government Association South Australia (LGA) Ordinary General Meeting (OGM), scheduled to take place on Friday 29 May 2026.

STAFF RECOMMENDATION

1. Council endorse the LGA Ordinary General Meeting 2026 - Agenda Items - Playford Position Paper (Attachment 1).
2. If the Mayor is unable to attend and appoints an attending Council Member as the proxy Council Delegate for voting rights, Council authorises the Chief Executive Officer to complete the Notification of Appointment of Substitute Council Delegate for one meeting only form (Attachment 3).

EXECUTIVE SUMMARY

The LGA OGM is the key decision-making forum for the local government sector in South Australia, enabling member councils to vote on matters of strategic importance to the sector.

The 2026 OGM will be held on Friday 29 May 2026 at the Adelaide Entertainment Centre.

The Playford Position Paper (Attachment 1) has been prepared to support Council in determining its position on the 10 agenda items for the 2026 LGA OGM meeting.

Each agenda item has been assessed for its relevance to the City of Playford and its potential impact on the community. The full OGM agenda is provided in Attachment 2.

Attachment 1 provides a recommendation for Playford's position on all 10 agenda items.

1. BACKGROUND

The LGA OGM is one of two key decision-making forums for the local government sector in South Australia, alongside the Annual General Meeting (AGM). The OGM is typically held in April or May each year, with the AGM being held in October or November.

At these meetings, Member Councils consider and vote on matters of strategic importance, including motions that set the LGA's policy and strategic direction.

The 2026 LGA OGM will be held on Friday 29 May 2026 at the Adelaide Entertainment Centre. The agenda comprises 10 agenda items submitted by the LGA Board of Directors and the South Australian Regional Organisation of Councils (SAROC) Committee.

At its Ordinary Council meeting on 24 March 2026 (Resolution 6516), Council appointed the Mayor as its Council Delegate with voting rights. Should the Mayor be unable to attend, a substitute Council Delegate will be appointed, and the Chief Executive Officer (CEO) is authorised to complete the required Notification of Appointment of Substitute Council Delegate for one meeting only form (Attachment 3).

The Playford Position Paper (Attachment 1) provides the recommended position on the 10 agenda items, with the rationale for each position outlined in the Paper. The Council Delegate will vote in accordance with the positions endorsed by Council.

2. RELEVANCE TO STRATEGIC PLAN

The LGA OGM provides an opportunity for Member Councils to discuss important issues for the sector and pass motions that set the Local Government Association's strategic direction.

3. PUBLIC CONSULTATION

There is no requirement to undertake public consultation as part of this report.

4. DISCUSSION

- 4.1 The LGA OGM agenda comprises 10 items for consideration, submitted by the LGA Board of Directors and the SAROC Committee. Each item has been assessed for its relevance to the City of Playford and its potential impact on the community.
- 4.2 The Playford Position Paper (Attachment 1) recommends support for all 10 agenda items. The rationale for each position is outlined in the Paper.
- 4.3 At its meeting on 24 March 2026 (Resolution 6516), Council appointed the Mayor as its Council Delegate with voting rights. If the Mayor is unable to attend, a substitute Council Delegate will be appointed. In this case, the CEO is required to complete the Notification of Appointment of Substitute Council Delegate for one meeting only form (Attachment 3). Authorisation for the CEO to complete this form is included in the Staff Recommendation.

5. OPTIONS

Recommendation

1. Council endorse the LGA Ordinary General Meeting 2026 - Agenda Items - Playford Position Paper (Attachment 1).
2. If the Mayor is unable to attend and appoints an attending Council Member as the proxy Council Delegate for voting rights, Council authorises the Chief Executive Officer to complete the Notification of Appointment of Substitute Council Delegate for one meeting only form (Attachment 3).

Option 2

1. Council endorse the LGA Ordinary General Meeting 2026 - Agenda Items - Playford Position Paper (Attachment 1) with the following amendments:
 - Item X.X _____
 - Item X.X _____
 - Item X.X _____
2. If the Mayor is unable to attend and appoints an attending Council Member as the proxy Council Delegate for voting rights, Council authorises the Chief Executive Officer to complete the Notification of Appointment of Substitute Council Delegate for one meeting only form (Attachment 3).

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The agenda items have been reviewed and consideration given as to whether they are applicable to the City of Playford, and how each item recommendation could impact the community.

If Council agrees with the proposed positions outlined for each agenda item, the recommendation is that Council endorse the LGA Ordinary General Meeting 2026 - Agenda Items - Playford Position Paper (Attachment 1).

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.

This decision will provide an opportunity for Member Councils to discuss important issues for the sector, and pass motions that set the LGA's strategic direction, which in turn will open potential service delivery improvements and opportunities for Council.

6.1.2 Financial Implications

There are no financial or resource implications associated with the recommendation.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Council may have a differing opinion on whether to provide support to a particular agenda item. This option allows Council to make amendments to the positions outlined in the Playford Position Paper (Attachment 1).

6.2.2 Financial Implications

There are no financial or resource implications associated with this option.

LGA Ordinary General Meeting 29 May 2026 – Agenda Items – Playford Position Paper

Agenda Item #	Recommendation	Playford Position	Responsible Staff Member
5. Minutes of Previous Meeting			
5.1	<p>Minutes of the Annual General Meeting held on 21 November 2025 <u>Recommendation</u> That the Ordinary General Meeting confirms the minutes of the Annual General Meeting held on 21 November 2025 as a true and accurate record of the proceedings held.</p>	<p>Support Explanation: Adoption of minutes.</p>	Skye Nitschke
5.2	<p>Resolutions and Actions from Previous Meetings <u>Recommendation</u> That the Ordinary General Meeting notes progress with resolutions resulting from the Annual General Meeting of 21 November 2025 and outstanding resolutions from earlier General Meetings.</p>	<p>Support Explanation: Information Report – report on progress to be noted.</p>	Skye Nitschke
6. LGA Business			
6.1	<p>LGA Update Report <u>Recommendation</u> That the Ordinary General Meeting notes the LGA's Update report.</p>	<p>Support Explanation: Information report to be noted.</p>	Skye Nitschke
6.2	<p>LGA Mutual Update <u>Recommendation</u> That the Ordinary General Meeting notes the LGA Mutual Update report.</p>	<p>Support Explanation: Information report to be noted</p>	Skye Nitschke
6.3	<p>LGA Procurement Update <u>Recommendation</u> That the Ordinary General Meeting notes the LGA Procurement Update report.</p>	<p>Support Explanation Information report to be noted</p>	Iolanda Calabrese

LGA Ordinary General Meeting 29 May 2026 – Agenda Items – Playford Position Paper

Agenda Item #	Recommendation	Playford Position	Responsible Staff Member
6.4	<p>Board and Committee Member Allowances and Expenses Policy</p> <p><u>Recommendation</u></p> <p>That the Ordinary General Meeting ratifies the 'Board and Committee Member Allowances' policy as attached to this report, noting that no changes are proposed at this time.</p>	<p>Support</p> <p>Explanation</p> <p>No changes are proposed to the Policy.</p>	Skye Nitschke
7. Recommendation Reports from the SAROC Committee			
7.1	<p>Unfair burden of the <i>Construction Industry Training Fund (Miscellaneous) Amendment Act 2024</i> on rural councils and communities</p> <p><u>Recommendation</u></p> <p>That the Ordinary General Meeting:</p> <ol style="list-style-type: none"> 1. Formally adopts a sector position opposing the application of the Construction Industry Training Fund (CITF) Levy to routine council maintenance works; and 2. For the LGA to formally lobby the State Government to: <ol style="list-style-type: none"> a. Reinstate the exemption for in-house council maintenance and repair work; b. Limit the levy strictly to new construction projects, excluding routine asset maintenance; and c. Ringfence any levy contributions from regional areas for regional training initiatives of significant resources. 	<p>Support</p> <p>Explanation</p> <p>Council should support this recommendation as extending the CITF Levy to routine maintenance works places additional financial pressure on local government and reduces funding available for essential community infrastructure and services.</p>	Jon Roberts

LGA Ordinary General Meeting 29 May 2026 – Agenda Items – Playford Position Paper

Agenda Item #	Recommendation	Playford Position	Responsible Staff Member
7.2	<p>Advocacy for the supply of potable water and sewage through the growth areas identified under the Greater Adelaide Regional Plan Recommendation</p> <p>That the Ordinary General Meeting:</p> <ol style="list-style-type: none"> 1. supports the intention of the resolution of the Adelaide Plains Council, namely that LGA should advocate to increase State Government support for water and wastewater infrastructure, particularly in growth councils; 2. acknowledges the actions already being undertaken to raise the issue of a lack of investment in physical and social infrastructure to support housing in South Australia; 3. notes that due to the long term underinvestment in infrastructure that the State Government will need to prioritise funding; 4. understands that well developed and evidenced Local Area Plans will underpin the prioritisation process; and 5. requests LGA to continue the advocacy for the supply of potable water and sewage through growth areas across South Australia. 	<p>Support</p> <p>Explanation</p> <p>This is an ongoing issue in Playford's growth areas.</p>	Sara Hobbs
8. Recommendation Reports from the GAROC Committee			
Nil			
9. Recommendation Reports from the LGA Board of Directors			
9.1	<p>Advocacy for Stronger Tree Damaging Activity Penalties Recommendation</p> <p>That the Ordinary General Meeting:</p> <ol style="list-style-type: none"> 1. Requests LGA advocates to the State Government (Premier, Minister for Local Government, Minister for Planning and the Attorney-General) for the implementation of stricter penalties for offences related to tree damaging activities under the <i>Planning, Development and Infrastructure Act 2016</i>. 	<p>Support</p> <p>Explanation</p> <p>Council supports this recommendation as stronger penalties would better deter unlawful tree damage, protect our urban canopy and ensure greater accountability under the PDI Act.</p>	Sean Teelow

LGA Ordinary General Meeting 29 May 2026 – Agenda Items – Playford Position Paper

Agenda Item #	Recommendation	Playford Position	Responsible Staff Member
9.2	<p>Review of the compliance and enforcement provisions under the <i>Planning, Development and Infrastructure Act 2016</i> (PDI Act)</p> <p><u>Recommendation</u></p> <p>That the Ordinary General Meeting:</p> <p>Requests the LGA to initiate a comprehensive review of the compliance and enforcement provisions under the <i>Planning, Development and Infrastructure Act 2016</i> (PDI Act), which should include:</p> <ul style="list-style-type: none"> A. Sector-wide consultation to gather feedback on the challenges councils face in undertaking enforcement actions under the PDI Act; B. A detailed review of the PDI Act to identify legislative shortcomings and evaluate council's capacity to enforce compliance in a timely and cost-effective manner; C. The development of stronger deterrents, particularly targeting repeat offenders; D. Collaboration with the Department for Housing and Urban Development to advocate for legislative amendments that will uphold public confidence and integrity in South Australia's development system. 	<p>Support</p> <p>Explanation</p> <p>Council supports a review of the enforcement provisions under the PDI Act to ensure they are effective, consistent and provide appropriate deterrence to enable councils to better address non-compliance.</p>	Sean Teelow



LGA Ordinary General Meeting - Agenda and Papers - 29 May 2026

LGA South Australia

Adelaide Entertainment Centre, 98 Port Road, Hindmarsh SA 5007

2026-05-29 13:50 - 14:50 ACST

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8. Recommendation reports from the GAROC Committee

Nil

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10. Next Meeting

The next LGA Annual General Meeting will be held on Friday 4 December 2026 at location to be advised.

11. Close

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LGA Ordinary General Meeting

Notice of meeting

Notice is hereby given that a meeting of the LGA Ordinary General Meeting will be held on:

Friday 29 May 2026 at 1.00pm

Adelaide Entertainment Centre, 98 Port Road, Hindmarsh SA 5007



Karen Teaha

Interim Chief Executive Officer

21 April 2026

lga. South
Australia

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Acknowledgement of Country

The LGA South Australia acknowledges the Traditional Owners of country throughout South Australia, and pays its respects to Elders past, present and emerging.

We acknowledge the unique cultural and spiritual relationships to the land, waters and seas and the rich contribution that First Nations People continue to make to our society.

The LGA operates on Kurna land, and our work extends across many First Nations communities within South Australia.

We acknowledge that local government can learn from the deep feelings of attachment that First Nations People have to country and respect this relationship in the delivery of services to communities.

The LGA is committed to strengthening connections between First Nations People, councils and the broader community as the peak body for local government in South Australia.

5.1 Minutes of the Annual General Meeting held on 21 November 2025

Minutes of Previous Meeting

From: Kianna Al Jaber, Executive Assistant
Meeting: Ordinary General Meeting 29 May 2026
ECM: 867417
Attachments: Attachment 1 - 856255 – Draft Minutes of the LGA Annual General Meeting – 21 November 2025

Recommendation

That the Ordinary General Meeting confirms the minutes of the Annual General Meeting held on 21 November 2025 as a true and accurate record of the proceedings held.

Discussion

The Annual General Meeting of the membership was held on 21 November 2025. The draft minutes are attached for confirmation as to their accuracy.

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Draft Minutes of the LGA Annual General Meeting held on Friday 21 November 2025 at 2:40pm at Adelaide Convention Centre, North Terrace, Adelaide SA 5000

1. Welcome, Present & Apologies

The President opened the meeting at 2:42pm and welcomed members and staff.

1.2 Present

President	Mayor Dr Heather Holmes-Ross
Interim Chief Executive Officer	Karen Teaha
Executive Director Corporate Services	Wade Reynolds
Executive Officer CEO & President (Manual Minutes)	Monique Blason
Executive Assistant Corporate Services and LGA Mutual (E-Voting)	Emily Rufus
Executive Assistant Member Services (Minutes)	Kianna Al Jaber

Member Councils (Voting Delegates)

Adelaide Hills Council	District Council of Kimba
Adelaide Plains Council	District Council of Lower Eyre Peninsula
Alexandrina Council	District Council of Loxton Waikerie
Barunga West Council	District Council of Mount Remarkable
Berri Barmera Council	District Council of Orroroo Carrieton
Campbelltown City Council	District Council of Peterborough
City of Adelaide	District Council of Robe
City of Burnside	District Council of Tumby Bay
City of Charles Sturt	District Council of Yankalilla

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City of Holdfast Bay	Kingston District Council
City of Marion	Light Regional Council
City of Mitcham	Mid Murray Council
City of Mount Gambier	Mount Barker District Council
City of Norwood Payneham & St Peters	Naracoorte Lucindale Council
City of Onkaparinga	Northern Areas Council
City of Playford	Port Augusta City Council
City of Port Adelaide Enfield	Port Pirie Regional Council
City of Port Lincoln	Regional Council of Goyder
City of Prospect	Renmark Paringa Council
City of Salisbury	Rural City of Murray Bridge
City of Tea Tree Gully	Southern Mallee District Council
City of Unley	Tatiara District Council
City of Victor Harbor	The Barossa Council
City of West Torrens	Town of Gawler
Clare and Gilbert Valleys Council	Town of Walkerville
Coorong District Council	Wakefield Regional Council
Copper Coast Council	Wattle Range Council
District Council of Cleve	Whyalla City Council
District Council of Coober Pedy	Wudinna District Council
District Council of Elliston	Yorke Peninsula Council
District Council of Grant	
District Council of Karoonda East Murray	

2. Apologies

The Flinders Ranges Council	District Council of Ceduna
District Council of Franklin Harbour	District Council of Streaky Bay
Municipal Council of Roxby Downs	Kangaroo Island Council

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3 Notices & Arrangements

The Interim Chief Executive Officer Karen Teaha outlined the notices and arrangements for the meeting.

2:53pm - Holdfast Bay left the meeting

4. President's Address

The President provided a verbal report. A copy of the report is attached to these minutes.

5. Minutes of Previous Meeting

5.1 Minutes of meeting held 23 May 2025

MOVED Orroroo Carrieton
SECONDED Lower Eyre

That the Annual General Meeting confirms the minutes of the Ordinary General Meeting held on 23 May 2025 as a true and accurate record of the proceedings held.

Carried

5.2 Resolutions and Actions from Previous Meetings

MOVED West Torrens
SECONDED Campbelltown

That the Annual General Meeting notes progress with resolutions resulting from the Ordinary General Meeting of 23 May 2025 and outstanding resolutions from earlier general meetings.

Carried

6. LGA Business

6.1 LGA Annual Report 2024-2025

MOVED Onkaparinga
SECONDED Burnside

That the Annual General Meeting receives and notes LGA South Australia's Annual Report for the year 2024-25.

Carried

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6.2 LGA Consolidated Group Financial Statements 2024-2025

MOVED Wakefield Regional
SECONDED Naracoorte Lucindale

That the Annual General Meeting receives and adopts the LGA South Australia and controlled entities Financial Statements for the year 2024-25.

Carried

6.3 Annual Reports from the LGA Committees

MOVED Victor Harbor
SECONDED Onkaparinga

That the Annual General Meeting notes the Annual Reports for the year 2024-25 of the following Committees established under the LGA Constitution:

- a) Greater Adelaide Regional Organisation of Councils (GAROC)
- b) South Australian Regional Organisation of Councils (SAROC)
- c) CEO Advisory Group
- d) Local Government Research and Development Scheme

Carried

6.4 LGA Mutual Annual Update 2024-2025

MOVED Barunga West
SECONDED Coober Pedy

That the Annual General Meeting receives and notes the LGA Mutual Annual Update for the year 2024-2025.

Carried

6.5 LGA Procurement Annual Report 2024-2025

MOVED Copper Coast
SECONDED Robe

That the Annual General Meeting receives receives and notes the LGA Procurement Annual Report for the year 2024-2025.

Carried

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6.6 Local Government Financial Indicators 2025

MOVED Mid Murray

SECONDED West Torrens

That the Annual General Meeting notes the report.

Carried

6.7 Preferential Voting Review Outcomes and Recommendations

MOVED Marion

SECONDED Campbelltown

That the Annual General Meeting:

1. Notes that any alterations to the LGA Constitution, and alterations to clauses 4.2–4.4 of the SAROC Terms of Reference and GAROC Terms of Reference, require approval from the Minister for Local Government;
2. Will consider and vote upon the proposed alterations to the LGA Constitution, GAROC Terms of Reference, and SAROC Terms of Reference as separate 'groups' of amendments (grouped together in the manner described in the following two subparagraphs), to be considered separately and voted on in the order specified below:
 - a. DECISION A – Preferential Voting for LGA President
 - b. DECISION B – Voting Submission Method for LGA President, GAROC Committee and SAROC Committee Elections
3. Determines that DECISION B, which includes some amendments that require a 75% majority of votes and some that require only a 50% majority of votes, will be considered not to have been carried unless a 75% majority is achieved; and
4. Authorises the Chief Executive to make any typographical, numbering and formatting corrections which the Chief Executive sees fit prior to submission of the alterations to the Minister for approval under Schedule 1 of the *Local Government Act 1999*.

Carried

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6.7 Preferential Voting Review Outcomes and Recommendations (cont'd)

DECISION A - Preferential Voting for LGA President *(must be carried by ≥75% of votes)*

MOVED Marion

SECONDED Mitcham

That the Annual General Meeting approves the proposed changes to the LGA Constitution, as marked up in Attachment 1 of this report (item 6.7 'Preferential Voting Review Outcomes and Recommendations', LGA AGM – 21 November 2025), that would implement a Preferential Voting method for the election of LGA President.

Carried

DECISION B - Voting Submission Method for LGA President, GAROC Committee and SAROC Committee Elections *(must be carried by ≥75% of votes)*

MOVED Victor Harbor

SECONDED Marion

That the Annual General Meeting approves the proposed changes to the LGA Constitution, SAROC Terms of Reference, and GAROC Terms of Reference, as marked up in Attachments 1-3 of this report (item 6.7 'Preferential Voting Review Outcomes and Recommendations', LGA AGM – 21 November 2025), that would remove physical sealed ballot papers from the process for LGA President, SAROC Committee, and GAROC Committee elections, and instead accept the provision of council resolutions as a Member Council's vote in those elections.

Carried

7. Recommendation Reports from the SAROC Committee

Nil.

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8. Recommendation Reports from the GAROC Committee

8.1 Long Term Parking on Council Roads (City of Charles Sturt)

MOVED Charles Sturt

SECONDED Campbelltown

That the Annual General Meeting requests the LGA to:

- 1. Advocate to the Minister for Transport to consider the inclusion of legislation to enable the Council to enforce long term parking controls of vehicles on Council roads.*
- 2. Advocate to the Minister for Transport to consider the inclusion of legislation to enable the Council to enforce long term parking controls of vehicles on State roads.*

Carried

9. Recommendation Reports from the LGA Board of Directors

9.1 Continued State Government advocacy to remove facilitation and collection of the State Governments Landscape Levy as a responsibility for Local Government Council in South Australia (Kangaroo Island Council and The Rural City of Murray Bridge)

MOVED Murray Bridge

SECONDED Whyalla

That the Annual General Meeting requests:

- 1. LGA to engage with the State Government, renewing advocacy to oppose council collection of the landscape levy, seek a commitment to remove this responsibility from the remit of councils and have this function transferred to RevenueSA or another appropriate state agency for collection; and*
- 2. LGA to consider, as part of its annual review of the model rates notice, more clearly defining the separation of council rates charges from the state-imposed landscape levy.*

Carried

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9.2 Support for a Coordinated Sector-Wide Approach to Sustainable Procurement (City of Marion)

MOVED Marion

SECONDED Onkaparinga

That the Annual General Meeting requests the LGA to:

1. *Recognise the critical role of sustainable procurement in supporting councils to reduce emissions, stimulate the circular economy and meet net zero targets; and*
2. *Investigate the development of a coordinated sector-wide approach to sustainable procurement, including:*
 - a. *Development of standardised sustainable procurement guidance and tools for councils;*
 - b. *Integration of strong sustainability and emissions reduction criteria into LGA Procurement contracts and supplier arrangements;*
 - c. *Capacity building and training for council staff on sustainable procurement practices;*
 - d. *A shared platform to access case studies, supplier information, and procurement templates; and*
 - e. *Alignment with the LGA Climate Commitment Action Plan 2024–2030, LGA Net Zero Accelerate Program recommendations and State Government circular economy objectives.*

Carried

9.3 Equitable Community Service Obligation funding for CWMS networks (City of Onkaparinga)

MOVED Onkaparinga

SECONDED Mid Murray

That the Annual General Meeting requests the LGA to advocate to the South Australian Government to progress the recommendations of its 2020 review of the Water Industry Act to extend community service obligation payments to water industry entities other than SA Water, notably local government CWMS networks.

Carried

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10. Next Meeting

An Ordinary General meeting will be held on Friday 29 May 2026 at a time and location to be determined.

11. Close

The meeting was declared closed at 3:19pm.

Minutes confirmed

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Chairperson signature

Date

5.2 Resolutions and Actions from Previous Meetings

Minutes of Previous Meeting

Meeting	Ordinary General Meeting	29 May 2026
ECM:	865599	

Recommendation

That the Annual General Meeting notes progress with resolutions resulting from the Annual General Meeting of 21 November 2025 and outstanding resolutions from earlier general meetings.

Discussion

The attached report outlines progress of resolutions from previous general meetings of LGA.

Proposing items of business for an LGA Ordinary or Annual General Meeting is one of the important ways that LGA member councils participate in policy development and influence the advocacy agenda for local government. LGA uses best endeavours to achieve the outcomes sought by member councils, noting these need to be prioritised with our existing work program.

Following each General Meeting, LGA provides a report to the LGA Board of Directors outlining a proposed course of action to progress each resolution. The actions endorsed by the LGA Board of Directors are then incorporated into LGA's work plan as appropriate and communicated to the Mayor and Chief Executive Officer of the council that submitted the original item of business.

All member councils continue to receive updates at General Meetings via this *Resolutions and Actions from Previous Meetings* report.

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Resolutions from the Annual General Meeting – 21 November 2025	Action Taken / Progress
<p>8.1 Long Term Parking on Council Roads (City of Charles Sturt) (ECM: 846335, SW)</p> <p>That the Annual General Meeting requests the LGA to:</p> <ol style="list-style-type: none"> 1. Advocate to the Minister for Transport to consider the inclusion of legislation to enable the Council to enforce long term parking controls of vehicles on Council roads. 2. Advocate to the Minister for Transport to consider the inclusion of legislation to enable the Council to enforce long term parking controls of vehicles on State roads. 	<p>In Progress</p> <p>In early 2026, LGA met with staff from the Office of Local Government to discuss constructive options for moving forward. Issues highlighted include:</p> <ul style="list-style-type: none"> • The unsuitability of local streets for long-term storage of large vehicles, trailers, caravans and their impact on amenity and general road use in our streets and suburbs. • Legislative changes requiring proof of abandonment have significantly restricted councils' practical enforcement powers. • Exploration of additional pathways, such as the NSW model for 'unattended property', to strike a better balance of parking enforcement across the state, including in high density areas. <p>In early 2026, LGA also progressed media advocacy via radio and print to highlight these ongoing issues.</p> <p>This issue remains an ongoing challenge in suburban streets, across a range of vehicle types. These issues are captured under sections 236 and 237 of the <i>Local Government Act 1999</i>, which is included within scope of ongoing discussions.</p> <p>LGA's advocacy is continuing, re-engagement is occurring with the new Minister for Transport appointed following the State Election.</p>

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Resolutions from the Annual General Meeting – 21 November 2025	Action Taken / Progress
<p>9.1 Continued State Government advocacy to remove facilitation and collection of the State Governments Landscape Levy as a responsibility for Local Government Council in South Australia (Kangaroo Island Council and The Rural City of Murray Bridge)(ECM: 852877, SW)</p> <p>That the Annual General Meeting requests:</p> <ol style="list-style-type: none"> 1. LGA to engage with the State Government, renewing advocacy to oppose council collection of the landscape levy, seek a commitment to remove this responsibility from the remit of councils and have this function transferred to RevenueSA or another appropriate state agency for collection; and 2. LGA to consider, as part of its annual review of the model rates notice, more clearly defining the separation of council rates charges from the state-imposed landscape levy. (Complete) 	<p>Item 1: In Progress</p> <p>Advocacy for removal of State Government Landscape Levy continued through LGA’s State Election Priorities.</p> <p>In addition, LGA is exploring options to gather further evidence from the sector to support a strengthened ongoing advocacy position. LGA considers this work will inform response to commentary made by the independent reviewer of the Landscape Act (see page 30: Report on the Independent Review of the Landscape South Australia Act 2019) in relation to the collection of the levy and councils carrying debt from unpaid levies.</p> <p>Item 2: - Complete</p> <p>This year, the model rates notice separated and highlighted the front of the notice showing that the Landscape Levy is a State imposed tax which local government collects on their behalf.</p>
<p>9.2 Support for a Coordinated Sector-Wide Approach to Sustainable Procurement (City of Marion) (ECM: 852980, SB)</p> <p>That the Annual General Meeting requests the LGA to:</p> <ol style="list-style-type: none"> 1. Recognise the critical role of sustainable procurement in supporting councils to reduce emissions, stimulate the circular economy and meet net zero targets; and 2. Investigate the development of a coordinated sector-wide approach to sustainable procurement, including: 	<p>In Progress</p> <p>LGA Procurement gained LGA Board approval to access R&D funding to allow the project to commence in early 2026.</p> <p>A Project Manager has been assigned from within LGA Procurement.</p> <p>The project is currently in the Investigation stage, gathering internal LGA/LGAP knowledge and using existing networks within South Australia and nationally, including identifying/engaging Council representatives for a reference group.</p>

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Resolutions from the Annual General Meeting – 21 November 2025	Action Taken / Progress
<ul style="list-style-type: none"> a. Development of standardised sustainable procurement guidance and tools for councils; b. Integration of strong sustainability and emissions reduction criteria into LGA Procurement contracts and supplier arrangements; c. Capacity building and training for council staff on sustainable procurement practices; d. A shared platform to access case studies, supplier information, and procurement templates; and e. Alignment with the LGA Climate Commitment Action Plan 2024–2030, LGA Net Zero Accelerate Program recommendations and State Government circular economy objectives. 	
<p>9.3 Equitable Community Service Obligation funding for CWMS networks (City of Onkaparinga) (ECM: 853018, DE/AL)</p> <p>That the Annual General Meeting requests the LGA to advocate to the South Australian Government to progress the recommendations of its 2020 review of the Water Industry Act to extend community service obligation (CSO) payments to water industry entities other than SA Water, notably local government CWMS networks.</p>	<p>In Progress</p> <p>The previous State Government conducted a review of community service obligation payments of water industry entities other than SA Water. Whilst the review was finalised, the results of this review were not made public in the months before the State Election.</p> <p>With the recent appointment of the Hon Emily Bourke MP as Minister for Climate, Environment and Water, LGA will engage, firstly to obtain the results of the review and then (assuming they recommend an extension of the CSO payment regime) work with the State Government on ways to implement the recommendations.</p>

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Resolutions from the Annual General Meeting – 21 November 2025	Action Taken / Progress
	LGA is simultaneously engaging with the Local Government Minister, Riannon Pearce and Housing and Urban Development Minister, Nick Champion (and their departments) on CWMS issues.
Resolutions from the Annual General Meeting – 23 May 2025	Action Taken / Progress
<p>7.2 Amendment to section 78(2) of the Local Government (Elections) Act 1999 (Adelaide Plains Council) (ECM: 835770, MM)</p> <p>That the Ordinary General Meeting requests the LGA to lobby the State Government for an amendment to the Local Government (Elections) Act 1999 with respect to section 78(2), to remove reference to costs being awarded against the council in situations where the Electoral Commission's actions, acts or omissions are at fault.</p>	<p>Complete</p> <p>This matter was raised in discussions with the Office of Local Government and former Minister for Local Government, the Hon Joe Szakacs.</p> <p>The Statutes Amendment (Local Government Election Review) Act 2025 did not incorporate any changes to election related costs orders.</p> <p>LGA will pursue further changes to the Local Government (Elections) Act 1999 following the November 2026 local government elections.</p>
<p>8.1 Improvement of Managing the Delivery of Approved Development (City of Charles Sturt) (ECM: 834996, SE)</p> <p>That the Ordinary General Meeting requests the LGA to advocate to the State Government for the amendment of the <i>Planning, Development and Infrastructure Act 2016</i> and or the <i>Planning, Development and Infrastructure (General) Regulations 2017</i> to facilitate the need for a vendor to confirm, at the time of property sale for a new dwelling, that the development has been delivered consistent with the relevant approval and ensuring that the approved plans are provided to the purchaser of the dwelling, thus reducing the risk of incorrect development occurring and the impact of correcting a breach passing to the new owner of the land without their awareness.</p>	<p>In Progress</p> <p>LGA has progressed advocacy with the Department for Housing and Urban Development and the Office of Consumer and Business Affairs to update the <i>Land and Business (Sale and Conveyancing) Regulations 2025</i> Schedule 1 to explicitly identify if there are any outstanding conditions and if the new dwelling has been developed consistent with Development Approval.</p> <p>* Note while there was an update in September 2025 to include reference to <i>Planning, Development and Infrastructure Act 2016</i>, it did not include additional requirements in Schedule 1, which will remain a focus for LGA's ongoing advocacy.</p>

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Resolutions from the Annual General Meeting – 23 May 2025	Action Taken / Progress
<p>9.1 State Owned, Council leased, Jetties (District Council of Tumby Bay) (ECM: 835776, SW/KR)</p> <p>That the Ordinary General Meeting requests the LGA to:</p> <ol style="list-style-type: none"> 1. Advocate strongly for the State Government to adopt a pragmatic and equitable approach to funding regional jetty repairs and maintenance, recognising the unsustainable financial burden on regional Councils; 2. Highlight that State-owned jetties remain the responsibility of the State, and without ongoing financial assistance, regional communities will be forced to impose unrealistic rate increases to fund these assets; and 3. Call for fair and consistent funding by ensuring that regional jetties receive the same level of financial support as metropolitan jetties for repair and maintenance. 	<p>In Progress</p> <p>LGA organised a jetty summit for members on 6 November 2025 to share experiences and highlight current needs and priorities relating to jetties. A Summit Report was produced and as a result a Jetties Working Group was established to progress action. The working group has approved a jetties campaign by LGA, agreed to work together to improve data available and explore next steps for collective advocacy and the development of long-term solutions for jetties in South Australia.</p> <p>This matter was included in LGA's Election Platform and is one of the advocacy items being sought in the 2026 State Budget.</p>
<p>9.2 Advocacy – Community Centre Funding (City of Onkaparinga) (ECM: 835777, BT)</p> <p>That the Ordinary General Meeting:</p> <ol style="list-style-type: none"> 1. Requests the LGA to undertake research on community centres to inform an evidence-base, like the approach used for libraries funding advocacy, and develop a strategy that can be used for advocacy by the LGA and member councils; 2. Direct that the research should seek to provide data on the impact of community centres and provide evidence of their economic and social impact resulting from their activities. 	<p>In Progress</p> <p>This project is currently underway. A survey was distributed to all community centres in November 2025, with responses requested by mid-February 2026. In addition, seven case studies have been completed.</p> <p>LGA's external consultant is now collating the survey results and preparing the final report, which is due at the end of April 2026. This deadline was extended to accommodate additional survey time to improve response rates.</p> <p>LGA will use the research results as a platform for stronger advocacy on the need for better funding outcomes for community centres.</p>

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Resolutions from the Annual General Meeting – 23 May 2025	Action Taken / Progress
<p>Their role in the community, operating models, sources of funding and activities they provide should also be considered; and</p> <p>3. Based on the research conducted, requests the LGA to advocate to the State Government regarding better funding outcomes for community centers across South Australia and, if supported by the research conducted, specifically advocates for the State Government to commit to providing baseline funding to community centres across the state.</p>	
Resolutions from the Annual General Meeting – 22 November 2024	Action Taken / Progress
<p>8.1 Advocacy for taxation reform, investment and incentives to support development of affordable and accessible housing – (City of Adelaide) – (ECM:823673, JH)</p> <p>That the Annual General Meeting requests the LGA to advocate to the Commonwealth Government to reform taxation policies which impact housing, and for investment and incentives which assist in the development of more affordable and accessible housing.</p>	<p>In Progress</p> <p>LGA is currently developing a strategic paper to guide the Board in forming a state-wide sector position on housing demand and supply levers influencing:</p> <ul style="list-style-type: none"> • housing affordability and accessibility • the role local government takes for each lever • the priority of these levers to underpin LGA advocacy. <p>This will support the resolution to reform taxation policies impacting housing, and to look at investment incentives to assist in affordable and accessible housing developments.</p>
<p>8.2 Council Elections – (City of Port Adelaide Enfield) – (ECM: 823675, MM)</p> <p>That the Annual General Meeting requests the LGA to formally note that South Australian Councils endorse legislative changes that shift Council elections to a year different from the year in which State Elections are held.</p>	<p>Complete</p> <p>This resolution has been advocated for through LGA's submission to the State Government Participation and Election Review.</p> <p>LGA's response to ECSA's 2022 Council Elections Report, and media responses and interviews, emphasised the need for a change in timing of</p>

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Resolutions from the Annual General Meeting – 23 May 2025	Action Taken / Progress
	<p>elections, and has been raised repeatedly in discussions with Office of Local Government and (former) Minister for Local Government.</p> <p>The Statutes Amendment (Local Government Election Review) Act 2025 affirms dates for the next local government elections, being November 2026 and November 2030.</p> <p>LGA can continue to pursue this when the Local Government (Elections) Act 1999 is reviewed following the November 2026 local government elections.</p>
<p>9.3 Financial Sustainability in Local Government – (ECM: 823733, JH)</p> <p>That the Annual General Meeting:</p> <ol style="list-style-type: none"> Notes the work being undertaken by the LGA to support the financial sustainability of member councils, including research and modelling of equitable and efficient alternative approaches to setting Financial Assistance grants, which will provide an evidence base to support future related LGA advocacy on behalf of local government; and Supports the LGA facilitating ongoing engagement within local government to identify further opportunities to support councils experiencing financial sustainability challenges, including through ongoing advocacy to the State and Commonwealth Governments for greater support. 	<p>Complete</p> <p>LGA has completed and made available to councils the SGS Economics and Planning independent research into grant funding in South Australia. This report is being used to assist with ongoing advocacy.</p> <p>LGA with the support of key stakeholders has developed a Financial Sustainability Program that has been approved by the Board of Directors. This is intended to be implemented over the coming three years, pending further funding being secured.</p>
<p>9.4 Improvements to the Planning and Design Code – Garage / Carport and Open Space Provisions, and Ancillary Accommodation – (Campbelltown City Council) – (ECM: 823689, SE)</p>	<p>Complete</p> <p>LGA provided a submission in support of this matter to the state government's Vehicle Parking Amendment Bill and Car Parking Scheme.</p>

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Resolutions from the Annual General Meeting – 23 May 2025	Action Taken / Progress
<p>That the Annual General Meeting requests the LGA to advocate to the State Planning Commissioner and Plan SA for the following changes to be made to the current Design Code:</p> <ol style="list-style-type: none"> 1. To further increase the dimensions required for single garages and carports in residential developments to be a minimum of 6 metres in length and 3.5 metres in width. 2. That the provisions for waste storage areas (i.e. rubbish bins) and laundry/kitchen spaces be excluded from the minimum garage size dimensions within garage spaces. 3. Provisions of Open Space associated with residential development should be based on the percentage of the site area (i.e. 20% site area for an allotment should be open space). 4. Ancillary accommodation to be capped at one ancillary accommodation per allotment, to avoid an overcrowding on an allotment. 	<p>In relation to the exclusion of waste storage areas from the dimensions of the minimum requirements for a garage, LGA recommended inclusion of a definition of 'garage' to be included in the Car Parking Scheme.</p> <p>In Progress</p> <p>LGA continues to advocate for consideration of open space requirements outlined in the PDI Act and Regs and the PD Code. LGA will advocate for a grant round with monies from the Planning and Development Fund.</p> <p>Further consideration of what percentage of area should be allocated to private open space.</p> <p>Complete</p> <p>LGA notes that the recently finalised Ancillary Accommodation and Student Accommodation Definitions Review Code Amendment included additional requirements relating to siting, design, facilities and private open space for ancillary accommodation. These new policies strengthen the intent of ancillary accommodation, including the notion of one per allotment.</p>
Resolutions from the Ordinary General Meeting – 30 April 2021	Action Taken / Progress
<p>8.4 Seeking a comprehensive State Government review of mandatory statutory rebates and exemptions from payment of local government rates (Adelaide) (MM 734189)</p> <p>That the Ordinary General Meeting:</p>	<p>In Progress</p> <p>LGA has held post-election talks with Treasurer Tom Koutsantonis, his political staff and the Under-Treasurer.</p> <p>LGA will meet with senior officers from the Department of Treasury and Finance with the aim of agreeing to a structured, collaborative process for</p>

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<ol style="list-style-type: none">1. calls for the State Government to undertake a comprehensive review of statutory rate rebates and exemptions;2. requests that the LGA urgently progresses the key action in the LGA Advocacy Plan for 2019-2023 (Financial Sustainability theme) that the LGA work with interested councils to undertake analysis and prepare an issues paper to inform and advocate for a review of the mandatory rate rebates that councils are compelled to provide; and3. requests that following preparation of the issues paper and consultation with interested councils, the LGA seeks to engage an appropriate economic advisory consultant to prepare a report for government advocating for changes to statutory rate rebates and exemptions in SA.	<p>undertaking a comprehensive review. This will include scoping the key issues and identifying any data needs.</p>
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6.1 LGA Update Report

LGA Updates

From:	Karen Teaha, Interim Chief Executive Officer	
Pillar:	5 - Operational excellence	
Strategy:	5.1.3 – Maintain regular and timely communication to keep members informed of policy, legislative or sector updates and LGA activities.	
Meeting:	Ordinary General Meeting	29 May 2026
ECM:	865617	Attachment: Nil

Recommendation

That the Ordinary General Meeting notes LGA's Update report.

Discussion

This report summarises the LGA's key activities delivered under its Annual Business Plan aligned with the priorities set by the LGA Board of Directors.

It highlights the core services, grants and projects provided to members over the reporting period. Members can stay informed about our ongoing work by subscribing to the LGA's regular newsletters or visiting our website. We also encourage direct engagement through the range of forums and events held throughout the year.

Advocacy and Policy Activities

State Election

LGA drafted its State Elections Platform following consultation with member councils and the final platform was endorsed by the Board and provided to all Ministers.

These priorities formed the basis of our engagement with major political parties. LGA's presentation to State Cabinet on local government election issues generated strong discussion and was followed by enquiries from State Government departments seeking additional information on the matters raised.

LGA was pleased to see some commitments from government on resolving street congestion, new lithium-ion battery collection points and area-specific projects which councils were calling for. With the election outcome now determined, LGA will continue to engage with Ministers, political staff, the opposition and cross bench.

During the campaign we strongly opposed the introduction of rate capping, highlighting the potential impacts on councils' ability to deliver essential infrastructure and services and loss of local autonomy.

State Local Government Economic Accord

The State-Local Government Economic Accord represents a significant opportunity to strengthen the partnership between councils and the State Government, with a shared focus on economic growth, infrastructure delivery and community outcomes.

The Accord is intended to provide a more coordinated, long-term framework for collaboration aligning priorities, reducing duplication and enabling councils to play an active role as delivery partners in driving local and regional economies. It also includes a commitment to appoint a Local Government Coordinator within the State's Coordinator-General's Office to progress priority issues raised by councils.

LGA was pleased to lead this on behalf of member councils and is now focused on implementation of the Accord to deliver benefits across the sector. This includes a strong emphasis on clear roles, streamlined processes and mechanisms that support investment and delivery at the local level.

Meetings have been scheduled with the Coordinator-General, and LGA looks forward to working through how the Accord will operate in practice to ensure it delivers measurable outcomes.

Financial Sustainability

The 2025-26 financial year marked the fourth and final tranche of the Essential Services Commission of South Australia's (ESCOSA) Local Government Advice Scheme. With financial sustainability continuing to present the most significant risk to the sector, the LGA Board of Directors approved a proposed Financial Sustainability Program in March 2026.

The program is intended to commence in the coming financial year and will provide a structured, multi-faceted approach combining targeted professional support for councils at highest risk with a broader, sector-wide reform, support and capability uplift.

Development of the program has been led by LGA in consultation with key stakeholders, including ESCOSA, LGFA, LGA Mutual, Institute of Public Works Engineering Australasia and the Office for Local Government.

The financial sustainability challenges facing South Australian councils were also highlighted in the LGA's February 2026 submission to the Federal House of Representatives Standing Committee inquiry into Local Government Funding and Fiscal Sustainability, which commenced in November 2025.

In parallel, LGA is engaging with the State Government on a range of related issues impacting council finances. This includes, housing, infrastructure (including jetties), roads, local utility services such as community wastewater schemes and the delivery of community services including libraries.

LGA is currently engaging with ESCOSA on the design of the next round of the Local Government Advice Scheme, advocating for refinements that reflect lessons from the first cycle and support value for councils.

Supplementary Local Road Funding

Supplementary Local Road Funding is a long-standing untied program, established more than two decades ago to address South Australia's disadvantage in the distribution of federal road funding. Historically low allocations from this pool have constrained councils' capacity to adequately resource local road maintenance.

LGA has undertaken sustained advocacy to secure the continuation of SLRP beyond its current end date of June 2026 with an increase to a \$31.8 million baseline in 2026-27 and ongoing indexation. LGA is also seeking greater long-term certainty through legislative underpinning rather than reliance on short-term budget cycles, as well as a one-off catch-up payment to address nine years of unindexed funding since 2017-18.

In March 2026, the LGA President travelled to Canberra to meet with Federal Ministers to progress this advocacy. LGA has also engaged with South Australian members of the federal caucus receiving strong support, alongside advocacy support from State Ministers.

The outcome of this advocacy will become clearer following the Federal Budget to be handed down on 12 May 2026.

Food Organics and Green Organics

LGA has used data and insights from council FOGO trials and kerbside service changes to demonstrate key learnings and identify opportunities to further improve resource recovery outcomes across South Australia. This information is also made available to councils to support business case development and project planning, particularly where councils are considering the introduction of new kerbside services or transitioning existing services to alternative delivery frameworks.

Achieving the State Waste Strategy target of a 70% kerbside diversion rate will require both legislative reform and appropriate resourcing to enable councils to take effective action. In this context, LGA continues to advocate for policy settings that support, rather than constrain high performing kerbside systems. In particular, we are engaging with the Minister for Climate, Environment and Water, Emily Bourke, on opportunities to review and amend Clause 10(2) of the *Environment Protection (Waste to Resources) Policy 2010* which is currently identified as a barrier to councils achieving optimal outcomes in metropolitan areas.

LGA will continue to work closely with councils and the State Government to progress reforms that support improved environmental and resource recovery outcomes.

Green Industries SA

LGA's partnership with Green Industries SA, continues to support both the sector and State Government in transitioning to a more circular economy.

LGA is working closely with subject matter specialists across member councils to support the design, implementation and evaluation of environmental protection policies, tools and approaches. We also continue to advocate for strong local government representation in grant assessment processes and for a greater proportion of funding to be directed to council led projects.

A key focus during this period has been providing feedback and advocacy on the next iteration of the State Waste Strategy, helping to shape strategic direction for waste management and circular economy outcomes across South Australia.

Product Stewardship

We continue to advocate for the development of South Australian product stewardship legislation, with a strong focus on addressing emerging sector challenges such as battery waste.

Strengthening product stewardship arrangements will help reduce the risks associated with thermal runaway fires which pose significant safety risks to staff, facilities and infrastructure. It will also improve community outcomes by reducing illegal dumping and litter which can be costly for councils to manage and remediate.

In April 2026, LGA participated in an industry-government roundtable on this issue. LGA has also engaged with the Minister for Climate, Environment and Water, Emily Bourke as well as the Environmental Protection Authority to advocate for these reforms to be prioritised on the Government's legislative agenda.

Biodiversity Act

Since the Biodiversity Act was passed in June 2025, LGA has been working with the Department for Environment and Water (DEW) on implementation planning, informed by extensive member consultation in 2024 emphasising the need for a simpler, more practical framework for managing native vegetation.

Key concerns include vegetation management along roadsides and in regional growth areas where current arrangements can constrain appropriate township development.

DEW has advised that implementation of the new Act will be staged over several years, with native vegetation reforms to be addressed later in the process due to their complexity and as a result, existing constraints are likely to remain in place in the near term.

LGA will continue to engage with DEW in the coming months, including on draft regulations to establish governance arrangements for new statutory bodies, expected to be released for public consultation in mid to late 2026.

Tree protection

SA Power Networks (SAPN) proposed the removal of street trees or the transfer of costs associated with managing trees near powerlines onto councils across metropolitan Adelaide.

LGA strongly opposed this position, advocating for the State Government to uphold its Urban Greening Strategy and the target of achieving 30 per cent urban tree canopy coverage by 2055.

Through effective and collaborative engagement with SAPN and the Office of the Technical Regulator, as well as media advocacy, LGA secured acknowledgement that trees planted in accordance with the long-standing 'Powerline Friendly Tree' list (in place since 2018, and now revoked in November 2025) are considered compliant.

LGA is working with LGA Mutual to provide councils with clear advice on the risks associated with assuming additional maintenance responsibilities including potential cost implications and legal liability.

Local Area Plans

LGA and the Department for Housing and Urban Development (DHUD) continue to work closely with councils to support the Local Area Planning process.

Following a successful pilot and workshop series, all Greater Adelaide councils have received a comprehensive information pack, including templates, baseline data and guidance to support consistent, high-quality outcomes.

The LAP program will be extended to country regional councils with a tailored approach incorporating region-specific templates aligned to the actions and recommendations of the relevant regional plans. Prior to the program's rollout in regional areas, LGA and DHUD will undertake in person briefings across the regions for both council staff and elected members currently anticipated in third quarter of 2026.

LGA will continue to monitor progress across all councils and provide ongoing support throughout the life of the program. This includes assisting with additional data requests, identifying funding opportunities and supporting councils to navigate resourcing requirements. In parallel, LGA is working with the Planning Institute of Australia South Australia to develop a training course on integrated strategic urban planning for council planners and elected members.

Amendments to the *Planning, Development and Infrastructure Act 2016*, will require councils to prepare a LAP within five (5) years of the release of their regional plan reinforcing the importance of this work for long-term strategic planning across the sector.

Aged Care

LGA continues to advocate for amendments to the Aged Care Act 2024 (AC Act) to ensure local government is appropriately recognised within the definition of a 'government entity'.

Under the current provisions, council members are classified as 'responsible persons', which may expose them to civil and criminal penalties. This has created significant uncertainty for councils and increased governance and risk considerations across the sector.

As a result, some councils have already ceased delivering aged care services with others actively reviewing their exposure and future participation in service delivery.

To support members, LGA has issued written guidance reviewed by Norman Waterhouse to assist councils in understanding their obligations and risk profile. LGA in collaboration with ALGA continues to engage with key decision-makers to highlight the unintended and adverse consequences arising from the current legislative framework.

LGA has also written to the relevant Ministers outlining concerns regarding the governance arrangements under the Act and advocating for amendments to better reflect the role of local government in aged care service delivery.

Local Nuisance and Litter Control Act

The passage of amendments to the *Local Nuisance and Litter Control Act* (LNLC Act) has delivered a range of long-overdue amendments.

These changes strengthen councils' ability to manage local nuisance and litter, respond more effectively to ratepayer complaints, undertake compliance and enforcement activities and recover associated costs.

Of particular note is the development of a new regime enabling councils to regulate and enforce the management of abandoned supermarket shopping trolleys in public spaces supporting cleaner and safer local environments.

Jetties

The Jetties Summit held in November last year led to the establishment of the LGA Jetties Working Group tasked with strengthening advocacy for increased investment in the maintenance of these vital community assets.

Building on this momentum, LGA has launched its Going Missing campaign to draw attention to the growing challenges many coastal councils face in maintaining ageing jetty infrastructure. In the lead up to the State Budget, LGA is calling on the State Government to double annual funding for council-leased jetty maintenance from \$5 million to \$10 million, and to adopt a fairer 80/20 cost-sharing model for ongoing upkeep ensuring these significant public assets can be preserved for future generations.

Libraries

LGA continues to advocate strongly for increased State Government investment in public libraries, recognising their vital role in supporting literacy, lifelong learning, digital inclusion and community connection.

Building on this advocacy, LGA recently launched the next phase of its *Too Good To Lose* campaign, focused on restoring annual indexation and increasing the base level of funding.

Engagement with the State Government is ongoing with the aim of securing an updated Collaboration Agreement by the end of the financial year. This agreement should better reflect rising costs, growing community demand and the evolving role of public libraries as essential community infrastructure.

Expanding funding for CWMS

The current CWMS funding deed with the State Government is due to expire on 30 June 2027. LGA has been engaging with the State Government to secure an extension of this funding ensuring councils are supported to deliver new, replacement and expanded CWMS schemes that address critical public health and environmental needs.

LGA was pleased to note that, as part of its State Election commitments, the ALP included reference to CWMS in each regional Local Area Plan.

LGA has also been actively advocating for renewal of the program, an increase in funding and potential refinements to the funding criteria to better accommodate growth. LGA is working toward an outcome for the sector later this calendar year.

Public health and food safety

LGA is working collaboratively with SA Health to update the Food Act Memorandum of Understanding (MoU). This work is progressing well, with consultation with the local government sector expected in the coming months.

The MoU was established under section 96(2) of the *Food Act 2001* and is an agreement between the Minister for Health and Wellbeing and LGA. It provides the foundation for the State-Local Government partnership and sets out respective roles and responsibilities in the delivery of functions under the legislation.

In addition, LGA is contributing to the development of the next State Public Health Plan as a member of the Advisory Group. To further support councils, LGA has also established a Local Government Public Health Planners Network providing a forum to assist council staff in the preparation and implementation of their legislated regional public health plans.

Community Centre Funding

LGA is undertaking research into the social and economic value of community centres across South Australia following an approved Item of Business in November 2025. Community and neighbourhood centres play a vital role in strengthening social connection, building community resilience and supporting wellbeing in local communities.

The project is being delivered in partnership with the peak body, Community Centres SA and the research is expected to be completed by mid-May and will be shared with members.

Statewide Cat Management

LGA continues to advocate for improved state-wide cat management laws. Prior to the election many councils contributed to the development of a draft 'Statewide Cat Management Plan', including proposed measures to support more consistent cat containment requirements across South Australia. LGA intends to progress this work with the new Minister for Climate, Environment and Water, Emily Bourke.

A coordinated statewide approach would reduce the need for councils to rely on local cat management by-laws which can often be complex and contentious to administer.

Homelessness

In October 2025, LGA partnered with the South Australian Alliance to End Homelessness (SAAEH) and the Australian Alliance to End Homelessness (AAEH) to host *At the Table: Advancing Local Government's Role in Ending Homelessness*. The workshop was held as a side event to the SAAEH South Australian Zero Homelessness Summit 2025 and explored the important role local government play in both responding to and preventing homelessness.

In December 2025, LGA also became a signatory to the SAAEH open letter to the SA Premier highlighting the escalating homelessness crisis in South Australia.

LGA continues to support and facilitate the Local Government Homelessness Network as a forum for councils to share experience, strengthen collaboration and contribute to coordinated sector responses.

Disability

LGA hosts the Local Government Access and Inclusion Network, supporting councils in the development and implementation of Disability Access and Inclusion Plans (DAIPs).

LGA continues to work closely with the Department of Human Services to emphasise that councils deliver a broad range of disability related services and supports and should be able to focus resources on front-line service delivery rather than unnecessary administrative burden.

In parallel, LGA is working closely with ALGA on its Disability Project. ALGA is a signatory to *Australia's Disability Strategy 2021–2031*, which seeks to remove barriers and build more accessible and inclusive communities where people with disability can participate equally.

As part of this work, ALGA is updating its 2016 Disability Guide, with release anticipated in mid-2026. The updated guide will be delivered as a comprehensive online resource and made available to all councils nationally.

Submissions

The following submissions have been made since the Annual General Meeting in 2025:

- LGA submissions in the reporting period (available on the LGA website) included:
- Transition of Commonwealth Home Support Program to Support at Home Program
- Federal Inquiry into Local Government Funding and Fiscal Sustainability
- Federal Pre-Budget Submission: Infrastructure and Resilience
- Productivity Commission: Impacts of heavy vehicle reform
- Regional Landscape Plan 2026-2031
- Draft State Public Health Plan 2025

Project Delivery

Climate Change Policy Pilot

A two-year pilot program has commenced to support councils in embedding consistent climate risk governance into decision-making processes. The program aims to build capability, strengthen knowledge sharing and peer learning, and enhance the sector's influence on climate-related policy through coordinated advocacy. The pilot will also support councils to identify, monitor and report the risks arising from climate change.

There are three phases to this work and LGA has convened key sector stakeholders who will be supporting delivery, including LGFA, LGRS, LGA Mutual, SALGFMG and SALGAG.

Regional Climate Partnerships Central Coordination

This project, funded through the Federal Government's Disaster Ready Fund with support from the State Government, continues to strengthen Regional Climate Partnerships across the sector.

Its focus is on improving coordination, reducing duplication and ensuring these partnerships are well positioned to deliver practical outcomes for councils, particularly in climate adaptation, resilience and access to funding opportunities.

Key initiatives have included the delivery of the highly successful Climate Practitioner Network Forum on 21 October as well as the development of the Climate Ready Alliances business case. This business case seeks a government commitment to deliver its climate agenda through a proven, regionally-focused model of support.

Climate Ready Coasts

This program, funded by the Federal Government with support from the Local Government Research & Development Scheme and the Coast Protection Board, has secured funding through to 2029, ensuring all coastal councils are supported to progress coastal hazard adaptation planning.

A technical panel has been established to support councils in applying the Coastal Hazard Adaptation Planning Guidelines, providing access to specialist coastal expertise. In addition, a Coastal Resilience Short Course was delivered from 30 March to 1 April 2026 to build capability and confidence across state and local government practitioners.

Governance

Local Government Act Reform Implementation

LGA successfully advocated for the introduction of legislative reforms to improve local government election processes, with the former Minister progressing the Statutes Amendment (Local Government Elections Review) Bill 2025 through Parliament.

The Bill introduced a range of practical improvements, including aligning voter eligibility with the South Australian House of Assembly roll, strengthening election integrity measures, simplifying candidate reporting requirements and reinstating the publication of candidate names at the time of nomination. This latter change is intended to reduce the incidence of costly casual vacancy elections.

These reforms represent a positive step toward a more transparent, efficient and robust local government electoral system.

A final suite of resources to help councils navigate legislative reforms were released in 2025 and early 2026, including:

- Member Conflict of Interest Guideline and Form
- Choosing a Deputy Mayor Guideline
- Register of Remuneration, Salaries and Benefits Guidelines and Register Template
- Council Committees and other Corporate Structures
- Mandatory policies, procedures, registers, codes and other documents
- Council Meeting Procedures Handbook
- Taxation FAQs.

The remaining 'public consultation' reforms from 2021 were commenced in December 2025 together with the gazettal of a new Community Engagement Charter for local government.

The revised Community Engagement Charter reflects sustained advocacy by LGA on behalf of member councils. The updated Charter reduces the number of costly public notices that councils are required to publish in the SA Government Gazette and newspapers.

Building on this outcome, LGA partnered with Norman Waterhouse to release a new Community Engagement Model Policy in March 2026.

The following resources were updated following the commencement of the Statutes Amendment (Local Government Election Review) Act 2025 on 1 January 2026:

- Model Caretaker Policy and Guidelines
- Election Sign Guidelines (Local, State and Commonwealth).

Other LGA governance resources released in the 2025-26 year include:

- Guidance Paper – Costing Principles for Local Government
- Guidance Paper – The Costing and Pricing of CWMS
- Reward and Recognition Policy Insert and Framework and Checklist
- Sick and Long Service Leave Transfer Guideline
- Periodical Delegations Updates.

CEO Remuneration and Elected Member Allowances

LGA sought a review of the Remuneration Tribunal's 2025 CEO Remuneration Determination decision, achieving a re-opening of the Determination for submissions in February-April 2026. This milestone was the result of direct action LGA took on behalf of the sector, putting forward the need for fair, evidence-based outcomes that appropriately recognise the scope, accountability and performance expectations placed on council CEOs.

Coinciding with the Remuneration Tribunal's call for submissions in relation to Elected Member Allowances, LGA sought feedback and submissions to inform development of a principles-based sector submission.

Emergency Management

LGA's Emergency Support Team has provided support with bushfires at Tooperang and Deep Creek as well as flooding in the Far North of the state. Key activities during the reporting period included:

- providing a Local Government Liaison Officer within the Deep Creek CFS Incident Management Team
- facilitating support for affected councils from relevant State Government agencies
- distributing Emergency Bulletins to councils ahead of significant forecast weather events including heavy rainfall, bushfire conditions and extreme heat
- coordinating council participation in weather briefings with SES and the Bureau of Meteorology during the heavy rainfall event.

The team has also continued to support councils in responding to Algal Blooms including through fortnightly council briefings.

The Local Government Functional Support Group training and development activities included:

- a webinar on council emergency management planning, outlining new planning resources
- delivery of Council i-Responda Management Team training on request
- development of a new i-Responda Flood and Swiftwater Awareness online module
- updates to key emergency management documents including the Local Government Emergency Management Framework, Template for Council Emergency Management Policy, Joint Operating Guidelines with CFS for Bushfire operations, and materials developed with the Emergency Relief Functional Support Group for Emergency Relief and Recovery Centres.

Sector Development

Training and Events

Through our partnership with LG Professionals SA, LGA continues to deliver a program of training and events for the sector. As at 31 March 2026, the partnership has:

- **Delivered 85 training courses to 988 participants across 67 councils and 5 subsidiaries.** Average participant feedback rating 4.46 out of 5. This builds capability across the sector and ensures council staff and elected members have access to practical and relevant training.
- **Hosted six major forums for mayors and deputy mayors, CEOs, governance staff and council support roles** – resulting in an average rating of 4.36 out of 5. Provides opportunities to build leadership, share practical insights, strengthen peer connections, and support good governance across councils.
- **Held the 2025 Roads and Works Conference** with the second highest attendance since 2019. Demonstrates strong sector demand for technical and operational development, helping councils improve asset management, service delivery and strategic planning.
- **Delivered the Mayors Forum alongside the LGA AGM and conference** with the second highest attendance since 2021. The Mayors Forum creates a dedicated opportunity to support mayoral leadership development.

Review of LGA Training Standard

The 2025 review of the LGA Training Standards, undertaken in consultation with members, has delivered a more streamlined and practical training framework for council members, with clear learning outcomes now articulated in the draft. The revised Training Standards reflect member feedback, including a stronger emphasis on scenario-based learning, fostering a collective culture and enhancing the focus on community representation and engagement.

The updated Training Standards also introduce clearer training pathways by defining induction and mid-term refresher phases, strengthen presiding member training to better reflect leadership responsibilities and incorporate new principles to guide the delivery of training.

The revised Standards will be launched in May 2026 ensuring members are well informed of mandatory training requirements ahead of the 2026 Council Elections.

2026 Council Elections – Education program and sector preparedness

LGA is working closely with the Electoral Commission of South Australia (ECSA) to support councils' preparations for the 2026 Council Elections with a focus on strengthening participation, confidence and consistency across the sector. A comprehensive package of election marketing, training and governance support has been coordinated to assist councils at each state of the election cycle.

LGA has delivered a suite of election marketing resources, including physical and digital assets developed in collaboration with ECSA. These ready to use resources are designed to promote consistent messaging, encourage nominations and increase community awareness while reducing duplication of effort and allowing for local tailoring.

An updated Council Elections website was launched in late March, providing a central source of information for councils and prospective candidates. New 'Stand for Council' online learning modules have also been introduced, offering clear insights into how councils operate, the responsibilities of council members and the skills and behaviours required to be effective in the role.

LGA has also commenced a pre-election support program for council staff, including project planning sessions and governance training focused on caretaker arrangements. Demand has been strong with all sessions fully booked.

Additional election planning and governance resources will be released progressively. Following the election, LGA will deliver a comprehensive 'Council Member Essentials' program to support all elected members meet mandatory training requirements while providing a foundation, clear expectations and practical capability of the role.

Strengthening Council Capability Program

This sector-wide initiative aims to strengthen governance, leadership and behavioural management capability across councils through a focus on evidence-based research, targeted engagement and early intervention support.

Leadership and Behaviour Management Review

LGA commissioned an independent Leadership and Behaviour Management Review, conducted by Flinders University, to better understand governance practices as well as the prevalence and nature of behavioural issues across the sector. The review drew on quantitative surveys, focus groups and one-on-one interviews with elected representatives (mayors and councillors) and council administration staff (CEOs, senior staff and governance officers).

The research and engagement generated a strong evidence-base to inform the review's findings and recommendations.

The report is currently under consideration and will guide future sector-wide actions, with a focus on practical measures to strengthen leadership effectiveness and reduce risks to good governance.

Early Intervention Advisory Service

In parallel, LGA has made significant progress in developing a model for an Early Intervention Advisory Service to support councils in addressing behavioural issues before they escalate into disputes or formal complaints. This work is being undertaken in collaboration with LGA Mutual, recognising the shared interest in a sector-led approach to early intervention. A reference group has been established to ensure the service is informed by and responsive to sector needs. The proposed service will provide councils with timely, confidential and practical support to resolve behavioural issues at an early stage, reduce pressure on mayors, and reinforce the importance of respectful and productive council dynamics. It is intended that the service will be operational at the commencement of the next council [term](#).

Grant Funding

Special Local Roads Program

In 2025-26, we facilitated the distribution of \$21.1 million to 27 councils across South Australia through this grant program, supporting the delivery of strategic and significant local road projects that enhance both regional and metropolitan road networks.

Local Government Research and Development Scheme

In 2025-26, the LGR&DS funded a range of projects supporting local government, including innovative initiatives exploring shared services, financial sustainability and coastal planning, as well as the development of promotional and training materials to support local government elections.

Over the course of the year, the scheme:

- funded two competitive grant rounds and several strategic initiatives
- commenced a review of the competitive grant round delivery model to ensure the scheme is well positioned to support innovative projects that benefit the sector.

A strategic review of the Scheme is underway to ensure it continues to deliver high-impact outcomes that address shared challenges, drive innovation and deliver benefits across councils. This is expected to be completed by mid-2026.

Community Wastewater Management Scheme

In 2025–26, the program secured an additional \$5.125 million in State Government funding to continue the design and construction of CWMS projects in Kingston SE, Smoky Bay, Glenelg River and Swan Reach.

The program also continues to support sector development through targeted capability building and the Community Wastewater Innovation Fund, which has provided up to \$690,000 in funding over the past three years. In addition, the CWMS Conference scheduled for June 2026 will further support knowledge sharing and sector engagement.

Communications and Marketing

Local Impact magazine

LGA has published four editions of our *Local Impact* magazine, showcasing the significant work councils are delivering for communities across South Australia.

The magazine highlights a broad range of initiatives, from sector innovation (such as green bin waste trials, nature-friendly LED lighting and the use of public art to enhance infrastructure) to major capital projects including new aquatic centres, recreation facilities and outdoor play spaces delivered in partnership with state and federal governments.

Approximately 1,500 copies are distributed each quarter to elected members, council CEOs, State Government Ministers, Members of Parliament and industry leaders, ensuring strong sector-wide visibility of local government achievements.

Solstice partnership

LGA has completed its first year partnership with Solstice Media, which provided councils with access to consistent, high-quality editorial coverage across respected South Australian titles, including InDaily, CityMag, SA Life, and Business Insight.

This partnership enabled council stories to be shared within a trusted news environment, allowing councils – particularly smaller councils – to showcase in-depth projects, services, and community outcomes to broader audiences.

Content published over the course of the partnership has highlighted a diverse range of council activities, from public space upgrades and infrastructure delivery through to economic development initiatives and community services. This has helped demonstrate the breadth and importance of council responsibilities and reinforce the role of local government in shaping and supporting local communities.

Participating councils included City of Adelaide, Adelaide Hills Council, City of Holdfast Bay, City of Port Adelaide Enfield, City of Norwood Payneham and St Peters, City of Burnside, Northern Areas Council, Whyalla City Council, Yorke Peninsula Council, Renmark Paringa Council, Clare and Gilbert Valleys Council, Mount Remarkable Council, District Council of Robe, City of

Onkaparinga, Light Regional Council, Coorong District Council, Lower Eyre Council, City of Mitcham, City of Tea Tree Gully, City of Charles Sturt, Wakefield Regional Council, Alexandrina Council, City of Salisbury Council, Copper Coast Council and City of Prospect.

South Aussie with Cosi partnership

LGA has also completed its one-year partnership with South Aussie with Cosi, showcasing council services, infrastructure and local experiences to a large and highly engaged South Australian audience.

By partnering with Andrew “Cosi” Costello – a well-known and trusted local identity – councils have been able to connect with communities in a relatable and credible way, reaching audiences that may not typically engage with traditional council communications.

The partnership delivered a coordinated mix of television and social media content, significantly amplifying the reach of council messaging.

Segments highlighted a diverse range of council-owned and managed assets and services, including caravan parks, public libraries and recreational facilities, helping to showcase the everyday value councils provide to their communities.

To date, every episode has achieved the highest viewership in its time slot. The accompanying social media content has further supported promotion of council initiatives and events, demonstrating strong engagement across multiple platforms and broad uptake by participating councils.

Media

LGA has engaged extensively with media across print, online, radio and television over the past six months to promote the work of the organisation and the broader local government sector.

This proactive engagement has secured coverage on key local government issues including advocacy on rate capping, road funding, long vehicle street parking, library funding, product stewardship, algal bloom response, State Election priorities and illegal dumping among others.

LGA also continues to facilitate fortnightly *Around the Councils* segments with the LGA President on ABC Radio Adelaide Mornings. This recurring 15–20-minute segment, broadcast every second Friday provides a valuable opportunity to engage directly with a statewide audience and highlight the positive work of local government across a broad range of issues.

Digital Services and Tools

LGA Squiz Platform and My Local Services App

LGA continued to enhance our digital platforms to support councils in engaging effectively with their communities.

Key highlights during the year included:

- supporting 54 councils hosting their websites on the LGA Squiz platform
- partnering with long-standing digital provider Squiz to progress the migration of council websites to the Squiz Digital Experience Platform (DXP)
- completing phase one of the DXP project, transitioning the LGA Squiz platform to new highly available infrastructure hosted on Amazon Web Services
- releasing a new version of the My Local Services App featuring a modernised interface and improved functionality
- supporting council expanding weekly FOGO trial areas through updates to the My Local Services App and associated promotional materials.

People and Culture

The past year has been a period of transition for the organisation with a strong focus on maintaining stability and supporting our people to ensure continued delivery of high-quality outcomes for members. Despite changes within the executive leadership team, staff across the organisation have remained committed, professional and service focused.

We prioritised cultural stability, supported leaders through change and maintained clear and consistent communication to keep staff connected and engaged. Our people have demonstrated resilience and a strong commitment to member service, enabling us to sustain a high standard of support throughout the year.

In parallel, we have made solid progress in scoping an HR shared service model for councils and their subsidiaries, with a pilot planned for 2026-27.

6.2 LGA Mutual Update

LGA Updates

From:	Nathan Petrus, Chief Executive Officer LGA Mutual	
Strategy:	2 – Services and collaboration	
Outcome:	2.2 Facilitate collaboration and shared knowledge across the sector	
Meeting:	Ordinary General Meeting	29 May 2026
ECM:	865620	
Attachment:	Nil	

Recommendation

That the Ordinary General Meeting notes the LGA Mutual Update report.

Discussion

LGA Mutual continues to deliver effective liability and workers compensation cover and risk support services to meet the sector's needs, at low and stable contributions.

During 2026, we celebrate the 40th anniversary of the establishment of the LGA Workers Compensation Scheme. In 1986, the Local Government Association of South Australia and JLT pioneered Australia's first risk-based Mutual fund tailored for Local Government. At a time of rising workers' compensation costs, this innovative model focused on creating safer workplaces and helping injured employees return to work quickly—a model now adopted nationwide.

Through this self-insured mutual scheme, the sector has significantly improved workplace safety, reduced claims, and delivered financial benefits to members. From day one, 100% membership has been successfully retained.

The Board of LGA Mutual is committed to the ongoing support of members through its services. Key highlights during 2025-26 to date include:

- Achieving outstanding results from the 2025 LGA Mutual member survey, where approximately 70% of respondents were either "satisfied" or "highly satisfied" with LGA Mutual's support and services. Two-thirds of respondents rated the value of LGA Mutual membership as either "good" or "excellent", while over 70% were satisfied with our communication to members. This continues the trend of very positive LGA Mutual member survey results.

- The completion of risk reviews for 36 waste management facilities in the Eyre Peninsula, Riverland and Murraylands. Reviews of waste facilities in the South East are also nearing completion. This program supports members to identify and effectively manage risks in these facilities.
- Finalisation of the LG Safe Program, delivering a comprehensive and modernised WHS system tailored to local government, comprising over 400 tools and resources. We are now focusing on assisting members to implement the new system.
- Delivery of the Elected Member Behaviour Standards Risk Management Service, which is an early intervention service provided to assist councils if they experience behavioural issues or relationship breakdown within their elected members. LGA Mutual is collaborating closely with LGA on evolving these services to meet the future needs of the sector.
- The Chair and CEO of LGA Mutual continued their visits to council CEOs to hear first-hand the challenges and opportunities that face each council and their communities. In addition, the LGA Mutual Board held its October 2025 meeting at Renmark Paringa Council and it intends to hold at least one board meeting each year at a council, to promote direct engagement between the Board and our members. This engagement is critical for informing the development of our support services.

LGA Mutual delivers its services in an efficient and financially sustainable manner, allowing it to make a Special Distribution to members of \$1 million and allocate \$1 million funding to the Workers Compensation Scheme Risk Incentive Program in 2025. The stabilisation of claim volumes and costs has been key to the strong financial performance of the Workers Compensation Scheme. Our mutual model and consistent risk management practices have significantly mitigated increases in reinsurance costs, ensuring stable contributions for members. Savings to the sector from being a self-insured employer for the purposes of workers compensation have now reached \$338m compared to Return to Work SA costs.

Finally, we congratulate Dascia Bennett on her re-appointment as independent director and welcome Mark Duffy as a new independent director to the Board. Dascia and Mark both bring significant experience in leadership of member organisations and strong strategic and governance skills. Their appointments followed a recruitment process conducted in January-February 2026.

Background

LGA Mutual is a wholly owned subsidiary of the LGA, which was set up to manage the LGA Workers Compensation Scheme and the LGA Mutual Liability Scheme. LGA Mutual has an independent skills-based board which reports to and is accountable to the LGA Board of Directors.

Both Schemes retain 100% council membership, as it has done since their inception approximately 40 years ago. Membership to the Mutual Liability Scheme satisfies members' statutory obligation to have a minimum of \$300m in civil liability protection.

Member engagement is a key priority of the LGA Mutual Board. We value the insights that you provide into your councils and the feedback we receive from you in relation to the services we deliver.

The risk management programs delivered by LGA Mutual are critical to success of the Schemes. Existing programs include the healthy lifestyle program, aging workforce program, first aid readiness program, crisis counselling service, strategic risk services, aerodrome risk management program and WHS and risk advice service.

We continue to work with the LGA and the sector to advocate on any legislative proposals that could create an adverse impact on the sector, to ensure that risks are not transferred to local government.

The LGA Mutual Liability Scheme seeks to minimise its financial risk exposure by transferring a large portion of its exposure to global reinsurers. The global insurance market has however continued to experience significant challenges with catastrophic losses across the globe and new emerging risks being observed. The demands from reinsurers are increasing with respect to risk management and we have been successful in demonstrating that the risks our reinsurers are concerned about either do not apply to South Australian local government or are well managed by councils. This approach has enabled us to achieve minimal increases in premiums while also eliminating any attempt to limit the cover provided to councils. We appreciate your efforts to complete the annual renewal forms, which is critical for informing the reinsurance renewal process.

6.3 LGA Procurement Update

LGA Updates

From:	Simon Blom, Chief Executive Officer LGA Procurement	
Strategy:	2 - Services and collaboration	
Outcome:	2.1 Develop opt-in shared service and collaborative solutions.	
Meeting:	Ordinary General Meeting	29 May 2026
ECM:	865622	
Attachment:	Nil	

Recommendation

That the Ordinary General Meeting notes the LGA Procurement Update report.

Discussion

LGA Procurement (LGAP) continues to play a central role in supporting South Australian local government to achieve value for money, manage risk, and deliver compliant procurement outcomes. LGAP operates as a full cost-recovery business unit of the Local Government Association of SA, with a not-for-profit ethos, reinvesting any surplus back into sector-wide services and support. Through LGAP, councils (and eligible entities) have access to 27 pre-qualified procurement panels (plus several special contracts) comprising over 650 approved suppliers. These panel arrangements are established via rigorous open-market processes aligned with the *Local Government Act 1999* and are governed by Approved Supplier Agreements to protect councils and manage risk.

LGAP supports councils through:

- Pre-qualified supplier panels that simplify procurement, reduce risk, and leverage aggregated sector-wide spend;
- Procurement advisory services to supplement council capability during periods of high workload, staff vacancies, or complex projects;
- Independent, probity-focused support for high-risk, high-value, or sensitive procurements;
- Training and capability development for procurement and contract management staff across the sector;
- Market engagement and sector leadership, including collaboration with interstate procurement networks and sharing of emerging best practices.

Background

Panels and Market Offerings

LGAP manages a comprehensive suite of supplier arrangements spanning operational, corporate, infrastructure, and professional services categories. Key panel activity since the 2025 OGM includes:

- Electricity Contracts: Successful aggregation and contracting of large market electricity supply for 5 years (to 2030) and small market supply for between 2 and 5 years, providing councils with choice and pricing certainty amid ongoing market volatility.
- New Plant, Machinery and Equipment Panel: Launch of the LGAP 25076 Plant, Machinery & Equipment Panel effective 1 January 2026, which consolidates and replaces multiple legacy plant and equipment arrangements. This expanded panel covers both traditional and electric vehicles/machinery, offering councils a one-stop, value-for-money source for fleet and heavy equipment needs.
- Ongoing Panel Refreshes: Continuous refresh and management of numerous other established panels – including categories such as office supplies, information technology & software, community wastewater management systems, fleet & passenger vehicles, training services, and civil works – to ensure currency, competitive pricing, and robust supplier performance.

Electricity and Energy Leadership

Energy procurement remained a major focus area throughout the period due to sustained wholesale price volatility, regulatory changes, and the increasing complexity of managing renewable energy generation. Building on sector-wide collaboration, LGAP successfully:

- Secured Long-Term Electricity Deals: Delivered aggregated electricity contracts that significantly reduced councils' exposure to price risks. By coordinating a collective purchasing approach for large-market, LGAP achieved favourable fixed rates (comparable to 2018 pricing) with no escalation over the contract term, protecting councils from price spikes. It also introduced a zero-cost floor for solar feed-in tariffs, ensuring councils with solar installations don't incur negative returns on exported energy. Our small market aggregated contract provided the flexibility of choice of timeframes, and achieved significant savings over standard rates.
- Facilitated Renewable Options and Data Access: Enabled renewable electricity outcomes by offering councils options to source power with high renewable content under the new contracts. LGAP also supported councils by providing detailed electricity consumption data and modelling this against the small market electricity offer for improved and informed council decision making.
- Negotiated access for South Australian councils to access an aggregated gas supply contract with an interstate counterpart as part of the National Procurement Network. The pricing that was made available significantly surpassed all existing arrangements in South Australia.

- **Guidance on Future Energy Solutions:** Provided ongoing advice on alternative energy procurement pathways, helping councils explore emerging solutions beyond traditional retail supply models (e.g. power purchase agreements, distributed generation initiatives). This guidance – delivered through direct engagement and knowledge-sharing forums – has positioned councils to consider future-focused approaches to energy and sustainability challenges.

LGAP continues to closely monitor energy market conditions and will continue to maintain aggregated energy procurement offerings for as long as member councils see benefit in collective solutions. This approach will ensure councils can respond to evolving energy markets and policy developments while managing cost and risk in their electricity and gas procurement.

Consultancy, Advisory and Training Services

Demand for LGAP's procurement advisory services remained high during 2025–26, reflecting the sector's ongoing need for specialised procurement support. Over the period there was a sustained pipeline of engagements across the sector. These projects range from end-to-end tender management and probity advising on complex, high-risk procurements, to governance reviews and policy development for councils.

Key themes in consultancy during 2025–26 include a continuing emphasis on improving procurement governance, supplier management, and compliance practices across councils. LGAP's advisory team has provided targeted support for councils facing resource constraints (e.g. covering staff vacancies or peak workloads) and assisted with particularly complex or sensitive projects requiring independent oversight.

On the training and capability-building front, LGAP delivered a range of professional development offerings. This included both face-to-face workshops and online modules, as well as custom in-council training sessions tailored to specific council needs. The training content remains aligned with legislative requirements, Local Government Risk Services (LGRS) guidelines, and contemporary best practice. LGAP's suite of online procurement training – comprising five comprehensive e-learning modules launched in 2024 – continued to be available to all councils to strengthen the skills and risk management capabilities of staff responsible for public expenditure.

During the period, we implemented a new initiative to deliver complimentary online Unimarket training each month. The sessions are designed for practitioners to sharpen their skills and become even more efficient on the platform. We will also provide Unimarket training at a council's request to accommodate strategic procurement decisions or the introduction of new personnel.

Forward50 and Sector Engagement

A major achievement of the period has been the growth of LGAP's *Forward50* program as a platform for sector engagement and thought leadership. Following the success of the

inaugural Forward50 forum (City Assets) held in May 2025, LGAP convened another Forward50 session for the key functional area of Corporate Services. In late 2025, the Corporate Services Forward50 Forum was delivered in Adelaide, bringing together council executives and approved suppliers for peer-based discussions on shared challenges and innovations. These forums, by design, are small and strategic, focusing on emerging trends and strategic issues that councils will face over the next 5-10+ years.

Forward50 forums have addressed topics including: financial sustainability and budget constraints, workforce skills shortages and long-term vacancies, risk management for extreme weather events, evolving legislative requirements, cybersecurity and data **protection, and** the impacts of emerging technologies such as AI. Each event features sector and industry experts – drawn from LGAP's pre-qualified supplier network – sharing insights and case studies, followed by facilitated discussions among council leaders and suppliers. The format (interactive presentations and panel discussions, followed by networking) was well received, with participants reporting that the sessions provided valuable learning and networking opportunities across the sector.

These Forward50 events reinforce LGAP's role as more than a contract provider – positioning the organisation as a connector and thought leader for the local government sector. By convening councils and suppliers to collectively explore future challenges and opportunities, LGAP helps drive collaboration and innovation on issues that matter to councils' long-term planning and service delivery.

The next installment of the Forward50 forum is taking place on May 22nd with the theme of Community Services.

Communications and Profile

LGAP has continued to strengthen its communications and sector profile over the past year:

- Regular eNewsletters have been distributed to councils, highlighting panel updates, key procurement opportunities, and timely alerts. (for example, new panel launches, contract extension options, and guidance on emerging issues). These e-news updates ensure that council staff are kept abreast of procurement news, upcoming contract deadlines, and practical tips to save time and money.
- A revitalised LinkedIn presence has expanded LGAP's outreach to both council audiences and suppliers. Since 2024, LGAP's LinkedIn page has regularly shared procurement tips, tender insights, success stories, and event promotions, attracting increased engagement from the sector.
- LGAP has also contributed to sector publications and events. Articles profiling initiatives like the Forward50 forums and trends in council purchasing have featured in LGA's *Local Government* magazine (Local Impact), reinforcing LGAP's thought leadership. Additionally, LGAP maintained a strong presence at local government events – for instance, participating in the State Government's *Meet The Buyer* expo to engage new suppliers and promote council procurement.

These communications efforts have helped raise awareness of the value delivered by LGA Procurement and encouraged more councils to utilise and benefit from our contracts and services.

Financial Performance and Sustainability

LGAP continues to operate on a full cost-recovery basis with a not-for-profit ethos. Any operating surplus is returned to the Local Government Association (as the sole shareholder) for reinvestment in member services. Final reports for 2024–25 confirmed a positive financial position, with a small year-end surplus achieved after all LGA overheads and a dividend payment back to the LGA.

Financial results and forecasts are closely monitored by the LGA Procurement Board and reported through to the LGA Board of Directors on a bi-monthly basis. This robust oversight ensures that LGA Procurement remains financially sustainable while continuing to provide maximum value to councils.

Year-on-year growth has maintained LGAP's trend of incremental, sustainable financial performance. With a balance sheet more than business requirements, the LGA Procurement Board committed to an extraordinary payment to the LGA in the 2025/26 financial year.

Internal Capability and Governance

During the period, LGAP undertook several initiatives to strengthen its internal capacity and ensure good governance:

- **Team Development:** In May 2025, an all-staff team building workshop was held to enhance team cohesion, improve internal collaboration, and co-create a shared vision for LGAP's culture. This focus on team culture has helped maintain high engagement despite periods of change.
- **Workforce & Structure:** In mid-2025, LGAP reviewed and refined its organisational structure. The new structure contains two leadership positions: a Manager Procurement Advisory Services, focused on delivering council procurement and consultancy services, and a Supplier Services Lead, dedicated to managing supplier relationships and panel performance. This restructure has clarified roles and improved service delivery focus.
- **Knowledge Sharing and Networks:** LGAP continues to engage nationally through bodies such as the National Procurement Network (NPN) – collaborating with equivalent local government procurement agencies in other states on joint contracts (e.g. heavy plant, machinery, and traffic management equipment) and sharing best practices. This national collaboration keeps LGAP at the forefront of procurement trends and opens opportunities for cross-jurisdictional improvements and innovation.

LGAP maintains strong governance practices. Regular reports are provided to the LGA Procurement Board (comprised of independent directors and LGA representatives) to track strategic KPI delivery, risk management, and compliance.

Additionally, LGA Procurement updates the LGA Board of Directors on key activities and any significant matters such as major contract decisions, staffing updates, and organisational performance. This governance framework ensures LGAP's accountability and alignment with the LGA's broader strategic objectives.

Looking Ahead

LGAP has several key initiatives underway or planned that will further enhance procurement value and support for councils:

- **Sector Saver App Launch:** Building on a 2025 business case and development effort, LGAP is preparing to launch the "Sector Saver" platform – an innovative clearance app. This app will allow approved suppliers to offer short-term clearance deals on goods and services (e.g. end-of-line stock or limited-time service discounts) at significantly reduced prices to councils. The aim is to create a win-win: helping suppliers move surplus stock or fill spare service capacity, while enabling councils to obtain items or value-add services at substantially lower cost. The Sector Saver app's business rules and interface are being finalised, with a beta version being developed, and full launch expected in 2026.
- **Sustainable Procurement Initiative:** In response to a resolution at the 2025 AGM, LGAP is delivering a coordinated sector-wide Sustainable Procurement Program. This project includes investigating standardised sustainable procurement guidelines and tools for councils, integrating stronger sustainability and emissions-reduction criteria into LGA Procurement's own contracts and panels, providing training for council staff on sustainable purchasing practices, and a shared platform for case studies and resources on sustainable procurement. An internal project manager has been seconded (with R&D funding) to lead this initiative over the next 12 months, in alignment with the LGA's Climate Commitment Action Plan and Net Zero objectives. A sector reference group and internal working group have been engaged, with findings and practical outputs to be reported to the LGA AGM in late 2026.
- **Infrastructure & Works Panels:** Several important procurement arrangements in the infrastructure space are being reviewed and refreshed. LGAP is establishing a new Bitumen, Asphalt and Minor Civil Works panel in 2026, as current contracts approach expiry. This panel is being replaced with two new panels to reflect current market conditions, supplier landscape, and council requirements. Additionally, other significant categories like Motor Vehicles and Fleet (passenger and heavy vehicles) are being revisited to incorporate the latest developments in electric vehicles and fleet management solutions. These efforts will further broaden the range of modern, cost-effective options available to councils through LGA Procurement.

Looking forward, LGA Procurement remains committed to being the indispensable procurement partner for South Australian local government, delivering practical solutions, sector leadership, and long-term value.

Each of the initiatives above – from new panel offerings and innovation platforms to enhanced internal capabilities – is aligned with LGA's Strategic plan. In particular, Strategy 2.1 under the 'Services and collaboration' Pillar aims to "Maximise procurement efficiency and cost savings through aggregated procurement deals and volume discounts from pre-qualified suppliers". Through these efforts, LGA Procurement will continue to empower councils and eligible organisations to achieve best-practice procurement outcomes for the benefit of their communities.

6.4 Board and Committee Member Allowances and Expenses Policy

Reports for Discussion

From:	Wade Reynolds, Executive Director Corporate Services
Pillar:	5 – Operational excellence
Strategy:	5.1 Strengthen member engagement and representation.
Meeting:	Ordinary General Meeting 29 May 2026
ECM:	866090
Attachments:	Attachment 1 – 83590 - GP02 'Board and Committee Member Allowances and Expenses' policy

Purpose

For the Ordinary General Meeting to ratify the 'Board and Committee Member Allowances and Expenses' policy.

Recommendation

That the Ordinary General Meeting ratifies the 'Board and Committee Member Allowances' policy as attached to this report, noting that no changes are proposed at this time.

Summary

- Consistent with the LGA Constitution and best practice governance principles, the Ordinary General Meeting must consider any recommendations from the LGA Board relating to the 'Board and Committee Member Allowances and Expenses' policy biennially.
- The 2023 review of the 'Board and Committee Member Allowances and Expenses' policy introduced automatic indexing for allowances.
- An independent review in 2024 informed a market tested increase in the allowances for LGA Board Directors (including President) from which future automatic biennial increases were to be based.

Discussion

The 'Board and Committee Member Allowances and Expenses' policy ("Policy") is designed to outline the remuneration, allowances and expenditure reimbursements payable by LGA to members of the LGA Board of Directors, SAROC Committee, GAROC Committee and the CEO Advisory Group.

Clause 4.1 of the Policy states that

the LGA Board of Directors shall review the quantum of LGA allowances and expenses and all other provisions of this Policy every two years and shall make recommendations to its Members at the LGA OGM as to whether any changes are recommended to the Board and Committee Member allowance and expenses policy.

As the allowance amounts and indexation were recently comprehensively reviewed, the LGA Board of Directors does not recommend any changes to the Policy in this regard, and further, the LGA Board of Directors does not propose any changes to the other clauses in this Policy at this time.

Background information

Existing policy – indexed allowance

Member councils approved a change to the 'Board and Committee Member Allowances and Expenses' policy at the LGA AGM in October 2023 that stipulates an increase in allowances for Board Directors biennially. This was to align any LGA allowance increases with the percentage change provided to elected members which is determined every four years by the Remuneration Tribunal of South Australia.

Before this time, the increase was considered every four years.

An excerpt of the current policy states:

The allowance paid to the President and Board Members will be adjusted biennially by half of the percentage change in the base allowance payable under the determination of the Remuneration Tribunal in respect of Allowances for members of Local Government Councils (which occurs every four years), in accordance with the formula set out below:

$$\text{Allowance adjustment} = 0.5 \times \frac{V_2 - V_1}{V_1}$$

where V_2 = the sum of the base allowances payable to each Council Group pursuant to the most recent determination of the Remuneration Tribunal in respect of Allowances for members of Local Government Councils (year y)

and V_1 = the sum of the base allowances payable to each Council Group pursuant to the determination of the Remuneration Tribunal in respect of Allowances for members of Local Government Councils which preceded the most recent determination (year y-4)

The LGA Board of Directors are satisfied that this methodology for determining increases remains fair and in line with best practice, and therefore suggests no change.

Increase to allowances

When the automatic increase methodology was approved during the October 2023 AGM, the Secretariat also committed to undertake market testing of LGA's Board and Committee member allowances, with the results to be presented to the May 2024 OGM.

LGA engaged the Godfrey Remuneration Group (GRG) to conduct a comprehensive analysis of board fees. This involved a survey of all interstate LGAs, a review of the South Australian Government's Board and Committees Remuneration Framework and a comparison with their database of similar associations and other non-profit entities.

The review provided a recommended market-based target to increase the LGA President allowance by 39.5% and LGA Board Directors, including the Immediate Past President by 81.6%. At the time, the LGA Board of Directors' proposal to the 2024 OGM carefully considered GRG's market analysis, the impacted roles' workloads and responsibilities, and what should be considered reasonable to members.

A capped 25% adjustment was proposed and subsequently endorsed by Member Councils at the 2024 OGM. The future automatic biennial increases, as approved in 2023, were to be calculated based on the revised allowance figures inclusive of this 25% adjustment.

Implications

Financial and resource

This activity has been anticipated in LGA's work program and resources are available to progress this work.

Risk

This activity presents low risk and aligns with the organisation's strategic priorities and existing policies.

Consultation

Targeted consultation with key internal stakeholders and/or member representatives has informed this activity.

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GP02 Board and Committee Member Allowances and Expenses

First Issued / Approved	October 2004
LGA File Reference	ECM 83590
Last Reviewed	Approved by LGA Board of Directors at the meeting held 14/03/2024 and endorsed by membership at 2024 OGM.
Next Review	May 2028
Responsible Officer	Executive Director Corporate Services
Related Documents	Claim for Reimbursement Form (ECM 669180)

1. Purpose

This Policy is designed to outline the remuneration, allowances and expenditure reimbursements payable by the LGA to members of the LGA Board of Directors, SAROC Committee, GAROC Committee and the CEO Advisory Group.

2. Scope

This policy is applicable for all remuneration, allowances and expenditure reimbursed / payable to members of the:

- LGA Board of Directors (Board Members)
- SAROC Committee (SAROC Members)
- GAROC Committee (GAROC Members)
- CEO Advisory Group (Group Members)

(collectively Board/Committee Members).

This Policy excludes members of the LGA Audit and Risk Committee and the boards of the LGA's subsidiaries, which are subject to a separate policy and approval process.

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3. Principles

The following principles apply to the allowances and expenses paid by the LGA to its President, other Board Members, SAROC Members, GAROC Members and Group Members:

1. No-one should be left personally out of pocket as a result of their membership of the LGA Board of Directors, SAROC Committee, GAROC Committee or the CEO Advisory Group.
2. The allowances (where payable) are not a 'wage' but an amount paid in recognition of the Board/Committee Member's service and the out-of-pocket expenses incurred by the Board/Committee Member in undertaking LGA business not otherwise covered by this Policy.
3. No person shall be disadvantaged in their allowance / sitting fee due to their current position in a council and/or their location. The Chief Executive Officer may refer a request for reimbursement of additional expenses to the LGA Board of Directors if, in his/her opinion, the request for reimbursement is not consistent with these guidelines.

4. Review

4.1 Decision Making and Review

Pursuant to clause 6.10 of the LGA's Constitution, the membership of the LGA has the power to '*determine remuneration for Directors or members of committees established under this Constitution.*'

Consistent with best practice corporate governance principles, it is the LGA's position that no individual director or committee member should be responsible for deciding their own remuneration.

As a result, the LGA Board of Directors shall review the quantum of LGA allowances and expenses and all other provisions of this Policy every two years and shall make recommendations to its Members at the LGA OGM as to whether any changes are recommended to the Board and Committee Member allowance and expenses policy.

Subject to a decision of the Members to the contrary, changes to this Policy (including any change to allowances or expenses to be paid to Board Members) will take effect from the assumption of office of a new Board following the AGM in that same year.

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4.2 Guiding Principles

The following guiding principles shall be taken into consideration by the Board of Directors in making its recommendation to LGA Members regarding the payment of allowances and expenses for the LGA Board of Directors:

1. the Consumer Price Index;
2. any adjustments made by the Remuneration Tribunal of South Australia to the remuneration of council members;
3. the level of work required to fulfil the duties and responsibilities of each office;
4. the size, complexity, commercial activities, management of Schemes, activities and advocacy undertaken by the LGA, for and on behalf of member councils;
5. the role and responsibilities of Board Members as outlined in the LGA's Constitution;
6. the general governance requirements and other expectations of a Board Member;
7. the reasonable level of out of pocket expenses required in respect of each office;
8. allowances/sitting fees paid to similar positions in other comparable organisations;
9. with respect to the President, the average of the sum of the allowances paid or payable to Principal Members of councils in this State (excluding the City of Adelaide);
10. independent remuneration advice received by the Board;
11. any other special circumstances considered relevant by the LGA Board of Directors.

4.3 Payment of allowances and expenses to Board Members

1. Subject to paragraph 2, a Board Member is entitled to the allowance applicable to their office determined by the Membership, as set out in Schedule 1.
2. The amount of any allowance to be paid to a Board Member, including the President, as set out in Schedule 1, will be automatically adjusted biennially at the conclusion of the AGM, in accordance with the formula set out in Schedule 1, or at such other times as determined by the Membership.
3. The President's and Board Member's allowances shall be paid monthly, in arrears.
4. If required under legislation, or at the request of a Board Member, income tax may be deducted from the allowance.
5. The amount of any allowance paid to Board Members is exclusive of any amount that the LGA is required to pay in respect of that allowance pursuant to the *Superannuation Guarantee (Administration) Act 1992* (Cth).

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5. Expenses

5.1 Guiding Principles

The LGA shall pay for all accommodation, reasonable meals and taxi fares when a Board/Committee Member is away on official LGA business, where those expenses are not met by the Board/Committee Member's council. When not accompanied by the Chief Executive Officer (who shall generally be responsible for payment of these expenses), reimbursement of these expenses may be claimed after consultation with the Chief Executive Officer.

In paying expenses under this Policy, the LGA will have regard to the allowances and expenses that are separately funded to Board/Committee Members by their respective councils.

5.2 SAROC, GAROC and CEO Advisory Group Members

In setting the allowances and expenses for GAROC, SAROC and CEO Advisory Group members, consideration is to be given to the guiding principles set out in section 5.1 of this Policy.

SAROC Members, GAROC Members and Group Members:

- are not entitled to a sitting fee or allowance for their role on these committees;
- are entitled to reasonable travel costs associated with attending their respective GAROC, SAROC and CEO Advisory Group meetings, which are not met by their respective regions and/or councils. Reasonable travel costs include:
 - Airfares (see Section 5.4)
 - Vehicle travel (see section 5.5)
 - Car parking (see section 5.7)
- are entitled to reasonable accommodation costs associated with attending meetings where it is impractical/unsafe to travel to and from the meeting on the same day.

5.3 Conferences / Seminars

Board Members, SAROC Members and GAROC Members may seek reimbursement of expenses incurred in attending approved conferences / seminars that will assist them to carry out their functions or duties for the LGA.

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The LGA will fund / reimburse the fees, accommodation, reasonable meals and travel costs for attendance at conferences / seminars that have been approved by the Board, SAROC or GAROC.

Members attending conferences / seminars will be required to provide a written report to the LGA Board and / or relevant committee sharing the key learnings from their attendance.

5.4 Airfares and accommodation

The LGA will only reimburse economy class airfares for Board Members, SAROC, GAROC and CEO Advisory Group members attending approved LGA meetings and activities.

5.5 Vehicle travel

In many cases a Board/Committee Member also holds the position of Mayor/Chairperson, and their respective council provides them a vehicle with all associated expenses associated with this vehicle being paid for by their council.

Where a council provides a Board/Committee Member with a fully funded vehicle to undertake their council role and the vehicle is used for a purpose for which the member may seek reimbursement from their council or the council be entitled to pay for that use under the *Local Government Act 1999*, no reimbursement for travel expenditure associated with the use of this vehicle will be made by the LGA.

In all other cases, where approval is given for reimbursement of travel the rate of reimbursement for motor vehicle costs will be at a rate equal to the appropriate rate per kilometre prescribed for the purposes of calculating deductions for car expenses under section 28.25 of the *Income Tax Assessment Act 1997* (Cth).

5.6 Car parking for Board Members

By arrangement with the City of Adelaide, the LGA will provide electronic swipe cards or other suitable means of entry to UPark car parks located within close proximity of LG House to Board Directors. The terms and conditions of this arrangement will be:

- the swipe cards will be provided only to Board Members and must be returned to the LGA at the conclusion of each Board Member's term of office, unless re-elected;
- the LGA will pay for parking associated with attendance at meetings of the LGA Board of Directors;

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- the LGA will also pay for Board Members' parking for attendance at meetings of other standing committees and working groups, and for other casual meetings at LG House for the purposes of conducting LGA business;
- unauthorised use (including private use) of UPark swipe cards is strictly not permitted and will be treated as a breach of the LGA's Code of Conduct;
- where UPark facilities are not available for LGA related business, Board Members are to find ticket parking and seek reimbursement for these costs from the LGA.

5.7 Car parking for SAROC, GAROC and CEO Advisory Group Members

The LGA will reimburse SAROC Members, GAROC Members and Group Members the cost of car parking associated with attending their respective meetings and associated activities in their capacity as members of SAROC, GAROC and CEO Advisory Group.

5.8 Frequent flyer and other rewards points

From time to time, Board/Committee Members may be required to travel to conduct LGA business.

As part of these travel arrangements, Board/Committee Members may earn frequent flyer points or other similar rewards, such as those provided by accommodation providers, to be credited for future air travel or accommodation. These types of reward schemes allocate the reward to the individual, rather than the organisation they represent.

The LGA acknowledges that Board/Committee Members are not fully compensated for their time and commitment for their LGA role, and volunteer significant amounts of their own time to help conduct the business of the LGA. It is appropriate that this contribution be recognised by allowing Board/Committee Members unrestricted use of frequent flyer points or other rewards earned by them while traveling on the LGA's behalf.

6. Reporting expenditure

The Board will be provided with a quarterly report on the allowances and reimbursed expenses paid to each Board/Committee Member during the previous quarter.

The LGA's annual report will also disclose the amount of allowances and reimbursed expenses paid to each Board/Committee Member during the year.

7. Policy review

This policy will be reviewed every two years, or as required to improve its effectiveness.

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Review History

Document History	Version No:	Issue Date:	Description of Change
	Last Review	Jun 2019	Approved by LGA Board of Directors at the meeting held 20/06/2019 and endorsed by membership at 2019 AGM. No change to remuneration.
	Last Review	Oct 2023	Approved by LGA Board of Directors at the meeting held 21/09/2023 and endorsed by membership at 2023 AGM. Changes to indexing methodology, definitions, principles
	Last Review	May 2024	Approved by LGA Board of Directors at the meeting held 14/03/2024 and endorsed by membership at 2024 OGM. Changes to Board Member allowances.

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Schedule 1 – Board Member Allowances & Biennial Adjustment Formula

Allowances

	Annual Allowance	Annual Allowance for term commencing November 2024
President	\$47,982	\$65,375
Immediate Past President	\$4,291	\$6,554
Directors	\$4,291	\$5,850

Biennial Adjustment Formula

The allowance paid to the President and Board Members will be adjusted biennially by half of the percentage change in the base allowance payable under the determination of the Remuneration Tribunal in respect of Allowances for members of Local Government Councils (which occurs every four years), in accordance with the formula set out below:

$$\text{Allowance adjustment} = 0.5 \times \frac{V_2 - V_1}{V_1}$$

Where V_2 = the sum of the base allowances payable to each Council Group pursuant to the most recent determination of the Remuneration Tribunal in respect of Allowances for members of Local Government Councils (year y).

And V_1 = the sum of the base allowances payable to each Council Group pursuant to the determination of the Remuneration Tribunal in respect of Allowances for members of Local Government Councils which preceded the most recent determination (year $y-4$).

Example:

Council Group	2018 Base allowance (Year $y-4$)	2022 Base allowance (Year y)
1A	23,350	25,838
1B	20,630	22,828
2	17,270	19,110
3	13,900	15,381
4	9,900	10,955
5	6,500	7,192
Sum	91,550	101,304

$$= 0.5 \times \frac{V_2 - V_1}{V_1}$$

$$\text{Allowance adjustment in year } y = 0.5 \times \frac{101304 - 91550}{91550}$$

$$= 0.5 \times 0.1065$$

$$= 0.53271$$

$$= 5.3\%$$

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7.1 Unfair burden of the *Construction Industry Training Fund (Miscellaneous) Amendment Act 2024* on rural councils and communities (District Council of Streaky Bay)

Recommendation Reports from the SAROC Committee

Submitted by:	District Council of Streaky Bay	
Approved by:	SAROC Committee	
Pillar:	1 – Advocacy and partnerships	
Strategy:	1.1 Deliver high-impact advocacy by leveraging research, sector knowledge and relationships.	
Meeting	SAROC Committee	29 May 2026
ECM:	866572	
Attachment:	Attachment 1 - 862311 – Unfair burden of the <i>Construction Industry Training Fund (Miscellaneous) Amendment Act 2024</i> on rural councils and communities.	

Recommendation

That the Ordinary General Meeting:

1. Formally adopts a sector position opposing the application of the *Construction Industry Training Fund (CITF) Levy* to routine council maintenance works; and
2. For the LGA to formally lobby the State Government to:
 - a. Reinstate the exemption for in-house council maintenance and repair work;
 - b. Limit the levy strictly to new construction projects, excluding routine asset maintenance; and
 - c. Ringfence any levy contributions from regional areas for regional training initiatives of significant resources.

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SAROC Committee's Comments

This Item of Business (IoB) was tabled at the SAROC Committee meeting held on 26 March 2026. The item was carried with slight amendments to ensure the intent of the motion was accurately worded.

LGA Guidelines

The Guidelines outline that all proposals will be assessed against the guiding principles in terms of their strategic importance to local government and the LGA, supporting evidence, alignment with LGA's policy and resourcing requirements.

The matter raised in this IoB has been assessed against these guiding principles which can be summarised in the following table:

LGA Guiding Principle	Comment
Strategic importance	The item is linked to the LGA's Strategic Plan, in particular: 1.1.2: Lead a long-term advocacy agenda in collaboration with members to secure policy changes and funding aligned with sector needs.
Supporting evidence	An amendment to the CITF Act in 2024 removed all exemptions and therefore created an obligation for all government authorities, including councils, to pay the levy for road construction. At the same time the threshold for a project was lifted from \$40,000 to \$100,000. Consultation on the amendment, including an issues paper was publicly carried out through YourSAy. Councils can assess the CITF for subsidies to help workers upskill via CITB-endorsed short courses. Eligible individuals can access up to \$3,000 in training subsidies every 12 months.
Alignment with LGA policy	Nil
Resourcing	As per office commentary below, based on the Officer's recommendation, this matter can be progressed within existing resources.

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LGA Officer's Comments

(Officer: James Holyman, Manager Policy)

The *Construction Industry Training Funding (CITF) Act 1993* was established to improve the quality of training in the building and construction industry.

It establishes a Construction Industry Training Board and imposes a levy on building and construction works which is used to fund training and skills development within the building and construction industry. The levy is paid into a Fund which the Board disperses in accordance with an Annual Training Plan that it develops.

Road works are captured as building and construction work under Schedule 1 of the CITF Act:

"the construction, alteration or repair of any road, street, parking area, footpath, thoroughfare (for pedestrians or vehicles), kerbing, guttering, roundabout, median strip, or the performance of other similar roadworks"

The CITF Act was amended¹ through a final report that was tabled in both Houses of Parliament on 30 May 2023. The Construction Industry Training Fund (Miscellaneous) Amendment Act was proclaimed on 31 October 2024 by the Governor of South Australia. Consultation on the CITF Act occurred in 2023 and was promoted through YourSAy.

Under the CITF Act:

- After 1 January 2025, the threshold for a project has increased to \$100,000 (with GST excluded).
- The responsible government authority, which includes councils, must pay the Levy (the Project Owner).
- All exemptions previously available were removed. The levy now applies to a range of construction related activities, including maintenance and repair work of local councils.
- The levy is imposed on the estimated value of building or construction work. Currently the levy is 0.25 per cent.
- Under the Act, the Project Owners must accurately estimate project value.
- The levy must be paid at either development approval or project commencement.
- Councils can assess the CITF for subsidies to help workers upskill via CITB-endorsed short courses. Eligible individuals can access up to \$3,000 in training subsidies every 12 months.

¹ CITF (Miscellaneous) Amendment Act 2024

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- Collection and enforcement mechanisms (e.g., payment obligations, penalties, false information offences) are available to the Board if a council does not comply with their obligations.

Any legislative change that increases costs on councils has a link with financial sustainability, particularly when councils are proactively maintaining assets and infrastructure on behalf of their community. It is acknowledged that rural and regional councils are already grappling with unique economic and logistical challenges.

The challenge for the sector is to be able to demonstrate why council work should be exempt when the rest of the industry is not. This includes identifying why local government is different to other government authorities and the private sector. Without a clear evidence base, advocacy on this matter is likely to fail.

Given ESCOSA's recent completion of the first round of the Local Government Advice Scheme, it would be appropriate to raise with the Department for Education, Training and Skills that rural and regional councils:

- Maintain vast road networks, often several times larger than those in metropolitan areas.
- The cost of maintaining extensive unsealed roads regularly surpasses the CITF threshold, even for routine works.
- That most training opportunities are delivered in Adelaide or major regional centres, often hundreds of kilometres away, resulting in little direct reinvestment in regional and rural areas. Councils often deliver in-house training because of these challenges.

It is therefore recommended that LGA engage with the State Government and seek a meeting to discuss these challenges and explore potential avenues for advocacy.

Implications

Financial and resource

While this activity is not currently anticipated in LGA's work program, it can be delivered within existing resources.

Risk

This activity presents low risk and aligns with the organisation's strategic priorities and existing policies.

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LGA General Meeting – Proposed Item of Business

The purpose of this form is to request consideration by SAROC, GAROC or the Board of Directors of an item of business to be included on the agenda of an LGA General Meeting - refer Clause 16.3.1 of the [LGA Constitution](#). Prior to submitting a proposed Item of Business, please refer to the [Considering Proposed Items of Business for LGA General Meetings Guidelines](#).

Council name	District Council of Streaky Bay
The body the item is being referred to <i>Proposals may only be submitted to the ROC of which council is a member, or to the LGA Board of Directors.</i>	SAROC
Subject of the proposed item of business	Unfair burden of the <i>Construction Industry Training Fund (Miscellaneous) Amendment Act 2024</i> on rural councils and communities
Proposed motion for the General Meeting	That the Annual / Ordinary General Meeting requests the LGA to formally adopt a position opposing the application of the Construction Industry Training Fund (CITF) Levy to routine council maintenance works, and for the LGA to formally lobby the State Government to: <ul style="list-style-type: none"> o Reinstate the exemption for in-house council maintenance and repair work. o Limit the levy strictly to new construction projects, excluding routine asset maintenance. o Ringfence any levy contributions from regional areas for regional training initiatives.
Supporting information <i>Provide a summary of the issue(s), relevant background information, description of the impact on the sector and evidence that</i>	On 31 October 2024, the Governor of South Australia proclaimed the Construction Industry Training Fund (Miscellaneous) Amendment Act. From 1 January 2025, the CITF Levy applies to any building or construction project valued over \$100,000 (excluding GST). These changes now capture not only contracted works but will also projects delivered directly by council staff in the unsealed roads maintenance and construction space. While the Act is intended to broaden levy coverage and support training for construction industry workers, its application to rural and regional councils imposes an inequitable, disproportionate, and poorly justified burden on communities already grappling with unique economic and logistical challenges.

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<p><i>this is an item of strategic importance to local government.</i></p>	<p>In terms of road maintenance activities, regional councils are particularly vulnerable to exceeding the \$100,000 threshold due to the scale of their responsibilities. They maintain vast road networks, often several times larger than those in metropolitan areas. The cost of maintaining extensive unsealed roads regularly surpasses this threshold, even for routine works, with rising prices for rubble, quarry products, fuel, and plant hire further compounding the issue. Unlike metropolitan councils, which manage smaller networks and have more roads under State Government care and responsibility, regional authorities must maintain hundreds or thousands of kilometres of local roads, meaning the levy effectively penalises them on the basis of geography and asset size.</p> <p>Compounding the inequity, the benefits of CITF-funded training are minimal for rural councils. Most training opportunities are delivered in Adelaide or major regional centres, often hundreds of kilometres away. As a result, the levy extracts funds from regional areas to support metropolitan training programs, with little direct reinvestment in the communities that pay it.</p> <p>The financial impact on councils is significant. For example, resheeting 15 kilometres of unsealed road at \$12,000 per kilometre costs \$180,000, attracting a levy of \$450. Shoulder reconstruction over 10 kilometres at \$15,000 per kilometre costs \$150,000, attracting a levy of \$375. A quarry rubble resheet program across multiple sites costing \$320,000 would incur an \$800 levy. While these amounts may appear minor in isolation, the cumulative effect across multiple projects each year can amount to thousands of dollars diverted from essential infrastructure to the CITF — a substantial impost for councils with constrained rate revenues.</p> <p>In terms of the unsealed road construction space, most regional councils already deliver in-house training to meet operational needs, due to remote location and educational opportunities in this space. Federal Government changes to road traffic management requirements have recently increased costs by forcing councils to send staff to Adelaide for certain courses. The new levy represents an additional, redundant expense — effectively a case of paying twice, once for mandatory or in-house training, and again into a fund that offers little practical return to contributors in rural areas.</p>
<p>Regional LGA <i>(Information requested from councils in SAROC only)</i></p> <p><i>Advise if this item has been considered by your RLGA and outcome of discussion</i></p>	<p>Eyre Peninsula Local Government Association Board Meeting Minutes Friday 5 September 2025</p>

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	<p>8.5 UNFAIR BURDEN OF THE CONSTRUCTION INDUSTRY TRAINING FUND (MISCELLANEOUS) AMENDMENT ACT ON RURAL COUNCILS AND COMMUNITIES</p> <p>RESOLUTION OCM 234/25</p> <p>Moved: Cr Clifford Pudney Seconded: Cr Philip Wheaton</p> <p>That Council, having considered Report No 8.5, Unfair Burden of the Construction Industry Training Fund (Miscellaneous) Amendment Act on Rural Councils and Communities, dated 19 August 2025 and its role under Section 6, 7, and 8 of the <i>Local Government Act 1999</i> that Council receive and note the report and:</p> <ul style="list-style-type: none"> - The Eyre Peninsula Local Government Association (EPLGA) formally adopt a position opposing the application of the CITF Levy to routine council maintenance works. - This position be escalated through SAROC (South Australian Regional Organisation of Councils) to the Local Government Association of South Australia (LGA) for adoption as an official policy stance. - The LGA formally lobby the State Government to: <ul style="list-style-type: none"> o Reinstate the exemption for in-house council maintenance and repair work. o Limit the levy strictly to new construction projects, excluding routine asset maintenance. o Ringfence any levy contributions from regional areas for regional training initiatives. <p style="text-align: right;">CARRIED</p>
<p>Date submitted to LGA</p>	<p>6/2/2026</p>

Please return Word version of completed form to lgasa@lga.sa.gov.au.
Refer to [LGA OGM/AGM Webpage](#) in respect to deadlines for upcoming General Meetings.

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7.2 Advocacy for the supply of potable water and sewage through the growth areas identified under the Greater Adelaide Regional Plan (Adelaide Plains Council)

Recommendation Reports from the SAROC Committee

Submitted by:	Adelaide Plains Council
Approved by:	SAROC Committee
Pillar:	1 – Advocacy and partnerships
Strategy:	1.1 Deliver high-impact advocacy by leveraging research, sector knowledge and relationships.
Meeting	Ordinary General Meeting 29 May 2026
ECM:	866681
Attachment/s:	Attachment 1 - 862583 - Proposed Item of Business - Adelaide Plains Council - Advocacy for the supply of potable water and sewage through the growth areas identified under the Greater Adelaide Regional Plan

Recommendation

That the Ordinary General Meeting:

- 1. supports the intention of the resolution of the Adelaide Plains Council, namely that LGA should advocate to increase State Government support for water and wastewater infrastructure, particularly in growth councils;**
- 2. acknowledges the actions already being undertaken to raise the issue of a lack of investment in physical and social infrastructure to support housing in South Australia;**
- 3. notes that due to the long term underinvestment in infrastructure that the State Government will need to prioritise funding;**
- 4. understands that well developed and evidenced Local Area Plans will underpin the prioritisation process; and**

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- 5. requests LGA to continue the advocacy for the supply of potable water and sewage through growth areas across South Australia.**

SAROC Committee's Comments

The Item of Business (IoB) was tabled at the SAROC Committee meeting held on 26 March 2026. Given advocacy work already underway by LGA on this important topic, the LGA Secretariat recommended amendments to the motion to reflect current activities. The amended item was carried.

LGA Guidelines

The Guidelines outline that all proposals will be assessed against the guiding principles in terms of their strategic importance to local government and LGA, supporting evidence, alignment with LGA's policy and resourcing requirements.

The matter raised in this IoB has been assessed against these guiding principles which can be summarised in the following table:

LGA Guiding Principle	Comment
Strategic importance	The item is linked to the LGA's Strategic Plan, in particular: 1.1.2: Lead a long-term advocacy agenda in collaboration with members to secure policy changes and funding aligned with sector needs.
Supporting evidence	<p>Upon the release of the Housing Roadmap, the Premier clearly stated that the lack of investment in infrastructure for housing was a 'policy debacle, decades in the making'. This led to prioritised investment in infrastructure in the Greater Adelaide Region with the State Government allocating an extra \$1.2 billion into water and wastewater delivery through the Housing Roadmap.</p> <p>The matter of enabling infrastructure has been raised with the Minister and is a key component of the Local Area Plans.</p> <p>A similar Item of Business was adopted at the November 2024 Annual General Meeting - LGA-Annual-General-Meeting-Agenda-22-November-2024.pdf - item 9.5.</p>

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LGA Guiding Principle	Comment
	<p>LGA also sits on the stakeholder group developing the Regulatory Plan 2028-32 for SA Water.</p> <p>As part of the 2026 State election priorities, LGA called on all political parties to:</p> <ul style="list-style-type: none"> • Increase annual State Government investment in housing and growth-enabling infrastructure including water, stormwater and community facilities, in partnership with councils, including specific investment targeted to regions. • Increase the Community Wastewater Management System program funding from \$4.8 million to \$12 million per year to support critical infrastructure. Additionally, open a new standalone \$20 million fund to subsidise new housing builds in regional areas, ensuring wastewater infrastructure is developed from the start. <p>LGA has been consulted on the development of the Housing Roadmap 2.0 and has specifically raised enabling infrastructure funding as a key issue.</p> <p>Although this has been raised from a Greater Adelaide Regional Plan perspective, the underfunding of enabling infrastructure is a statewide issue.</p>
Alignment with LGA policy	Aligns with current advocacy on enabling infrastructure and Community Wastewater Management Systems, alongside several actions are being undertaken in relation to the matter raised by Adelaide Plains Council
Resourcing	As per office commentary below, based on the Officer's recommendation, this matter can be progressed within existing resources.

LGA Officer's Comments

(Officer: James Holyman, Manager Policy)

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All planning regions across South Australia have expressed their desire to be active partners in delivering new housing, supporting population growth and economic development in their communities.

The sector has a key role in delivering housing through land use planning, infrastructure provision, local approvals and community engagement. Councils also work with key state agencies and the private sector to unlock housing opportunities.

While a key barrier to development is infrastructure, there are other factors that are impacting on the delivery of housing including workforce shortages, higher construction costs, constrained access to finance for smaller-scale developments, code amendment timeframes and regular and ongoing changes to the planning system.

It is important to note that the Premier clearly stated when releasing the Housing Roadmap that the lack of investment in infrastructure for housing was a 'policy debacle, decades in the making'. This led to prioritised investment in infrastructure in the Greater Adelaide Region with the State Government allocating an extra \$1.2 billion into water and wastewater. It also included \$10 million annually for regional housing.

Through the November 2024 AGM, the following motion was adopted by the membership:

That the Annual General Meeting requests the LGA to:

- 1. Advocate on behalf of Local Government to ensure appropriate infrastructure planning is undertaken to enable the timely provision and installation of infrastructure associated with developments; and*
- 2. Advocate for the State Government to invest appropriate resources to facilitate the provision of infrastructure to enable developments to proceed.*

Advocacy has been undertaken by the Secretariat since this motion was adopted. One of the key challenges is the quantum of funding required to address the infrastructure shortfall across the state.

Rural and regional councils face additional challenges of geography and population distance, with no satellite cities of comparable size to other Australian states, resulting in fewer economies of scale for service, program, and infrastructure delivery.

Data from the Australian Bureau of Statistics shows a 4.4 per cent increase in total dwelling approvals from August to September 2024, reaching 14,842, the highest level since May 2023.

According to the Property Council, 11,854 homes have been built over the last four quarters. This is up 7 per cent compared to year on year.

Activity being undertaken by LGA on behalf of members includes:

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- The matter of infrastructure has been raised with the Minister and is a key component of the Local Area Plans
- LGA initiated the Local Area Plan process with templates distributed to councils in the Greater Adelaide Region at the end of February 2026, incorporating infrastructure requirements
- Discussions have commenced with Department for Housing and Urban Development (DHUD) on the development of a template for the regions outside Greater Adelaide Region
- LGA sits on the stakeholder group developing the Regulatory Plan 2028-32 for SA Water. This will include developing a funding request to be considered by the State Government
- Included in LGA's 2026 State election campaign, LGA called on all political parties to invest more in housing and growth enabling infrastructure including water, stormwater and community facilities. The campaign also asked for an increase in funding for Community Wastewater Management Systems.
- LGA has been consulted on the development of the Housing Roadmap 2.0 and has specifically raised infrastructure funding as a key issue
- LGA is advocating for an increase in the CWMS grant funding, including a separated fund for new developments, and for increases to the stormwater fund
- LGA has developed a number of case studies¹ to showcase the proactive and innovative actions taken by councils to enable an increase in housing in their communities. The case studies are available on LGA's website.
- Regional LGAs have launched a campaign to seek more funding for regional infrastructure
- The LGA President sits on the Minister's Liaison Group that is focused on the delivery of the State Government's housing policy
- LGA is presenting with DHUD at the next RDA Executive meeting on Local Area Plans and their key link with economic development
- LGA is preparing a housing strategy for consultation with the LGA Board of Directors

There are a number of actions being undertaken by LGA on behalf of members. These actions will continue and therefore, as the Item of Business is asking for actions that are already occurring, the motion at SAROC was carried that the Item of Business would be amended for the 2026 OGM to reflect work already underway.

¹ [Housing initiatives | Local Councils](#)

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Implications

Financial and resource

This activity is currently anticipated in LGA's work program and it can be delivered within existing resources.

Risk

This activity presents a low risk and aligns with the organisation's strategic priorities and existing policies.

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LGA General Meeting – Proposed Item of Business

The purpose of this form is to request consideration by SAROC, GAROC or the Board of Directors of an item of business to be included on the agenda of an LGA General Meeting - refer Clause 16.3.1 of the [LGA Constitution](#). Prior to submitting a proposed Item of Business, please refer to the [Considering Proposed Items of Business for LGA General Meetings Guidelines](#).

Council name	Adelaide Plains Council
The body the item is being referred to <i>Proposals may only be submitted to the ROC of which council is a member, or to the LGA Board of Directors.</i>	SAROC
Subject of the proposed item of business	Advocacy for the supply of potable water and sewage through the growth areas identified under the Greater Adelaide Regional Plan
Proposed motion for the General Meeting	That the Ordinary General Meeting requests the LGA to advocate for the supply of potable water and sewage through the growth areas identified under the Greater Adelaide Regional Plan and to take the lessons learned through inadequate infrastructure funding and delivery at State Government level.
Supporting information <i>Provide a summary of the issue(s), relevant background information, description of the impact on the sector and evidence that this is an item of strategic importance to local government.</i>	<p>Two Wells has been identified in the Greater Adelaide Metropolitan Plan as a key growth node for the state of South Australia. Unfortunately, due to significant delays at the hands of the State government and SA Water, civil construction on the town's flagship residential estate has stalled, seeing some 600 new residential allotments placed on hold until SA Water in their 2028-2032 deliver trunk main infrastructure.</p> <p>The various arms of government ought to be in lockstep with one another when it comes to planning for future growth (DHUD) and providing for the commensurate infrastructure required to underpin the growth nodes (DEW and SA Water).</p> <p>The proposed motion seeks to ensure government, as a whole, is cognisant of the need to both plan for growth and deliver infrastructure simultaneously.</p>

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Regional LGA <i>(Information requested from councils in SAROC only)</i> <i>Advise if this item has been considered by your RLGA and outcome of discussion</i>	No
LGA Policy Manual <i>Does this item require a change to the LGA Policy Manual (new policy or amendment to existing policy)?</i>	No (View LGA's Policy Manual)
LGA Strategic Plan reference	(View the plan and identify the Key Initiative and Strategy reference) <i>Pillar 1 – Advocacy and Partnership</i> <i>Strategy 1.1 Deliver high-impact advocacy by leveraging research, sector knowledge and relationships.</i>
Council Contact Officer submitting form	Paige Graham pgraham@apc.sa.gov.au 08 8527 0200
Council Meeting minute reference and date of meeting	Resolution 2026/10 28 January 2026 Ordinary Council Meeting
Date submitted to LGA	10 February 2026

Please return Word version of completed form to jgasa@lga.sa.gov.au.

Refer to [LGA OGM/AGM Webpage](#) in respect to deadlines for upcoming General Meetings.

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9.1 Advocacy for Stronger Tree Damaging Activity Penalties (City of Port Adelaide Enfield)

Recommendation Reports from the LGA Board of Directors

Submitted by:	City of Port Adelaide Enfield
Approved by:	LGA Board of Directors
Pillar:	1 – Advocacy and partnerships
Strategy:	1.1 Deliver high-impact advocacy by leveraging research, sector knowledge and relationships.
Meeting	Ordinary General Meeting 29 May 2026
ECM:	866627
Attachment/s:	Attachment 1 - 862582- Proposed Item of Business - City of Port Adelaide Enfield - Tree Advocacy Attachment 2 - 854417 - Advocacy for stronger penalties and legislative reform in relation to illegal tree damaging activities under the <i>Planning, Development and Infrastructure Act 2016</i>

Recommendation

That the Ordinary General Meeting:

- 1. Requests LGA advocates to the State Government (Premier, Minister for Local Government, Minister for Planning and the Attorney-General) for the implementation of stricter penalties for offences related to tree damaging activities under the *Planning, Development and Infrastructure Act 2016*.**

LGA Board of Directors Comments

The Item of Business (IoB) was tabled at the LGA Board of Directors meeting held on 26 March 2026. The item was carried.

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LGA Guidelines

The Guidelines outline that all proposals will be assessed against the guiding principles in terms of their strategic importance to local government and LGA, supporting evidence, alignment with LGA's policy and resourcing requirements.

The matter raised in this Item of Business (IOB) has been assessed against these guiding principles which can be summarised in the following table:

LGA Guiding Principle	Comment
Strategic importance	The item is linked to the LGA's Strategic Plan, Strategic Driver - <i>Evolving regulatory and statutory compliance</i> and Strategy 1.1.2 to lead a long-term advocacy agenda in collaboration with members to secure policy changes and funding aligned with sector needs.
Supporting evidence	<p>In October 2025, LGA Secretariat received correspondence from the City of Port Adelaide Enfield requesting LGA advocate for stronger penalties and legislative reform in relation to illegal tree damaging activity (Attachment 1).</p> <p>In discussions with council, LGA Secretariat advised City of Port Adelaide Enfield to submit an IOB request for consideration by LGA Board of Directors which was received in February 2026 (Attachment 2).</p> <p>The protection of regulated and significant trees was introduced in the <i>Development Act 1993</i> (Dev Act) in 2000 with a maximum penalty of \$30,000.</p> <p>In 2007 this amount increased to \$120,000 and under the <i>Planning, Development and Infrastructure Act 2016</i> (PDI Act), it may be multiplied by up to five times, for offences committed by corporations to a maximum of \$600,000.</p> <p>A case law analysis provided by the City of Port Adelaide Enfield indicates that:</p> <ul style="list-style-type: none"> • between 2000-2007 (when the maximum penalty was \$30,000), average fines were \$3,000–4,000 (10-13% of maximum) • since 2007 (with a \$120,000 maximum), average fines have been \$6,000-\$7,000 (4-6% of maximum)

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	<ul style="list-style-type: none"> • even in cases involving repeat offending or deliberate conduct, penalties have rarely exceeded 30% of the maximum • to date, there have been no successful prosecutions against body corporates, limiting the deterrent effect of the higher penalty provisions (likely be due to tree loppers often being sole traders rather than companies). <p>Despite the legislative penalty increases, penalties handed out by the Environment, Resources and Development Court (Court), remain significantly low compared to the maximum available. Therefore, fines are not acting as a disincentive for breaches of the legislation, i.e. insufficient deterrent effect.</p> <p>The cumulative impact of tree loss should also be considered in sentencing. Since 2007, average fines have been between \$6,000 and \$7,000 or 4-6% of the maximum. The largest penalty issued to date was \$35,000 each for 3 individuals in 2012 (29.17% of the maximum).</p> <p>Recent experiences in Court by the City of Port Adelaide Enfield also demonstrated that repeat offending is increasing. In 2024, a significant River Red Gum (<i>Eucalyptus camaldulensis</i>) in Klemzig was illegally removed, resulting in fines of \$10,000 (8.3% maximum) and \$5,400 (4.5% maximum) for the tree lopper and owner respectively. The tree lopper had multiple prior convictions across several councils in the same year, confirming that current penalties fail to prevent or deter repeat offending.</p> <p>Irrespective of the known impacts of tree removal, developers and contractors may perceive current penalties for illegal removal as an off-set cost paid by the consumer, particularly where the development potential will yield greater profitability.</p> <p>The need for stronger penalties and the challenges with prosecuting tree damaging activities was also highlighted by the Expert Panel for the Planning System Implementation Review - Final Report. In its response, State Government provided support for this recommendation. To date, there has been no action on this matter.</p>
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	<p>The cumulative impact of unlawful tree removal will have profound consequences for biodiversity, climate resilience, stormwater management, urban cooling, amenity and public health and wellbeing.</p> <p>It is acknowledged that tree canopy across Greater Adelaide falls below the State Government's target of 30% tree canopy.</p> <p>Recent announcements by the State Government to make way for future events infrastructure in the Adelaide Parklands will further diminish the environmental quality and liveability of our neighbourhoods, further highlighting the importance of tree protection.</p>
Alignment with LGA policy	<p>This matter is aligned with Pillar 1 to lead advocacy and policy influence that advance and promote the interests of local government while strengthening the sector's reputation with partners and the community.</p>
Resourcing	<p>The recommended advocacy approach as outlined in the LGA Officer's Comments will require additional funding and resourcing.</p> <p>The resourcing required is reflected in Agenda Item 9.1 also being considered at this OGM from the City of Mitcham. Both pieces of work could be achieved within a budget of \$115,000.</p>

This matter was submitted directly to the LGA Board of Directors for consideration, as requested by the submitting council.

LGA Officer's Comments

(Officer: Sarah Elding, Planning Lead Policy)

The PDI Act provides a framework for enforcement such as civil penalties, directions and compliance actions by designated authorities such as councils and the Accreditation Authority. These are the primary regulators for dealing with contraventions of the PDI Act.

The current legislative framework can be an effective mechanism in addressing breaches, however the process of enforcement is excessively costly and administratively burdensome for councils, particularly where cases involve serious or repeated non-compliance.

All development within SA is governed by the PDI Act. There is a wide range of activities that constitute development. 'Development' includes 'tree-damaging activity' to a 'regulated tree'

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(which includes significant trees). 'Tree-damaging activity' includes, among other things, the killing, destruction or removal of a tree, the severing of branches and limbs, the lopping of a tree or substantial damage to a tree.

Informal engagement, undertaken by City of Mitcham in mid-2025, identified that some councils apply a risk-based approach to compliance and regulatory matters due to the lack of staff resourcing and budgets.

A review of the information provided during informal engagement, together with a review of the relevant statutes in the PDI Act, confirms that councils have sufficient regulatory powers for a range of offences under the PDI Act. However, it is reasonable to acknowledge that setting maximum penalties (as opposed to minimum penalties) is not a sufficient disincentive to deter tree damaging activities.

Despite the substantive maximum amounts set by the current legislative framework, the Court continues to hand down excessively low penalties compared to maximum rates. Penalties, including those for repeat offenders have not been reviewed by the Department for Urban Development and Housing since the proclamation of the PDI Act in 2016.

To undertake a survey of recent penalties with respect to tree matters, to inform the basis of LGA's advocacy and to recommend legislative change will require legal oversight. Engagement with the planning sector will also be necessary to enable a robust and productive advocacy approach.

The Secretariat recommends that LGA advocates for legislative reforms to strengthen penalties for unlawful tree-damaging activities under the PDI Act, including:

- establishment of a stand-alone offence with stronger penalties (including the potential for imprisonment provisions)
- consideration of cumulative impacts in sentencing
- greater Court powers to restrict subdivision following illegal tree removal where the removal of the tree resulted in the potential for beneficial development of a site
- specialist resources and expert witnesses to support prosecutions
- public reporting and accountability mechanisms
- recommend that penalties better reflect the true community, environmental and health value of trees, and act as a genuine deterrent.

It should be noted that Agenda Item 9.1 from City of Mitcham seeks to undertake a comprehensive review of the compliance and enforcement provisions under the PDI Act. If the Board approves this Item of Business from the City of Port Adelaide Enfield, the review on tree damaging activity will be consolidated into the larger body of work on a holistic review of the PDI Act.

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Implications

Financial and resources

This activity would require funding to achieve these outputs and will need to be considered by the Board at its meeting following the OGM, should the IoB be approved. The outputs are:

Project Executive Summary	Start	End
Project management and preparation of a Project Scope including Engagement Plan and Stakeholder Mapping	July 2026	December 2026
Engage legal profession to: <ul style="list-style-type: none"> • assist LGA in designing a survey of recent penalties with respect to tree matters • advise on opportunities and options for legislative change to assist with repeat offenders and to provide stronger deterrence to inform the basis of LGA's advocacy approach to Premier, Minister for Local Government, Minister for Planning, and the Attorney-General. 	August 2026	December 2026

The estimated cost for this project is \$57,500. This work would be linked to the Item of Business 9.1 from the City of Mitcham, if approved, to form a consolidated project at a total cost of \$115,000.

Risk

It should be noted that Agenda Item 9.1 from City of Mitcham seeks to undertake a comprehensive review of the compliance and enforcement provisions under the PDI Act.

If the OGM approves the Agenda Item 9.1 from City of Mitcham, the review on tree damaging activity will be consolidated into the larger PDI Act review.

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LGA General Meeting – Proposed Item of Business

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Council name	Port Adelaide Enfield Council
The body the item is being referred to <i>Proposals may only be submitted to the ROC of which council is a member, or to the LGA Board of Directors.</i>	Board of Directors
Subject of the proposed item of business	Advocacy for Stronger Tree Damaging Activity Penalties
Proposed motion for the General Meeting	That the Annual / Ordinary General Meeting requests the LGA to advocate to the State Government (Premier, Minister for Local Government, Minister for Planning and Attorney-General) for the implementation of stricter penalties for offences related to tree damaging activities under the Planning, Development and Infrastructure Act 2016.
Supporting information <i>Provide a summary of the issue(s), relevant background information, description of the impact on the sector and evidence that this is an item of strategic importance to local government.</i>	<p>The protection of regulated and significant trees was first introduced into the <i>Development Act 1993</i> in 2000. At that time, unlawful tree-damaging activity carried a maximum penalty of \$30,000.</p> <p>In 2007, the maximum penalty increased to \$120,000. Offences involving unlawful tree damage were included in the <i>Planning, Development and Infrastructure Act 2016</i>. The maximum penalty remained the same, but a new section was added allowing it to be multiplied by up to \$600,000 if the offence is committed by a corporation.</p> <p>Despite these legislative increases, penalties imposed by the Environment, Resources and Development (ERD) Court remain low compared to the maximum available. Analysis of case law shows that:</p> <ul style="list-style-type: none"> • between 2000-2007 (when the maximum penalty was \$30,000), average fines were \$3,000-4,000 (10-13% of maximum); • since 2007 (with a \$120,000 maximum), average fines have been \$6,000-\$7,000 (4-6% of maximum);

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	<ul style="list-style-type: none"> • even in cases involving repeat offending or deliberate conduct, penalties have rarely exceeded 30% of the maximum; • to date, there have been no successful prosecutions against body corporates, limiting the deterrent effect of the higher penalty provisions. <p>The disparity between maximum penalties and actual fines has reduced the deterrent impact of the legislation. Developers and contractors may absorb penalties as a cost of doing business, particularly when illegal tree removal enables more profitable subdivision and development.</p> <p>Although the potential maximum penalty has increased, sentencing outcomes have not reflected this change. Consumer Price Index, land values, and development profitability have all risen significantly since 2007, further diminishing the deterrent effect of penalties on illegal tree-damage activities.</p> <p>Key issues with the current legislative and sentencing frameworks include:</p> <ul style="list-style-type: none"> • low percentage of maximum penalties imposed by the ERD Court; • repeat offending by some operators with minimal (or no) escalation in penalties; • lack of prosecutions against corporations despite legislative provision for higher penalties; • inconsistent access to expert witnesses and resources to present robust environmental cases. <p>The need for stronger penalties and the difficulty of successfully prosecuting illegal tree damaging activity was highlighted to the State Government by the Expert Panel for the Planning System Implementation Review in their Final Report and Recommendations in 2023. Recommendation 41 of the report notes <i>“The Government investigate what additional and/or alternative penalties are available for tree damaging activity to disincentivise poor behaviour.”</i> In their March 2024 response, the State Government supported the recommendation, however since then there has been no movement or update on the matter.</p> <p>It is recommended that the LGA:</p> <ul style="list-style-type: none"> • advocate for legislative reforms to strengthen penalties for unlawful tree-damaging activity under the Planning Development and Infrastructure Act 2016, including:
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	<ul style="list-style-type: none"> o establishment of a stand-alone offence with stronger penalties (including the potential for imprisonment provisions) o consideration of cumulative impacts in sentencing o greater Court powers to restrict subdivision following illegal tree removal where the removal of the tree resulted in the potential for beneficial development of a site o specialist resources and expert witnesses to support prosecutions o public reporting and accountability mechanisms • recommend that penalties better reflect the true community, environmental and health value of trees, and act as a genuine deterrent; • coordinate a sector-wide advocacy campaign, reflecting that this is a shared issue across metropolitan Councils.
Regional LGA <i>(Information requested from councils in SAROC only)</i> <i>Advise if this item has been considered by your RLGA and outcome of discussion</i>	Not applicable
LGA Policy Manual <i>Does this item require a change to the LGA Policy Manual (new policy or amendment to existing policy)?</i>	No
LGA Strategic Plan reference	(View the plan and identify the Key Initiative and Strategy reference) <i>Strategy 1.1 Deliver high-impact advocacy by leveraging research, sector knowledge and relationships.</i> <i>1.1.2 Lead long-term advocacy agenda in collaboration with members to secure policy changes and funding aligned with sector needs.</i>
Council Contact Officer submitting form	Steve Hooper Steve.hooper@cityofpae.sa.gov.au 8406 6600
Council Meeting minute reference and date of meeting	10 February 2026 Item 14.2.3 CL_7 10.02.2026
Date submitted to LGA	

Please return Word version of completed form to lgasa@lga.sa.gov.au.

Refer to [LGA OGM/AGM Webpage](#) in respect to deadlines for upcoming General Meetings.



PORT
ADELAIDE
ENFIELD

Office of the Mayor

22 October 2025

Karen Teaha, Acting CEO
Local Government Association SA
GPO Box 2693
ADELAIDE SA 5001

BY EMAIL: lgasa@lga.sa.gov.au

Dear Ms. Teaha

Advocacy for Stronger Penalties and Legislative Reform in Relation to Illegal Tree Damaging Activities under the *Planning, Development and Infrastructure Act 2016*

Council writes to express concern regarding the inadequacy of penalties imposed by the Environment, Resources and Development (ERD) Court for unlawful tree damaging activity under the *Planning, Development and Infrastructure Act 2016* (PDI Act).

The protection of regulated and significant trees was first introduced into the *Development Act 1993* in 2000, with a maximum penalty of \$30,000. In 2007 this increased to \$120,000, and under the PDI Act penalties may be multiplied by up to five for offences committed by corporations (to a maximum of \$600,000). Despite these legislative increases, penalties handed down by the Court remain disproportionately low compared to the maximum available.

Case law analysis indicates that:

- Between 2000–2007, average fines were \$3,000–4,000 (10–13% of the maximum)
- Since 2007, average fines have been \$6,000–7,000 (4–6% of the maximum)
- Even in deliberate or repeat offences, penalties rarely exceed 30% of the maximum
- The largest penalty issued to date was \$35,000 each for 3 individuals in 2012 (29.17% of the maximum)
- Early guilty pleas appear to be the primary reason for the reduction in penalties, allowing for a discount of up to 40% of the maximum
- There have been no successful prosecutions against corporations, limiting the deterrent effect of higher penalty provisions (however, this may be due to tree loppers often being sole traders rather than companies).

Recent prosecutions confirm that convictions and fines at these levels are not a sufficient deterrent. For example, in 2024 a significant *Eucalyptus camaldulensis* (River Red Gum) in Klemzig was illegally removed, resulting in fines of \$10,000 (8.3% of maximum) and \$5,400 (4.5% of maximum) for the tree lopper and owner respectively. The tree lopper had multiple prior convictions across three Councils in the same year, demonstrating that current penalties fail to prevent or deter repeat offendingⁱ.

Unlawful tree removal has profound and long-term consequences for biodiversity, climate resilience, stormwater management, urban cooling, human health and wellbeing, and community amenity. It is well known that tree canopy cover in metropolitan Adelaide is low, with recent data showing just 16.7% of the area is covered. Tree canopy cover accounts for 17.65% of total residential land and has declined by 0.34% since 2018–2019. Conversely, tree canopy cover over Local Government owned land (excluding roads) was 28.26%ⁱⁱ.

Despite the known impacts of tree removal, developers and contractors may view current penalties for illegal removals as a manageable cost of doing business, particularly where tree removal increases the development potential and profitability of a site.

Council therefore strongly urges the State Government to pursue legislative reform that ensures penalties for unlawful tree-damaging activity are meaningful, proportionate, and reflective of the environmental, social, and community value of trees. Such reforms are recommended to include:

- Establishing a stand-alone offence for unlawful tree damaging activity with higher penalties and the potential for imprisonment, consistent with provisions under the *Environment Protection Act 1993* and *Local Nuisance and Litter Control Act 2016*
- Requiring cumulative impacts of tree loss to be considered in sentencing
- Expanding Court powers (e.g. under section 228 of the PDI Act) to impose restrictions on Certificates of Title, such as a Land Management Agreement, limiting subdivision to pre-tree removal development potential where unlawful tree removal has occurred to ensure no additional financial benefit is gained from the removal of said trees
- Ensuring specialist resources are made available to Councils at a reduced or no cost, including a dedicated environmental enforcement unit and access to expert witnesses (such as arborists, ecologists, and climate specialists) to ensure evidence being presented to the Courts is consistent and does not place the financial burden on Councils and their constituents
- Improving transparency and accountability of the ERD Court and convicted persons/businesses through annual public reporting of prosecutions and establishment of a community reporting mechanism.

Council also requests that the Local Government Association coordinate a sector-wide advocacy campaign, as this is a shared concern across metropolitan Councils.

Without reform, the ongoing loss of regulated and significant trees will continue to diminish the environmental quality and liveability of South Australia's communities. Council urges the Government to strengthen penalties and enforcement measures under the PDI Act to ensure that unlawful tree removal is treated with the seriousness it deserves.

Yours sincerely



Claire Boan
Mayor

Email: claire.boan@cityofpae.sa.gov.au

cc: Mr. Steve Hooper, Development Services Manager, City of Port Adelaide Enfield
The Honourable Peter Malinauskas MP, Premier of South Australia
The Honourable Nick Champion MP, Minister for Planning and Minister for Housing and Urban Development
The Honourable Joe Szakacs MP, Minister for Local Government
The Honourable Kyam Maher MLC, Attorney General of South Australia

ⁱ City of Burnside v Levi Kinsman (2025), City of Port Adelaide Enfield v Levi Kinsman (2025) and City of Salisbury v Levi Kinsman (2025).

ⁱⁱ Urban tree canopy, green spaces and built environment data analysis and reporting 2022, Green Adelaide
https://data.environment.sa.gov.au/Content/Publications/Urban_tree_canopy_data_analysis_and_reporting_2022.pdf

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9.2 Review of the compliance and enforcement provisions under the *Planning, Development and Infrastructure Act 2016* (PDI Act) (City of Mitcham)

Recommendation Reports from the LGA Board of Directors

Submitted by:	City of Mitcham
Approved by:	LGA Board of Directors
Pillar:	1 – Advocacy and partnerships
Strategy:	1.1 Deliver high-impact advocacy by leveraging research, sector knowledge and relationships.
Meeting	Ordinary General Meeting 29 May 2026
ECM:	866682
Attachment:	863497 – Attachment 1 - Proposed Item of Business - City of Mitcham - Review of the compliance and enforcement provisions under the <i>Planning, Development and Infrastructure Act 2016</i> (PDI Act)

Recommendation

That the Ordinary General Meeting:

Requests the LGA to initiate a comprehensive review of the compliance and enforcement provisions under the *Planning, Development and Infrastructure Act 2016* (PDI Act), which should include:

- A. Sector-wide consultation to gather feedback on the challenges councils face in undertaking enforcement actions under the PDI Act;**
- B. A detailed review of the PDI Act to identify legislative shortcomings and evaluate councils' capacity to enforce compliance in a timely and cost-effective manner;**
- C. The development of stronger deterrents, particularly targeting repeat offenders;**

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D. Collaboration with the Department for Housing and Urban Development to advocate for legislative amendments that will uphold public confidence and integrity in South Australia's development system.

LGA Board of Directors Comments

This Item of Business (IoB) was tabled at the LGA Board of Directors meeting held on 26 March 2026. The item was carried.

LGA Guidelines

The Guidelines outline that all proposals will be assessed against the guiding principles in terms of their strategic importance to local government and LGA, supporting evidence, alignment with LGA's policy and resourcing requirements.

The matter raised in this Item of Business (IoB) has been assessed against these guiding principles which can be summarised in the following table:

LGA Guiding Principle	Comment
Strategic importance	The item is linked to the LGA's Strategic Plan, Strategic Driver - <i>Evolving regulatory and statutory compliance</i> and Strategy 1.1.2 to lead a long-term advocacy agenda in collaboration with members to secure policy changes and funding aligned with sector needs.
Supporting evidence	<p>The City of Mitcham wrote to LGA in mid-2025 requesting a sector wide review of compliance and enforcement under the PDI Act citing that councils are observing significant increases in non-compliance with the PDI Act such as:</p> <ul style="list-style-type: none"> • works commencing ahead of development approval • tree damaging activity • breaches of planning and development approvals and conditions. <p>The City of Mitcham, at the request of LGA Secretariat approached several councils to gauge its experiences and challenges with the current compliance legislative framework. This identified unified frustration with the</p>

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LGA Guiding Principle	Comment
	<p>current enforcement framework, its penalties and volume of contraventions occurring.</p> <p>In February 2026, LGA received a request for an IOB (Attachment 1) to be presented to the LGA Board of Directors.</p> <p>There is consensus across the sector that enforcement processes are resource intensive and excessively costly. Some councils indicated that due to the high volume of cases, they are more likely to pursue high risk matters.</p> <p>Likewise, court processes are often delayed, putting additional pressure on council. The legislative framework also doesn't have processes or a penalty regime for repeat offenders, which is a significant disincentive for unauthorised development, including tree damaging activity.</p> <p>Current legislative settings and penalties prescribed by the PDI Act provide little to no deterrent. Developers are acutely aware of the consequences and if prosecuted, offset the penalties handed down by the Environment, Resources and Development Court (Court), and pass them onto consumers.</p> <p>For example, Agenda Item 9.2 identified that the existing fines regime for tree damaging activity is significantly inadequate. Case law indicates that despite deliberate or repeat offences, penalties rarely exceed 30% of the maximum for an individual (\$120,000) or a corporation (\$600,000).</p> <p>The cumulative impact of tree loss should be considered in sentencing. Since 2007, average fines have been \$6 000 and \$7 000 or 4.6% of the maximum.</p> <p>This sentiment is shared amongst several councils with City of Port Adelaide Enfield providing a motion to specifically review this framework, noting the State Government's strategic priority of achieving 30% urban tree canopy across all councils.</p>

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LGA Guiding Principle	Comment
Alignment with LGA policy	This matter is aligned with LGA Strategic Plan Pillar 1 to lead advocacy and policy influence that advance and promote the interests of local government while strengthening the sector's reputation with partners and the community. The matter of a PDI Act and Regulations review will require significant engagement, establishment of partnerships both with councils and private legal sector and collaboration with Department for Housing and Urban Development and the Minister for Planning. This work is currently unfunded.
Resourcing	<p>The notion of reviewing and subsequently proposing changes to the PDI Act and, if needed, the relevant regulations will necessitate funding and additional resourcing.</p> <p>The resourcing required is reflected in Agenda Item 9.2 also being considered at this meeting of the Board from the City of Port Adelaide Enfield, both pieces of work could be achieved within the budget proposed of \$115,000.</p>

This matter was submitted directly to the LGA Board of Directors for consideration, as requested by the submitting council.

LGA Officer's Comments

(Officer: Sarah Elding, Planning Lead)

The PDI Act provides a framework for enforcement such as civil penalties, directions and compliance actions by designated authorities such as councils and the Accreditation Authority. These are the primary regulators for dealing with contraventions of the PDI Act and its regulations.

The current legislative framework can be an effective mechanism in addressing breaches, however the process of enforcement is excessively costly and administratively burdensome for councils, particularly where cases involve serious or repeated non-compliance.

A review of the information provided during informal engagement together with a review of the relevant statutes in the PDI Act confirms that councils have sufficient regulatory powers for a range of offences under the PDI Act. However, it is reasonable to acknowledge that

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setting maximum penalties (as opposed to minimum penalties) is not a sufficient disincentive.

Despite the substantive maximum amounts set by the current legislative framework, the Courts continue to hand down excessively low penalties compared to maximum rates. This approach rarely takes into consideration the number of contraventions the individual or corporation have amassed.

Penalties, including those for repeat offenders, have not been reviewed since the proclamation of the PDI Act.

Undertaking engagement with the planning and building sector to gather necessary intelligence on the expiation and compliance challenges, reviewing the relevant statutes under the PDI Act and making confident, legally robust recommendations will require additional resources, including input from the legal profession.

In addition, legislative change to the PDI Act must have the full support of the Department for Housing and Urban Development (the Department) and Minister for Planning (Minister). Integral to the success of any legislative change, will be ongoing engagement with the Department and Minister along with industry peak bodies.

There is a risk that despite the review and advocacy by LGA, no legislative change will occur.

Implications

Financial and resources

This activity would require funding to achieve these outputs and will need to be considered by the Board at its meeting following the OGM, should the IoB be approved. The outputs are:

Project Executive Summary	Start	End
<p>The identification of the current challenges and potential solutions for offences under the PDI Act and Regulations will necessitate funding and additional resourcing.</p> <p>To conduct a full review, identify recommendations and to engage the planning and building sector on proposed changes requires a financial investment.</p> <p>The anticipated key outputs and their budget requirements are:</p>		

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Project Executive Summary	Start	End
Project management and preparation of a Project Scope including Engagement Plan and Stakeholder Mapping.	July 2026	January 2027
Procure legal advice to: <ul style="list-style-type: none"> ○ Assist LGA to design a targeted sector- wide survey which elicits the appropriate data and evidence ○ Provide advice on the effectiveness of the current enforcement mechanisms and tools in the PDI Act, including relevant shortcomings ○ Advise on opportunities and options for legislative change to assist with repeat offenders and to provide stronger deterrence to inform the basis of LGA's advocacy approach to Premier, Minister for Local Government, Minister for Planning, and the Attorney-General. 	January 2027	June 2027
Procure engagement specialist to assist with planning and development sector practitioners and peak bodies	June 2027	August 2027

The estimated cost for this project is \$57,500. This work would be linked to the Item of Business from the City of Port Adelaide Enfield, if approved, to form a consolidated project at a total cost of \$115,000.

Risk

This activity involves risk, and a risk management plan will be developed and monitored throughout implementation. The primary risk is lack of support and endorsement of any proposed changes to PDI Act identified through the review.

There is also risk in not progressing this work, given the impact on councils and their communities, such as the cost to our environment of inappropriate development and loss of tree canopy. There is also considerable frustration from developers who do abide by the legislation and reinforces a lack of confidence in councils in not being able to take meaningful action on these issues.

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LGA General Meeting – Proposed Item of Business

The purpose of this form is to request consideration by SAROC, GAROC or the Board of Directors of an item of business to be included on the agenda of an LGA General Meeting - refer Clause 16.3.1 of the [LGA Constitution](#). Prior to submitting a proposed Item of Business, please refer to the [Considering Proposed Items of Business for LGA General Meetings Guidelines](#).

Council name	City of Mitchan
The body the item is being referred to <i>Proposals may only be submitted to the ROC of which council is a member, or to the LGA Board of Directors.</i>	Board of Directors
Subject of the proposed item of business	Review of the compliance and enforcement provisions under the Planning, Development and Infrastructure Act 2016 (PDI Act)
Proposed motion for the General Meeting	<p>That the Ordinary General Meeting requests the LGA to initiate a comprehensive review of the compliance and enforcement provisions under the <i>Planning, Development and Infrastructure Act 2016</i> (PDI Act), which should include:</p> <ul style="list-style-type: none"> • Sector-wide consultation to gather feedback on the challenges councils face in undertaking enforcement actions under the PDI Act; • A detailed review of the PDI Act to identify legislative shortcomings and evaluate councils' capacity to enforce compliance in a timely and cost-effective manner; • The development of stronger deterrents, particularly targeting repeat offenders; • Collaboration with the State Planning Commission to advocate for legislative amendments that will uphold public confidence and integrity in South Australia's development system.
Supporting information <i>Provide a summary of the issue(s), relevant background information, description of the impact on the</i>	<p>Over recent years, Administration has observed a notable increase in works commencing without the required development approval. Current legislative settings provide little to no deterrent for this behaviour. Developers are acutely aware that the only consequence</p>

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<p><i>sector and evidence that this is an item of strategic importance to local government.</i></p>	<p>for commencing unlawfully is the requirement to lodge a retrospective development application. This process effectively affords them a procedural advantage, allowing construction to progress and reducing project timelines without meaningful penalty. This practice generates significant community concern, particularly among adjoining landowners, and the existing penalties are largely ineffective in discouraging repeat offenders.</p> <p>Informal consultation with several councils indicates sector-wide frustration with the current enforcement framework under the Planning, Development and Infrastructure Act (PDI Act). Councils consistently report that enforcement processes are resource-intensive, administratively onerous, and yield limited outcomes. Additionally, councils face ongoing challenges in gathering sufficient evidence in matters such as unlawful tree-damaging activity, further undermining the capacity to enforce compliance.</p> <p>In relation to tree-damaging activity, the existing penalty regime is inadequate and fails to provide a genuine deterrent. Incidents of tree poisoning within the City of Mitcham are increasing, and stronger legislative penalties are required to meaningfully influence behaviour. The position advocated by the City of Port Adelaide Enfield is strongly supported, particularly given the strategic priority placed on protecting and enhancing urban tree canopy across all councils.</p>
<p>Regional LGA <i>(Information requested from councils in SAROC only)</i></p> <p><i>Advise if this item has been considered by your RLGA and outcome of discussion</i></p>	
<p>LGA Policy Manual</p> <p><i>Does this item require a change to the LGA Policy Manual (new policy or amendment to existing policy)?</i></p>	<p>(View LGA's Policy Manual)</p> <p>No change</p>
<p>LGA Strategic Plan reference</p>	<p>1.2.2 Coordinate statewide advocacy campaigns to highlight sector positions.</p>

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Council Contact Officer submitting form	Jamie Barrett jbarrett@mitchamcouncil.sa.gov.au Civic Governance Officer
Council Meeting minute reference and date of meeting	10 February 2026 Item 10.11
Date submitted to LGA	12 February 2026

Please return Word version of completed form to lgasa@lga.sa.gov.au.
Refer to [LGA OGM/AGM Webpage](#) in respect to deadlines for upcoming General Meetings.

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Notification of Appointment of Substitute Council Delegate for one meeting only

The purpose of this form is to notify LGA of a temporary delegate for the nominated meeting if a council's registered voting delegate is unable to vote at an LGA General Meeting.

Under the LGA Constitution (Clause 12) to be eligible for appointment as a delegate, a person must be a Council Member. Each Member may appoint a person to act as the delegate at the General Meeting.

For LGA General Meeting of	<i>(meeting date)</i>
Council name	<i>(insert Council name)</i>
Council Appointed Delegate currently on Voting Register	Mayor / Councillor <i>(insert full name)</i>
Substitute Council Delegate (appointed for the above meeting date only and <u>lapses</u> after that meeting has occurred)	Mayor / Councillor <i>(insert full name)</i>
Council Resolution	<i>(insert date & resolution no.)</i> <i>(insert council resolution)</i>
Name and Signature of Chief Executive Officer	Signature: <i>(insert CEO name)</i>
Date	<i>(insert date)</i>

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Please return completed form to lgasa@lga.sa.gov.au.

**For a permanent change to a council's appointed voting delegate please submit the
Notification of Appointment of Council Delegate form available on the [LGA website](#).**

STAFF REPORTS

Matters which have been delegated to staff but they have decided not to exercise their delegation

15.2 LOCAL GOVERNMENT ADVICE SCHEME CONSULTATION

Responsible Executive Manager : Luke Culhane

Report Author : Luke Culhane

Delegated Authority : Matters which have been delegated to staff but they have decided not to exercise their delegation

Attachments :
1. Local Government Advice Scheme 2026 - Consultation Paper
2. Submission to the Local Government Advice Scheme 2026 - Consultation Paper

PURPOSE

The purpose of this report is to provide a submission to the Essential Services Commission of SA (ESCOSA) on the Local Government Advice Scheme 2026 - Consultation Paper.

STAFF RECOMMENDATION

1. Council endorses the Submission to the Local Government Advice Scheme 2026 - Consultation Paper (Attachment 2).
2. Council authorises the CEO to make further minor amendments to the Submission to the Local Government Advice Scheme 2026 – Consultation Paper (Attachment 2) that do not alter the intent of the submission.

EXECUTIVE SUMMARY

ESCOSA is engaging Councils in the proposed framework and approach for the second four-year cycle of the Local Government Advice Scheme.

Council staff have prepared a submission that is supportive of the proposed framework and approach, however, highlights the need for the framework to consider high growth councils and debt funding growth related infrastructure and impacts on long-term financial sustainability.

1. BACKGROUND

On 30 April 2022, amendments to the *Local Government Act 1999* came into operation and introduced an advisory scheme.

Under the Scheme, the ESCOSA is an advisory body, providing independent, risk-based advice to assist councils when making long-term financial and investment decisions for the benefit of ratepayers.

The State's 68 councils are subject to the scheme. The 68 councils were allocated across four (4) tranches to be reviewed over a four-year cycle. The City of Playford was reviewed during 2023-24.

2. RELEVANCE TO STRATEGIC PLAN

This report supports our decision-making filters in in the Strategic Plan 2025-2028:

- We will ensure we meet our legislative requirements and legal obligations.
- We will stick to our Finance Strategy to achieve long-term financial sustainability while still delivering planned services, responsibly managing debt and promoting the growth of the city.

3. PUBLIC CONSULTATION

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

4. DISCUSSION

- 4.1 The Local Government Advice Scheme 2026 - Consultation Paper (Attachment 1) sets out ESCOSA's proposed framework and approach for the second four-year cycle of the Local Government Advice Scheme. The second cycle will operate from 2026-27 to 2029-30.
- 4.2 The Local Government Advice Scheme 2026 - Consultation Paper (Attachment 1) invites views on the design choices that will shape how that cycle operates. The proposed refinements for the second cycle (build on the integrated observed practices), that is, recurring themes, issues and opportunities to assist councils to improve practices to better serve their communities.
- 4.3 An extension to the consultation has been provided by ESCOSA to Friday 12 June 2026. A final framework and approach is expected to be published in early August 2026.
- 4.4 A draft submission from the City of Playford to the Local Government Advice Scheme 2026 - Consultation Paper has been prepared (Attachment 2). The draft submission is supportive of the framework and approach however, highlights to ESCOSA the need for the framework to consider high growth councils and debt funding growth related infrastructure and impacts on long-term financial sustainability.
- 4.5 Stakeholder feedback will be published, unless marked confidential, along with the final framework and approach.

5. OPTIONS

Recommendation

1. Council endorses the Submission to the Local Government Advice Scheme 2026 - Consultation Paper (Attachment 2).
2. Council authorises the CEO to make further minor amendments to the Submission to the Local Government Advice Scheme 2026 – Consultation Paper (Attachment 2) that do not alter the intent of the submission.

Option 2

1. Council endorses the Submission to the Local Government Advice Scheme 2026 - Consultation Paper (Attachment 2) with the following amendments:

- _____
- _____
- _____

2. Council authorises the CEO to make further minor amendments to the Submission to the Local Government Advice Scheme 2026 – Consultatin Paper (Attachment 2) that do not alter the intent of the submission.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The staff recommendation will provide a submission in the form of a letter to the ESCOSA Local Government Advice Scheme 2026 - Consultation Paper. The proposed submission generally supports the framework and approach, however, provides specific feedback for the framework to recognise the role of debt in enabling growth and intergenerational infrastructure delivery.

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 inform ESCOSA of the community's long-term aspirations as articulated in the Playford Community Vision 2043. In line with Council's low appetite for reputational risk, it is important that the decision supports Council's credibility and reputation, achievement of its strategic objectives and long-term vision, and its ability to maintain its position as a progressive and major growth Council.

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

This option allows for amendments to be made to the submission.

6.2.2 Financial Implications

There are no financial or resource implications.

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Advice

Local Government Advice Scheme Second Cycle: Framework and Approach

CONSULTATION DRAFT

April 2026

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Enquiries concerning this consultation paper should be addressed to:

Essential Services Commission
GPO Box 2605
Adelaide SA 5001

Telephone: (08) 8463 4444
Freecall: 1800 633 592 (SA and mobiles only)
E-mail: escosa@escosa.sa.gov.au
Web: www.escosa.sa.gov.au

The Essential Services Commission is an independent statutory authority with functions in a range of essential services including water, sewerage, electricity, gas, rail and maritime services, and also has a general advisory function on economic matters. For more information, please visit www.escosa.sa.gov.au.

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Glossary of terms

Commission	Essential Services Commission, established under the Essential Services Commission Act 2002
ESC Act	Essential Services Commission Act 2002
LG Act	Local Government Act 1999
LTFP	Long-term financial plans
IAMP	Infrastructure and asset management plan
Scheme	Local Government Advice Scheme
SMP	Strategic Management Plan
Relevant Matters	As specified in section 122 of the Local Government Act 1999

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1 Executive summary

This consultation paper sets out the Essential Services Commission's (**Commission**) proposed Framework and Approach for the second four-year cycle of the Local Government Advice Scheme (**scheme**), to operate from 2026-27 to 2029-30, and invites views on the design choices that will shape how that cycle operates.

It draws on the Commission's experience over the first cycle, including the advice provided to all 68 councils and the observed practices that emerged across the sector, and explains how the Commission proposes to efficiently evolve the scheme for the next cycle while continuing to fulfil its statutory functions under section 122 of the *Local Government Act 1999* (**LG Act**).

The proposed refinements for the second cycle build on that advice and integrate the observed practices - that is, recurring themes, issues and opportunities - to assist councils to improve practices to better serve their communities.

1.1 Overview

During the first cycle (2022-26), the Commission assessed all 68 councils, across four tranches, which in addition to providing those councils with advice, was also designed primarily as a baseline-building exercise. Through that cycle, the Commission identified material and recurring themes around the quality of asset management and depreciation practices, the alignment between long-term financial plans and infrastructure and asset management plans, the transparency of planning assumptions and rate-setting rationale, the management of cash reserves, and the tension between new capital expenditure and renewal obligations. These first-cycle findings inform the Commission's proposals for the second cycle.

The proposed approach builds on the scheme's fundamental purpose, to promote change that leads to improved community outcomes. The scheme operates through the mechanism of transparency: by publishing independent, evidence-based assessments, the Commission creates a foundation for informed debate between councils and their communities.

The second cycle represents a test of whether this theory of change is working: whether the baseline established in the first cycle has prompted councils to strengthen their practices, and whether communities are better informed as a result. This paper invites stakeholders' views on whether this framing appropriately captures the scheme's purpose and on the role that transparency and public accountability should play in driving improved practice.

The Commission has also identified a fundamental risk to communities: that councils may not engage with 'the basics' of responsible financial management. The Commission defines these basics as three interrelated disciplines:

- ▶ understanding the services that the community values and the level at which they are provided
- ▶ understanding the full lifecycle cost of delivering those services, including asset maintenance, renewal and replacement, and
- ▶ communicating transparently with ratepayers about the relationship between services, costs and rates.

Where councils do not do this foundational work, they risk defaulting to leveraging their rate-setting power in ways that are disconnected from any rigorous assessment of what is needed. The Commission invites views on whether this characterisation is accurate and whether the second cycle should give particular prominence to assessing councils' engagement with these fundamentals.

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In terms of assessment design, the Commission proposes three assessment areas for the second cycle building on - but not repeating - the foundational base-line work done in the first cycle:

- ▶ how each council has addressed recommendations in the Commission's previous advice
- ▶ any material changes in the council's context, circumstances and Long-Term Financial Plan since the first-cycle assessment, and
- ▶ the council's performance against a set of observed practices benchmarks (as published by the Commission).

To give effect to this revised focus, councils would be required to provide written statements addressing the first two of these areas, allowing them to comment on and explain those matters themselves in the first instance. In relation to the observed practices framework, the Commission will assess the information available to it (which will substantially comprise the public documents that councils should already produce) and assess the extent to which each council faces risks in relation to the various elements set out in the framework.

The Commission also proposes a refined set of five assessment categories applied through both a current and a forecast assessment for each council:

- ▶ Sustainable
- ▶ Mostly sustainable
- ▶ At risk
- ▶ Materially at risk
- ▶ Unsustainable

The Commission acknowledges that assignment to these categories involve a substantial element of independent judgment rather than mechanical scoring, while maintaining internal protocols to ensure consistency. It invites views on the clarity and gradation of these categories, the merits of the dual current-and-forecast approach, and the appropriate safeguards for consistency and fairness.

The Commission has also addressed information requirements, proposing to retain the first-cycle requirements (as established under the LG Act and the Commission's current Guideline) supplemented by the new written statements.

The Commission's view is that the delivery of the second cycle of the scheme will embed efficiencies gained during round one, and will continue to focus on providing advice in a manner that reflects its lowest sustainable costs. The Commission will provide further information about fees for the second cycle of the scheme as the final Framework and Approach develops, through this consultation.

1.2 About the Commission

The Commission is a statutory authority established as an independent economic regulator and advisory body under the *Essential Services Commission Act 2002* (**ESC Act**).

The Commission has economic regulatory responsibility in the water, sewerage, electricity, gas, rail and maritime services, and a general advisory function on regulatory and economic matters. The ESC Act and various industry Acts together provide the Commission with those regulatory and advisory powers and functions.

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Under the ESC Act the Commission has the primary objective of:

'... protection of the long-term interests of South Australian consumers with respect to the price, quality and reliability of essential services'.

1.3 About the Local Government Advice scheme

On 30 April 2022, amendments to the LG Act came into operation (the amendments). They introduced an advisory scheme that aims to give ratepayers confidence that the rates they pay are set at the level necessary for their council to provide the services they value. The Commission is the advisory body. The State's 68 councils are subject to the scheme.¹ The amendments give the Commission discretion in relation to scheme design and implementation. The Commission consults on a proposed Framework and Approach for the next four years of the scheme, and, after taking into account comments received, will publish a final Framework and Approach.

The Framework and Approach builds on documents that councils are already required to have under the LG Act: their long-term financial plans (LTFP) and their infrastructure and asset management plans (IAMP). The focus of the scheme is that the Commission must advise on material changes made or proposed to be made to councils' LTFPs and IAMPs (and a council's reasons for those changes), if any, and revenue sources outlined in the LTFPs. These are referred to in the LG Act as 'Relevant Matters'. The Commission also has discretion to advise on other issues concerning LTFPs or IAMPs.

The legislation provides for two methods for the Commission to receive the information on which its advice will be based. The first method is by way of a schedule determined and published by the Commission under which councils are required to provide information on Relevant Matters. The other is a power to require a council to provide information that the Commission reasonably requires to provide the advice.

It is an advisory scheme, rather than a compulsive one. The scheme provides advice only, with decision making in the hands of the councils. This means that the Commission cannot require councils to follow the advice. However, the scheme requires both the Commission and councils to publish the advice and, if a council wishes to respond to the advice, that council must publish that response in its annual business plan. The advice to be provided under the scheme will provide independent and transparent information on matters which will be key to those discussions and decisions. The advice will also provide to ratepayers and other interested stakeholders an independent consideration of a council's plans, thereby adding value across local communities.

1.4 Request for submissions

The Commission invites submissions from councils, ratepayer groups, the Local Government Association of South Australia, professional bodies, interested members of the public and any other parties who wish to contribute to the development of the scheme for its second cycle.

The Commission has posed specific consultation questions throughout this paper, but stakeholders are welcome to comment on any aspect of the proposals. All questions are collected in Chapter 2 for ease of reference.

Submissions should be provided by **Friday, 22 May 2026** to advice@escosa.sa.gov.au. Unless a submission is marked as confidential, it will be published on the Commission's website.

The final Framework and Approach, incorporating stakeholder feedback, is expected to be published in July 2026.

¹ For full scheme details, refer *Local Government Act 1999*, section 122, available at: [Local Government Act 1999 | South Australian Legislation](#)

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2 Summary of consultation questions

The Commission has posed specific consultation questions throughout this paper. They are collected here for ease of reference. Stakeholders are welcome to respond to any or all of these questions, and to raise any additional matters they consider relevant.

Number	Question
Question 1	Are there aspects of the advisory model that could be strengthened to improve its effectiveness while preserving councils' decision-making autonomy?
Question 2	In what ways has the scheme's first cycle promoted change in council's approach, and what could be done to strengthen the scheme's capacity to drive sustained improvements in financial management practices and community outcomes?
Question 3	Should the Commission maintain a four-year rotational schedule on the same basis as the first round – so that councils have a consistent four year cycle? If not, why not?
Question 4	Was the information gathered and the advice given in the first cycle appropriate and proportionate? Are there ways in which they could be streamlined or improved for the second cycle?
Question 5	Are there additional themes or observed practices that the Commission should address in an updated version of the Observed Practices document? ² Are there areas where the Commission's observations could be strengthened with additional data, benchmarking or analysis?
Question 6	To what extent have councils found the first-cycle advice and the Observed Practices document useful in informing their planning and decision-making? What could be done to increase the practical value of the Commission's outputs?
Question 7	Does the Commission's characterisation of 'the basics' - understanding what the community values, the full lifecycle cost of delivery, and transparent communication to ratepayers - adequately capture the foundational disciplines that the scheme should promote? Are there other foundational practices that should be given similar prominence?
Question 8	Do stakeholders consider that the three proposed assessment areas provide an appropriate framework for the second cycle? Are there additional areas that the Commission should consider?
Question 9	Is the proposal to require written statements from councils in relation to Assessment Areas 1 and 2 reasonable and proportionate? What guidance would be helpful in relation to the content and format of those statements?
Question 10	Which characteristics should be considered by the Commission to take account of the significant diversity among South Australian councils when applying the observed practices benchmarks in Assessment Area 3?
Question 11	Are there emerging issues, beyond those identified above, that the Commission should consider in the second cycle of the scheme?

² Available at: [Local Government Observed Practices report](#)

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Number	Question
Question 12	Are the proposed five assessment categories clear, meaningful and appropriately graduated? Should any categories be added, removed or redefined?
Question 13	Is the approach of providing both a current and a forecast assessment appropriate? Are there risks or benefits that the Commission should consider in adopting this dual-assessment approach?
Question 14	Are the proposed information requirements for the second cycle appropriate and proportionate? Are there additional information items that the Commission should require, or existing items that could be removed or streamlined?
Question 15	What guidance would be most helpful to councils in preparing the two written statements? Are there particular areas where councils would benefit from worked examples or templates?
Question A1	Is the analytic framework set out in this appendix clear and comprehensive? Are there additional analytic considerations that the Commission should incorporate?
Question A2	Are the seven dimensions proposed for Assessment Area 3 (observed practices) the right dimensions? Should any be added, removed or refined?

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3 The Local Government Advice Scheme

Through amendments to the *Local Government Act 1999* (**LG Act**), which came into operation on 30 April 2022, the South Australian Government enacted a Local Government Advice Scheme (**scheme**). Under the scheme, the Commission is responsible for the provision of advice to councils, relating to the appropriateness of long-term financial plans, infrastructure and asset management plans, and revenue sources as outlined in the council's funding plan. It is also responsible for developing and administering the scheme.

The scheme benefits ratepayers by informing councils' decision-making processes, affording ratepayers increased transparency and greater confidence that council operations are being undertaken on a long-term financially sustainable basis.

Importantly, the scheme expressly recognises the ability of councils and their ratepayers to make decisions on the level and scope of services that the community might desire and for which it may be willing to pay. The advice provided under the scheme provides independent and transparent information on matters which will be able to enable and facilitate those discussions and decisions. The advice also provides ratepayers and other interested stakeholders an independent consideration of a council's plans over the long term, thereby adding value across local communities.

The scheme is advisory rather than compulsory. The Commission cannot require councils to follow its advice, and decision-making on rates, services and investment remains in the hands of each council. However, the LG Act requires both the Commission and councils to publish the advice. If a council wishes to respond to the advice, it must publish that response in its annual business plan.

These transparency requirements are a central feature of the scheme's design: the purpose of the advice is not to direct councils, but to ensure that ratepayers and other stakeholders have access to independent analysis that enables, facilitates and informs public discussion about council rates and financial management.

3.1 Scheme overview

Councils are long-term businesses with ongoing service provision obligations and long-lived assets. From an overall community perspective, it is important that council rates are set as low as possible, while councils continue to:

- ▶ provide the standard and breadth of services that ratepayers value and rely on for the long term
- ▶ maintain and invest in the infrastructure and assets necessary to support those services, and
- ▶ have robust, long-term asset management, financing and operational plans that allow them to manage their infrastructure and assets efficiently and effectively over the long term, to sustain the delivery of services and minimise their lifetime cost.

In that context, the advice relates to the appropriateness of councils' long-term financial plans (**LTFP**), infrastructure and asset management plans (**IAMP**) and revenue sources as outlined in funding plans. It is an advisory scheme, identifying both risks and areas of good practice for councils to consider, with decision-making remaining in the hands of the councils.

Under the scheme³, a council which is to receive advice from the Commission must, on or before 30 September in the prior year, provide to the Commission all relevant information on the following matters (the **Relevant Matters**) in accordance with guidelines determined by the Commission (if any):

³ For full scheme details, refer *Local Government Act 1999*, section 122, available at: [Local Government Act 1999 | South Australian Legislation](#)

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- ▶ material amendments made or proposed to be made to the council's LTFP and IAMP and the council's reasons for those amendments
- ▶ revenue sources outlined in the funding plan (being a component of the LTFP), and
- ▶ any other matter prescribed by the regulations.

Following the provision of information by a council, the Commission, on or before 28 February:

- ▶ **must** provide advice to the council on the appropriateness of the *Relevant Matters* (as defined above) in the context of the council's LTFP and IAMP, and
- ▶ **may** if the Commission considers it appropriate having regard to the circumstances of a particular council, provide advice in relation to any other aspect of the council's LTFP and IAMP.

In providing advice under this section, the Commission:

- ▶ **must** have regard to the following objectives:
 - the objective of councils maintaining and implementing LTFPs and IAMPs, and
 - the objective of ensuring that:
 - the financial contributions proposed to be made by ratepayers under the council's LTFP are appropriate, and
 - any material amendments made or proposed to be made to these plans by the council are appropriate.
- ▶ **may** have regard to any information or matter the Commission considers relevant (whether or not such information or matter falls within the ambit of the matters defined as *Relevant Matters*).

A council must ensure that the advice provided by the Commission under the scheme, and any response of the council to that advice, is published in the council's annual business plan (both the draft and adopted annual business plan) in the relevant financial year and each subsequent financial year (until the next relevant financial year for that council).⁴

3.2 Information provision

The scheme provides two methods for the Commission to obtain information it requires.

First, under section 122(1e) of the LG Act, a council must provide to the Commission all relevant information on **Relevant Matters** on or before the end of September in the relevant financial year (and, if the Commission has made guidelines, then the council must follow those guidelines in doing so).

Second, under section 122(1j), the Commission can require a council to provide information in that council's possession, where the Commission reasonably requires that information for the performance of its functions.

Guidance on information provision, for the first four years of the scheme, is available on the Commission's website.⁵

⁴ The 'relevant financial year' is the year in which a council receives advice under the scheme.

⁵ Available at: [ESCOSA - Guidance on Local Government Advice](#)

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3.3 Financial sustainability

The LG Act provides for a cycle of planning, aimed at embedding financial sustainability into a council's planning processes. It requires that a council must ensure the sustainability of its long-term financial performance and position.⁶ Councils also need to have a Strategic Management Plan (SMP), including a LTFP and an IAMP, with both covering a period of at least ten years.⁷ A council's Audit Committee must provide input to any review of SMPs.

Regulation 5(1) of the *Local Government (Financial Management) Regulations 2011* requires that a LTFP must include:

- ▶ a summary of proposed operating and capital investment activities presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances, and
- ▶ estimates and target ranges adopted by the council in each year of the LTFP, with respect to an operating surplus ratio, a net financial liabilities ratio, and an asset renewal funding ratio, presented in a manner consistent with the note in the Model Financial Accounts entitled Financial Indicators.

Further, the LTFP must include a statement⁸ setting out the purpose of the LTFP, the basis on which it has been prepared (including key assumptions) and the key conclusions which may be drawn from the estimates, proposals and other information in the LTFP.

The LG Act requires an annual review of LTFPs.⁹ As part of that review, a council's Chief Executive Officer must report on the council's financial sustainability.¹⁰

IAMPs are to be updated within two years after each general election of the council.¹¹

3.4 An advisory model: the rationale

The choice of an advisory model for the scheme reflects several important considerations. Councils are constitutionally and democratically accountable to their communities through elections. They are required to prepare and publish LTFPs, IAMPs and annual business plans and budgets under the LG Act. The role of the Commission is not to substitute its judgment for that of councils, but rather to provide an independent lens through which the quality, coherence and sustainability of those plans can be assessed and communicated to the community.

The Commission's experience over the first cycle has reinforced the value of this approach. Councils operate in extraordinarily diverse circumstances: from large metropolitan councils serving hundreds of thousands of residents to small outback councils managing vast geographic areas with very small populations. A prescriptive or regulatory model would likely struggle to accommodate this diversity. The advisory model allows the Commission to tailor its analysis and recommendations to the specific circumstances of each council, while maintaining a consistent analytical framework across the sector.

The transparency mechanism, requiring publication of both the advice and any council response, is the principal means by which the scheme exerts influence. Its effectiveness depends on the quality and accessibility of the advice, on the extent to which ratepayers and local media engage with it, and on the degree to which councils treat the advice as a genuine prompt for reflection and action. The

⁶ Section 8.

⁷ Section 122 (1a)

⁸ This statement must be expressed in plain English and must avoid unnecessary technicality and excessive detail.

⁹ Section 122 (4)(a)

¹⁰ Section 122 (4a)(a)

¹¹ Section 122 (4)(b)

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Commission intends, in the second cycle, to strengthen the accountability mechanisms within the advisory model without departing from its fundamental character.

3.5 Improved outcomes for communities

It is important to be explicit about the purpose of the scheme in a way that goes beyond its statutory description. The scheme exists to **drive change in councils** that leads to **improved outcomes for communities**. The mechanism by which it does so is not regulatory compulsion - the Commission has no power to direct councils - but rather the creation of an informed, transparent environment in which councils are accountable to their communities for the quality of their financial stewardship.

This theory of change rests on a straightforward proposition. When an independent body publishes a candid assessment of a council's financial sustainability, asset management, rates trajectory and its effectiveness in planning and delivery in relation to those matters, and when that assessment is readily accessible to ratepayers, elected members, local media and other stakeholders, it changes the dynamics of the local conversation about council performance. It provides communities with an evidence base they did not previously have. It makes it harder for underperformance to go unnoticed or unaddressed. And it gives councils that are performing well the recognition and validation that their practices deserve.

The Commission's experience over the first cycle suggests that this mechanism is working, but unevenly. Some councils have engaged constructively with the advice, treating it as a genuine prompt for reflection and improvement. Others have treated the requirement to publish the advice and their response as a compliance exercise, with limited evidence of substantive engagement with the underlying issues. The effectiveness of the scheme ultimately depends on whether it succeeds in shifting the behaviour of councils towards better practices and, in particular, towards the foundational disciplines of understanding what their communities value, what it costs to deliver those services sustainably, and how to communicate those costs honestly and transparently to ratepayers.

This is a thread that runs through the entirety of this consultation paper. When the Commission discusses assessment categories, information requirements, or analytical frameworks, it does so with the understanding that these are instruments in the service of a larger objective: improving the quality of financial stewardship in local government, for the long-term benefit of the communities that councils serve. The scheme's value is not measured by the number of reports it produces, but by the extent to which it promotes the transparency, debate and accountability that support change and improved outcomes for communities.

3.6 What success looks like: the outcomes the scheme is seeking

If the scheme is working as intended, over the course of the second cycle the Commission expects to see a positive observable shift for ratepayers. At the most fundamental level, the Commission expects to see evidence that councils are doing the foundational work that underpins sound financial stewardship; that is, understanding the services their communities value and the standard at which they are provided, understanding the full lifecycle cost of delivering those services, and communicating honestly and transparently with ratepayers about the relationship between the two.

These are the disciplines described elsewhere in this paper as 'the basics', and progress against them is the most important measure of the scheme's impact.

More specifically, the Commission expects to see improvements in the quality and internal consistency of councils' LTFPs and IAMPs, such that these documents function as genuine planning instruments rather than compliance artefacts. The Commission expects to see councils engaging seriously with the asset valuation and depreciation issues identified in the first cycle, moving towards practices that reflect the real cost of maintaining and renewing their asset bases over time. The Commission expects to see rate-setting that is grounded in a transparent relationship between the services a council

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provides and the cost of providing them, and that councils are able to articulate that relationship clearly to their communities when rates are set.

At the community level, the Commission expects to see evidence that the scheme's published advice is being used - by ratepayers, by elected members, by local media, and by other stakeholders - as a basis for informed engagement with councils about their financial management. The value of transparency is only realised when the information it produces is actually picked up and used. A successful scheme would be one in which the Commission's advice contributes to a richer, more evidence-based local conversation about council performance and priorities.

The Commission recognises that these are ambitious objectives, and that progress is likely to be varied across 68 councils operating in very different circumstances. The second cycle is not expected to resolve every challenge identified in the first. However, the Commission's view is that setting out these expectations clearly, and then being candid in its published advice about where progress is and is not being made, is itself an important part of the transparency that the scheme is designed to promote. The Commission intends to report publicly on the scheme's overall impact at the conclusion of the second cycle, drawing on the evidence gathered across all four years of advice.

3.7 Consultation questions

Question 1

Are there aspects of the advisory model that could be strengthened to improve its effectiveness while preserving councils' decision-making autonomy?

Question 2

In what ways has the scheme's first cycle promoted change in council's approach, and what could be done to strengthen the scheme's capacity to drive sustained improvements in financial management practices and community outcomes?

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4 The first cycle: establishing the baseline

4.1 Design and intent of the first cycle

The first four-year cycle of the scheme, from 2022-23 to 2025-26 established a comprehensive, data-driven baseline for the financial and asset management performance of all 68 councils.

The scheme provides a systematic, independent and publicly available assessment of the financial sustainability of individual councils in South Australia, under a consistent framework for evaluating the quality and coherence of councils' long-term financial and asset management plans.

The Commission approached the first cycle with a focus on building an evidence base. It collected and analysed historical financial data going back ten years for each council, sourcing this material from public records and council websites wherever possible. It developed financial reporting templates, pre-populated with historical data, to ensure a consistent basis for analysis.

It established an analytical framework centred on the nationally agreed definition of financial sustainability for the local government sector, which holds that a council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

The Commission considered financial sustainability in the context of three sustainability elements developed by the local government sector itself:

- ▶ **program stability** (the provision of reliable quality services over time)
- ▶ **rate stability** (charging ratepayers reasonably to fund those services), and
- ▶ **intergenerational equity** (ensuring that the costs of services and assets are shared fairly between current and future ratepayers).

These elements remain foundational to the Commission's approach.

4.2 The schedule of councils

The 68 councils were allocated across the four years of the first cycle using a representative sample methodology, rather than a random draw. This ensured that the cohort of councils reviewed in each year was balanced and representative of the sector's diversity, taking into account the Australian Classification of Local Governments categories, geographic spread, and membership in the State's six Local Government Regional Associations. The schedule was:

- ▶ Tranche 1 (2022-23): 15 councils, with advice published in February 2023
- ▶ Tranche 2 (2023-24): 17 councils, with advice published in February 2024
- ▶ Tranche 3 (2024-25): 17 councils, with advice published in February 2025
- ▶ Tranche 4 (2025-26): 19 councils, with advice published in February 2026

For the second cycle, the Commission proposes to maintain a four-year rotational schedule on the same basis as the first round, so that councils have a consistent four year cycle and time to take into account the Commission's recommendations in future decision making.

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4.3 Consultation questions

Question 3

Should the Commission maintain a four-year rotational schedule on the same basis as the first round – so that councils have a consistent four year cycle? If not, why not?

4.4 Information gathering and the advice

The information requirements for the first cycle were established through the Commission's Framework and Approach and a series of annual Information Provision Guidelines. Councils were required to submit key documents by 15 August in their relevant year, including their current LTFP, IAMP, CEO financial sustainability report and audit committee report, and to provide information on material amendments to their strategic management plans, revenue sources and a financial reporting template by 30 September.

The Commission supplemented this information with its own research, including analysis of historical financial data from financial statements, review of council websites and published plans, and engagement with individual councils through meetings and correspondence. This approach was designed to be thorough but proportionate, and the Commission acknowledges the significant effort that councils invested in cooperating with the process during the first cycle.

Each council received a detailed advice report. While the form of the advice evolved over the 4-year cycle, the content of each advice identified areas of strength, areas of risk, and provided each council with specific recommendations. Every advice report was published in full on the Commission's website, and councils were required to include the advice in their draft and adopted Annual Business Plans and Budgets from the following financial year.

4.5 Consultation questions

Question 4

Was the information gathered and the advice given in the first cycle appropriate and proportionate? Are there ways in which they could be streamlined or improved for the second cycle?

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5 Outcomes and observations from the first cycle

5.1 Overview of sustainability assessments

Over the first cycle, the Commission formed a sustainability assessment for each council based on its historical performance, current financial position and forward projections. These assessments revealed a mixed picture across the sector. To illustrate, the fourth tranche of councils produced the following distribution:

- ▶ six councils were assessed as currently sustainable
- ▶ seven councils were assessed as mostly sustainable
- ▶ six councils were assessed as potentially unsustainable, marginally unsustainable, or unsustainable

When the Commission looked at the forward projections for those same councils over the next 10-year period, the outlook was somewhat less favourable: five were likely to remain sustainable, five were likely to be mostly sustainable, and nine were likely to be potentially unsustainable or unsustainable. A similar distribution of outcomes was observed across the first two tranches, though the specific proportions varied.

These findings indicate that a significant proportion of South Australian councils face current and emerging risks to their long-term financial sustainability. The Commission emphasises that these assessments are not intended to be punitive; rather, they are intended to provide an honest, evidence-based picture that supports informed decision-making by councils, ratepayers and policymakers.

5.2 Recurring themes from the advice

Across all four tranches, recurring themes emerged from the Commission's advice to individual councils. These themes were not universal, and not every theme applied to every council, but they recurred with sufficient frequency to constitute sector-wide patterns warranting attention.

5.2.1 Effective asset management as a persistent challenge

The most prominent and recurring theme across all tranches was the challenge of effective asset management. The Commission observed that asset management continues to challenge many councils, with specific issues, including:

- ▶ an insufficient understanding of current asset values, condition and remaining useful lives
- ▶ inadequate alignment between IAMPs and LTFPs, and
- ▶ inadequate maintenance, renewal and replacement practices to optimise asset life and costs.

A particularly concerning pattern was the tendency of some councils to allow significant backlogs of asset renewal and replacement to build up, sometimes while prioritising the development of new or upgraded assets. This creates a compounding financial risk: when existing assets are allowed to deteriorate, the eventual cost of renewal is often higher than it would have been had timely maintenance and replacement occurred, and councils can find themselves unable to maintain either their existing assets or their new ones.

At the individual council level, this manifested in specific ways. Some councils had asset management plans based on valuations carried out five or more years ago, posing a risk that depreciation expenses, asset renewal and replacement costs are underestimated in the current economic climate. Others had not completed asset management plans for all categories of their assets or had plans that did not

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adequately reflect community input on desired service levels. The Commission consistently recommended that councils review their depreciation assumptions and asset valuation data, ensure that their asset management plans are comprehensive and current, and align those plans with their LTFPs.

5.2.2 The tension between new capital expenditure and renewal

Closely related to the asset management theme was a pattern of councils pursuing new or upgraded assets at the expense of renewing their existing asset base. The Commission observed that some councils appear to favour building new facilities while allowing existing infrastructure to deteriorate: a common problem in local government. The Commission advised councils to assess the development of new and upgraded assets while considering and balancing rates affordability, future financial liabilities, and the prioritisation of asset renewal and replacement.

The question of intergenerational equity featured prominently in this context. New assets that will serve future generations should, in the Commission's view, be financed in ways that spread the cost equitably over time, including through the judicious use of debt with repayment periods that reflect the useful life of the asset. Conversely, the renewal of existing assets should not be deferred in ways that shift costs unfairly to future ratepayers.

Achieving the right balance requires councils to maintain robust and realistic long-term capital expenditure plans, with clear disclosure of the assumptions underpinning those plans.

5.2.3 Financial sustainability and operating performance

The Commission observed some councils experiencing multiple years of forecast operating deficits without a clear plan to return to financial sustainability. In some cases, the underlying causes were structural; for example, a council whose revenue base had not kept pace with growth in service delivery costs, or whose asset base had expanded without a corresponding increase in the revenue needed to maintain it.

In other cases, the causes were more specific; for example, the impact of particular capital projects, or assumptions about inflation or population growth that had not been updated in light of changed circumstances.

The Commission also observed cases where councils were not fully complying with the requirements of the LG Act in their financial management practices. While the Commission's role does not extend to compliance enforcement, these observations underscored the importance of robust internal governance and audit processes in supporting financial sustainability.

5.2.4 Transparency and the quality of planning assumptions

A consistent refrain across individual council advice was the need for greater transparency in how councils prepare their financial plans. The Commission regularly recommended that councils clearly identify their inflation assumptions, explain the basis for revenue and expenditure projections, and disclose material changes to capital expenditure forecasts.

The Commission observed from the first tranche that it is positive for councils to align their annual business plans and budgets with their LTFPs, as this allows the impacts of decisions taken through the annual budgeting process to be understood in a long-term financial context. However, this practice was not yet embedded across the sector.

The Commission further observed that, as any council can be impacted by external events such as natural disasters, it is prudent for councils to have processes to annually reassess the forecasts adopted in their planning and operational documents. By the second tranche, the Commission noted

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that while some councils do this effectively, it did not yet appear to be a practice which is embedded across the sector.

5.2.5 Rates, affordability and cost control

Across all tranches, the Commission consistently returned to the question of whether rates are affordable and whether councils are doing enough to constrain costs. The Commission observed insufficient transparency around forecast rate increases and the underlying assumptions, and emphasised that future rate expectations need to take account of affordability for ratepayers, particularly where the current economic climate is putting more pressure on many communities' capacity to pay.

The Commission urged councils to constantly review their internal costs with a view to finding efficiencies and savings to keep rates as low and affordable as possible over the long term, while demonstrating a commitment and ability to meet community needs and value.

At the individual council level, the Commission recommended that councils report on actual and projected cost savings, demonstrate efficiency in operations and service delivery, and consider limiting above-inflation rate increases. For growing councils, the challenge of financing growth-related infrastructure while managing rates affordability was a particular focus, with the Commission noting the importance of ensuring that the cost of growth is shared equitably across generations.

5.2.6 Cash reserves and the use of debt

The Commission noted a tendency among some councils for over-accumulating cash reserves without a clear reason. Holding excessive cash while simultaneously imposing high rates on ratepayers is not, in the Commission's view, in ratepayers' interests.

The Commission advised that councils should obtain ratepayers' views on their cash reserves policy, in conjunction with independent advice on appropriate minimum cash balances. At the same time, the Commission supports the judicious use of debt for new infrastructure, to spread the cost more equitably across the community over time.

This is a nuanced position: the Commission is not advocating imprudent borrowing, but rather recognising that borrowing can be a more equitable financing mechanism for long-lived assets than requiring current ratepayers to fund the full cost upfront.

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6 Local Government Observed Practices

Following the completion of the first three tranches, the Commission published a Local Government Observed Practices document¹² that synthesised the recurring themes, issues and opportunities observed across the 49 councils reviewed to that point. The document identified areas of good practice as well as areas of risk, and provided councils with suggested approaches to responding to those risks. The Commission intended this document to serve a dual purpose: to provide a resource for all 68 councils and to inform broader sector discussions about financial management and asset planning practices.

The Commission observed that councils that are performing well generally have in place robust and effective behaviours, strategies and practices across several dimensions, including strategic planning, financial management, asset management and community engagement. The Observed Practices document also identified a range of practices that, where they arise, present risks to a council's financial sustainability and to the interests of its ratepayers.

The Commission's intention is that the Observed Practices document will serve as an important reference point for the second cycle of the scheme, and the Commission proposes to use it as a benchmark against which councils will be assessed in the second cycle. The Commission will update and refine the document as its experience deepens, and welcomes feedback on the observed practices as part of this consultation.

6.1 Strategic management governance as the enabling condition

The Commission considers it important to identify a more fundamental observation that cuts across the four tranches. The recurring issues identified above - in asset management, capital planning, financial transparency, cash reserve management, rate-setting and legislative compliance - are distinct challenges, but they share a common feature: they are all areas in which councils with robust strategic management governance frameworks tend to perform materially better than councils without them.

As outlined in the Observed Practices document, governance, in this context, includes adhering in all respects to the Strategic Management Plan requirements of the *Local Government Act 1999*. The Commission's view is that complying with mandatory legislative requirements is an important step for all councils, to ensure that they apply sound principles of governance in managing their performance and risk, and to achieve and maintain financial sustainability.

The Commission's experience across all four tranches suggests that the quality of a council's strategic management governance is the single most important determinant of its capacity to manage the full range of financial sustainability challenges it faces.

Robust governance, in the Commission's observation, is characterised by a culture in which decisions are informed by evidence, in which assumptions are tested and challenged before they are embedded in plans, in which long-term consequences are weighed alongside short-term pressures, and in which there is genuine accountability for outcomes rather than merely for process compliance.

It is reflected in the quality of the information that flows to decision-makers, in the rigour with which councils interrogate their own financial projections, and in the willingness of both elected members and administration to confront difficult trade-offs openly rather than deferring them. And it is reflected in the ability of elected members to seriously engage with their strategic role and purpose, and in administrations' ability and capacity to enable and support elected members in that capacity.

Where the Commission observed councils managing their finances well - maintaining current and well-founded asset valuations, aligning financial plans with asset management plans, understanding and

¹² Available at: [Local Government Observed Practices report](#)

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managing their risks, setting rates on a transparent and defensible basis, complying with their legislative obligations and engaging constructively with the Commission - it almost invariably found that these practices were underpinned by governance arrangements that supported and demanded them.

Conversely, where the Commission identified material deficiencies in asset management, planning quality or financial transparency, it frequently observed that those deficiencies coexisted with governance arrangements that were unable to detect or correct them. A council whose audit and risk committee is actively engaged with the quality of the council's LTFP, for example, is far less likely to allow asset valuations to become materially outdated than one whose committee treats financial oversight as a procedural formality.

The Commission does not suggest that governance alone is sufficient to ensure financial sustainability. Councils operate in diverse and sometimes very challenging circumstances, and even well-governed councils face genuine constraints. But the Commission's first-cycle experience strongly suggests that governance is a necessary condition; that, without it, the other disciplines discussed in this chapter are unlikely to be performed well, and the risks to the community are correspondingly greater.

For this reason, the Commission intends to give greater weight to the quality of governance arrangements in its second-cycle assessments, not as a separate assessment category but as an integral consideration that informs the Commission's view of a council's capacity to manage the specific risks identified in its advice.

6.2 The fundamental risk: councils that do not engage with the basics

The Commission considers it important to draw together the themes described above into a more direct statement about the fundamental risk that the scheme is designed to address.

Councils are, in a meaningful sense, monopoly providers of essential local services and infrastructure. Ratepayers generally have no alternative provider and limited ability to avoid the rates levied on them. In this context, the setting of rates is not a market transaction in which the price reflects competition and consumer choice; it is an exercise of a statutory power by a body that has an obligation to act in the interests of its community – this includes understanding the community's willingness to pay and its ability to afford the services provided. That obligation carries with it a corresponding responsibility to do the foundational work that underpins sound financial stewardship. That foundational work includes strategic planning that aligns with implementation planning, thereby enabling operational execution.

That foundational work, what the Commission refers to as **'the basics'**, involves three interrelated disciplines.

- ▶ First, understanding what services the community values and at what level those services should be provided. This requires genuine engagement with the community, not merely pro-forma consultation, to establish a shared understanding of the services that ratepayers expect and the trade-offs involved.
- ▶ Second, understanding the full lifecycle cost of delivering those services, including the cost of maintaining, renewing and eventually replacing the assets on which service delivery depends. This requires robust asset management planning, sound depreciation methodology, and realistic estimates of future capital needs.
- ▶ Third, communicating honestly and transparently to ratepayers about the connection between the services they receive, the assets that support those services, and the rates they are asked to pay.

The risk to the community is that councils that do not engage seriously with these basics default, instead, to leveraging their ability to increase rates. Where a council has not done the work to understand the true cost of its services and assets, it may set rates that are too low (storing up

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financial sustainability problems for the future), too high (imposing unnecessary costs on current ratepayers), or simply disconnected from any coherent assessment of what is actually needed.

In any of these scenarios, the community is poorly served. Rates that are set without a rigorous understanding of the underlying cost drivers are unlikely to reflect the services the community wants at an efficient price – and ratepayers are entitled to expect better from the institutions that govern their local services.

The Commission's observations across the first cycle suggest that this fundamental risk is not hypothetical. The recurring findings about outdated asset valuations, incomplete asset management plans, inadequate alignment between financial and asset management planning, and insufficient transparency around rate-setting assumptions are all symptoms of a deeper issue: some councils have not yet embedded the disciplines necessary to connect the rates they charge to the services they deliver and the assets they manage. The scheme's purpose, at its most essential, is to promote and support the adoption of those disciplines; and, through the transparency of the advice, to give communities the information they need to hold their councils to account for doing so.

The Commission wishes to be clear that this observation is not directed at all councils. Many councils demonstrated strong practices during the first cycle, and the Commission has acknowledged those practices in its advice. Nor is the Commission suggesting that councils deliberately act against their communities' interests. But the Commission has observed that the absence of rigorous foundational practices is a material and recurring risk across the sector, and it considers that the second cycle of the scheme should give particular prominence to the question of whether councils are engaging with the basics in a way that serves their communities well.

6.3 Consultation questions

Question 5

Are there additional themes or observed practices that the Commission should address in an updated version of the Observed Practices document?¹³ Are there areas where the Commission's observations could be strengthened with additional data, benchmarking or analysis?

Question 6

To what extent have councils found the first-cycle advice and the Observed Practices document useful in informing their planning and decision-making? What could be done to increase the practical value of the Commission's outputs?

Question 7

Does the Commission's characterisation of 'the basics' - understanding what the community values, the full lifecycle cost of delivery, and transparent communication to ratepayers - adequately capture the foundational disciplines that the scheme should promote? Are there other foundational practices that should be given similar prominence?

¹³ Available at: [Local Government Observed Practices report](#)

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7 The second cycle: 2026-27 to 2029-30

7.1 Continuation of the scheme

In absence of legislative change, the scheme will continue for a second four-year cycle from 2026-27 to 2029-30. The statutory provisions of the LG Act that underpin the scheme remain in force, and the Commission's advisory function in relation to local government is ongoing.

The first cycle served its intended purpose of establishing a comprehensive baseline. Every one of the State's 68 councils has now been through the scheme at least once. The Commission has accumulated a detailed understanding of each council's financial position, asset management practices, planning quality and particular circumstances. This body of knowledge provides the foundation for a second cycle that can be more targeted, more comparative and more focused on outcomes.

Critically, the second cycle provides the first opportunity to assess whether the scheme is achieving its core purpose of promoting change that leads to improved outcomes for communities. The baseline has been set; the advice has been published; the risks have been identified. The question that now arises is whether councils have responded: whether the transparency created by the first cycle has translated into changes in practice, improved financial stewardship, and better outcomes for communities.

The Commission considers this to be the central question of the second cycle. A scheme that produces high-quality analysis but does not lead to improved practices is, ultimately, not fulfilling its policy purpose.

The Commission's proposed approach to the second cycle is therefore designed to update the first-cycle assessments and actively test whether the scheme's theory of change is working. Where councils have engaged constructively with the advice and improved their practices, the Commission expects to recognise and validate that progress. Where councils have not engaged, and particularly where the fundamental disciplines described in section 4.4 remain absent, the Commission's advice will say so plainly, ensuring that communities have the information they need to hold their councils to account.

7.2 Evolution of the Scheme for the second cycle

The Commission proposes that the second cycle of the scheme will maintain the same statutory framework and the same advisory character, but that its analytical focus will efficiently evolve to reflect the existence of the baseline established in the first cycle. In particular, the Commission proposes that the second cycle will focus on **three assessment areas**, which together will form the basis for the Commission's advice to each council.

7.2.1 Assessment area 1: Response to previous advice

The first and most significant change from the first cycle is that the Commission will, for the second cycle, assess what each council has done in response to the advice it received in the first cycle. This is a natural evolution of the scheme's progression: having provided detailed, specific recommendations to each council, the Commission considers it important to examine whether and how councils have engaged with that advice, and what outcomes have followed.

This assessment area will involve the Commission reviewing each council's response to the first-cycle advice, including any formal response published in the council's annual business plans, any changes to the council's strategic management plans, and any practical steps taken to address the risks and recommendations identified. The Commission recognises that not all recommendations will have been adopted, and that councils may have legitimate reasons for departing from the advice. The purpose of this assessment area is not to penalise councils, but to understand the extent to which the scheme's

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first cycle has influenced practices and outcomes, and to identify any persistent risks that remain unaddressed.

To support this assessment, the Commission will require each council to provide a **written statement** explaining its position in relation to the first-cycle advice, including the actions taken (if any) in response to each recommendation, the reasons for any recommendations that were not adopted, and the council's own assessment of the outcomes that have resulted. This statement will be a new information requirement for the second cycle, and the Commission proposes that it be submitted by 30 September in the council's relevant year.

The Commission notes that, for each council which has responded to the Commission's advice, the council must publish those responses in their annual business plans (both the draft and adopted annual business plan) in the relevant financial year and each subsequent financial year until the next relevant financial year for that council (refer section 122(1h) of the LG Act). In that context, providing the written statement should be relatively straightforward, comprising and building on those responses.

7.2.2 Assessment area 2: Material changes in context and circumstances

The second assessment area will examine what has changed materially for the council since the last advice. This encompasses changes in the council's external context (such as economic conditions, population growth or decline, changes in government policy, natural disasters, or shifts in community expectations) as well as changes in the council's own financial position and operational circumstances (such as significant capital projects, changes in revenue composition, workforce challenges, or governance events).

The Commission's focus in this assessment area will be on **risks to the community** arising from material changes. The Commission is not concerned with cataloguing every minor variation in a council's circumstances; rather, it will focus on changes that are sufficiently material to alter the risk profile of the council's financial sustainability or service delivery capacity. For example, a council that has experienced rapid population growth since its last advice may face new pressures on infrastructure and service delivery; a council that has experienced a significant decline in its rate base may face revenue sustainability challenges; a council that has undertaken a major capital project may have altered its debt profile and forward financial projections.

To support this assessment, the Commission will require each council to provide a **written statement** identifying and explaining any material changes in its context and circumstances since the first-cycle advice, including the council's own assessment of how those changes have affected or are likely to affect its financial sustainability, asset management and service delivery. This statement should address both external and internal changes, and should be forward-looking as well as retrospective. This statement will allow a council to explain its own view of its circumstances, prior to the Commission's assessment commencing, a feature not present during the first cycle.

7.2.3 Assessment area 3: Performance against observed practices

The third assessment area will evaluate how the council's current practices compare with the benchmarks identified in the Commission's Observed Practices document. This assessment area represents a shift from the first cycle, where the Commission's analysis was primarily focused on each council's own historical trends and forward projections. In the second cycle, the Commission will also assess each council against a sector-wide standard of practice – asking, in effect, whether the council's behaviours, strategies and practices in relation to financial planning, asset management, rates and community engagement reflect the characteristics that the Commission has observed to be associated with well-performing councils.

The Commission recognises that the diversity of the sector means that not all observed practices will be equally relevant or achievable for all councils. A small rural council with limited resources will face

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different challenges from a large metropolitan council. The Commission will exercise judgment in applying the observed practices benchmarks, taking account of each council's size, resources, geographic context and community profile. The assessment will not be a mechanical checklist; it will involve a considered evaluation of whether the council's practices are appropriate for its circumstances and whether they position the council to serve its community sustainably over the long term.

7.3 Continuing regard to statutory matters

In conducting its assessments under the three areas described above, the Commission will continue to have full regard to the matters specified in section 122 of the LG Act; that is, the Relevant Matters relating to material amendments to LTFPs and IAMPs, the reasons for those amendments, and revenue sources outlined in funding plans.

The three assessment areas are not a replacement for that statutory framework; rather, they are an additional analytical lens that the Commission will apply in order to deepen and enrich the advice it provides.

The Commission considers that the three assessment areas are consistent with and complementary to the statutory framework.

- ▶ Assessment Area 1 (response to previous advice) is concerned with whether councils have acted on recommendations that were themselves grounded in the statutory matters.
- ▶ Assessment Area 2 (material changes) is concerned with the context in which the statutory matters fall to be assessed.
- ▶ Assessment Area 3 (observed practices) provides a qualitative benchmark for the standards of planning and management that the Commission considers appropriate in relation to the statutory matters.

7.4 Consultation questions

Question 8

Do stakeholders consider that the three proposed assessment areas provide an appropriate framework for the second cycle? Are there additional areas that the Commission should consider?

Question 9

Is the proposal to require written statements from councils in relation to Assessment Areas 1 and 2 reasonable and proportionate? What guidance would be helpful in relation to the content and format of those statements?

Question 10

Which characteristics should be considered by the Commission to take account of the significant diversity among South Australian councils when applying the observed practices benchmarks in Assessment Area 3?

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7.5 Emerging issues for the second cycle

The Commission is conscious that the operating environment for local government continues to evolve, and that the second cycle of the scheme will be conducted against a backdrop of emerging challenges that were not prominent when the scheme was designed. The Commission wishes to signal several areas that it may give particular attention to in the second cycle, and invites stakeholder views on these and any other emerging issues.

7.5.1 Climate adaptation and the resilience of the asset base

South Australian councils may face increasing risks from climate change, including coastal erosion, increased storm damage, heat stress on road surfaces and other infrastructure, and changed patterns of rainfall and flooding. These risks could have direct implications for asset management planning, as they may affect the useful lives of assets, the costs of renewal and replacement, and the need for new or upgraded infrastructure.

7.5.2 Growing councils and growth-related infrastructure

Councils experiencing rapid population growth face distinctive challenges in financing growth-related infrastructure while maintaining their existing asset base and managing rates affordability. The first cycle highlighted these pressures for several councils in growth corridors.

7.5.3 Workforce and operational capacity

Several of the deficiencies observed in the first cycle, particularly in relation to asset management planning, financial forecasting and strategic document quality, may reflect underlying workforce and capacity constraints, especially in smaller and more remote councils.

7.5.4 Community engagement on financial matters

The Commission has consistently recommended that councils consult with their communities on matters such as desired service levels, the affordability of rate increases, and the policy for cash reserves. The quality and effectiveness of community engagement on financial matters varies significantly across the sector.

7.6 Consultation questions

Question 11

Are there emerging issues, beyond those identified above, that the Commission should consider in the second cycle of the scheme?

7.7 Scheme costs

The Commission's view is that the delivery of the second cycle of the scheme will embed efficiencies gained during round one, and will continue to focus on providing advice in a manner that reflects its lowest sustainable costs. The Commission will provide further information about fees for the second cycle of the scheme as the final framework and approach develops, through this consultation.

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8 Assessment framework and categories

8.1 Purpose of the assessment categories

In the first cycle, the Commission assigned each council an overall assessment of its financial sustainability, using terms such as 'sustainable', 'mostly sustainable', 'potentially unsustainable', 'marginally unsustainable' and 'unsustainable'. These categories were applied both to the council's current position and to its forward projections.

The Commission proposes to retain and refine this approach for the second cycle. Each council will receive both a **current assessment** (reflecting its present financial position and practices) and a **forecast assessment** (reflecting the Commission's view of the council's likely trajectory over the following 10-year period). Together, these two assessments will provide a concise, accessible summary of the Commission's view of each council's situation.

8.2 Proposed assessment categories

The Commission proposes to adopt a refined set of five assessment categories for the second cycle. These categories are intended to be clear, meaningful and appropriately graduated, providing councils and ratepayers with a useful summary while acknowledging the inherent complexity of financial sustainability assessments. The proposed categories are as follows:

Category	Description
Sustainable	The council's financial performance, position and practices are consistent with long-term financial sustainability. Its plans are well-founded, its asset management is sound, and its rate and revenue settings are appropriate for the services it provides. The council is well-positioned to maintain its current service levels and infrastructure without unplanned rate increases or disruptive service reductions.
Mostly sustainable	The council's financial performance and position are broadly consistent with long-term sustainability, but there are one or more areas of risk or weakness that, if not addressed, could threaten sustainability over time. These may relate to specific aspects of asset management, cost control, planning assumptions or transparency. The council has the capacity to address these risks through its own actions.
At risk	The council's financial performance, position or practices present material risks to long-term sustainability. There are identifiable areas where the council's plans, practices or financial trajectory raise concerns about its ability to maintain services and infrastructure without significant corrective action. The council needs to take deliberate steps to address these risks, and the Commission's advice will identify the specific areas requiring attention.
Materially at risk	The council faces serious and compounding risks to its long-term financial sustainability. Its current trajectory, if not altered, is likely to result in an inability to maintain services, infrastructure, or both, without significant rate increases, substantial service reductions, or both. Urgent and substantial corrective action is needed.
Unsustainable	The council's financial position is unsustainable on its current trajectory. It is unable to meet its existing service and infrastructure obligations without fundamental restructuring of its finances, services, or both. The Commission considers that the council and its community face significant adverse consequences unless immediate decisive and corrective action is taken.

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8.3 Current and forecast assessments

Each council will receive two assessments: one reflecting its current position and one reflecting its forecast trajectory.

The **current assessment** reflects the Commission's evaluation of the council's financial performance, financial position and management practices as at the date of the assessment. It draws on the most recent audited financial statements, the current LTFP and IAMP, the council's response to first-cycle advice, and the Commission's assessment of the council's current practices against the observed practices benchmarks. The current assessment is a snapshot of where the council stands today.

The **forecast assessment** reflects the Commission's evaluation of the council's likely financial trajectory over the following 10-year period, based on its current plans and assumptions. It takes account of the council's LTFP projections, the realism and robustness of the assumptions underpinning those projections, the council's capital expenditure plans, and any material changes in context or circumstances that the Commission considers likely to affect the council's financial position. The forecast assessment is inherently forward-looking and involves a degree of uncertainty; it represents the Commission's best judgment of the trajectory that the council is on, given current settings.

It is entirely possible for a council to receive different current and forecast assessments. For example, a council that is currently in a sound financial position but has plans that, in the Commission's view, will lead to deterioration over time might receive a 'sustainable' current assessment but an 'at risk' forecast assessment. Conversely, a council that is currently experiencing financial difficulty but has adopted a credible plan to return to sustainability might receive a 'materially at risk' current assessment but a 'mostly sustainable' forecast assessment.

8.4 The role of judgment and discretion

The Commission emphasises that the assignment of councils to assessment categories will not be a mechanical exercise. While the Commission's analysis is grounded in quantitative data, including financial ratios, trend analysis, capital expenditure forecasts and debt projections, the assessment also involves a substantial element of qualitative judgment. Financial ratios alone cannot capture the full picture of a council's sustainability; they must be interpreted in the context of the council's particular circumstances, the quality of its governance and management, the realism of its plans, and the external environment in which it operates.

For this reason, the Commission will not publish a formulaic scoring methodology that mechanically maps financial indicators to assessment categories. The Commission considers that such an approach would be misleading and potentially harmful, as it would encourage a focus on gaming specific ratios rather than on the substance of sound financial management. Instead, the Commission will publish, in its advice to each council, the key considerations and evidence that informed the assessment, providing transparency about the reasoning while preserving the role of independent judgment.

The Commission does, however, recognise the importance of consistency across its assessments. It will maintain internal analytical protocols and decision-making frameworks to ensure that similar circumstances produce similar assessments across councils. Where the Commission's assessment of a council's category differs from what the quantitative indicators alone might suggest, the Commission will explain the reasons for that departure in its advice.

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8.5 Consultation questions

Question 12

Are the proposed five assessment categories clear, meaningful and appropriately graduated?
Should any categories be added, removed or redefined?

Question 13

Is the approach of providing both a current and a forecast assessment appropriate? Are there risks or benefits that the Commission should consider in adopting this dual-assessment approach?

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9 Information requirements for the second cycle

The Commission proposes to retain the core information requirements from the first cycle, with the addition of the two written statements described in section 4.2. The Commission's proposed information requirements for the second cycle are as follows.

9.1 Standard submissions (by 15 August)

By 15 August in the council's relevant year, each council will be required to provide to the Commission its current LTFP, IAMP, CEO financial sustainability report and audit committee report. These are documents that councils are already required to have and maintain under the LG Act, and the Commission considers this requirement to be unchanged from the first cycle.

9.2 Scheme-specific submissions (by 30 September)

By 30 September in the council's relevant year, each council will be required to provide the following:

- ▶ A completed financial reporting template, in the form determined by the Commission, pre-populated with historical data by the Commission and updated by the council with current and projected figures.
- ▶ Information on material amendments to the council's LTFP and IAMP, and the reasons for those amendments, as required under the LG Act.
- ▶ Written Statement 1: Response to first-cycle advice.
- ▶ Written Statement 2: Material changes in context and circumstances.

9.3 Guidance on the content of the written statements

The two written statements are an addition to the scheme's information requirements for the second cycle. They are also, in the Commission's view, one of the most important features of the proposed second-cycle framework. The statements give councils a structured opportunity to present their own narrative: to explain what they have done in response to the first-cycle advice, why they have made the choices they have made, and how their circumstances have changed in ways that are material to their financial sustainability. The Commission's intention is that the statements should be substantial and considered, but not unduly burdensome.

The Commission considers that this is important not only because it will improve the quality of the Commission's own assessment, but because it gives councils genuine voice and ownership within the advisory process. A council that has engaged thoughtfully with the first-cycle advice and can articulate that engagement clearly is in a materially different position from one that cannot, and the written statements are designed to make that distinction visible.

The Commission does not propose to be prescriptive about the form or length of the statements. The quality of a council's response will be measured by the substance of what it says, not by its length or its conformity to a template. That said, the Commission recognises that some general guidance on content expectations will be helpful, particularly for councils preparing these statements for the first time. The following guidance is indicative and is intended to assist councils in understanding the Commission's expectations.

The Commission will work with the Local Government Association and the Local Government Financial Management Group to develop further guidance if stakeholders identify a need for it during or following this consultation.

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9.3.1 Written statement 1: Response to first-cycle advice

The purpose of this statement is to give the council an opportunity to set out, in its own words, how it has engaged with the advice it received in the first cycle of the scheme. The Commission expects this statement to address each of the material recommendations in the first-cycle advice. For each recommendation, the council should explain the action it has taken (if any), the outcomes that have resulted, and the council's own assessment of whether the issue identified in the recommendation has been adequately addressed. Where a council has chosen not to adopt a recommendation, it should explain why, including any constraints, competing priorities, or differences of view that informed that decision. The Commission does not expect or require councils to agree with every recommendation it has made, but it does expect councils to engage with them substantively rather than perfunctorily.

The statement should also address any broader themes or overarching concerns raised in the first-cycle advice, not only the specific numbered recommendations. If the Commission's advice identified systemic issues with the quality of the council's planning, asset management practices, or financial management approach, the statement should address what the council has done to respond to those concerns at a strategic level, rather than treating each recommendation in isolation.

The Commission would generally expect this statement to be reasonably short (potentially in the range of three to eight pages), depending on the number and complexity of the recommendations in the first-cycle advice, but councils should use whatever length is necessary to address the matters substantively.

9.3.2 Written statement 2: Material changes in context and circumstances

The purpose of this statement is to give the council an opportunity to draw the Commission's attention to changes - whether external or internal - that are sufficiently material to affect the Commission's assessment of the council's financial sustainability, asset management or service delivery capacity. This is not intended to be a comprehensive account of everything that has changed since the last advice; the Commission is interested in changes that matter, not changes that are merely recent.

The council should exercise its own judgment about what constitutes a material change, but examples of the kinds of changes the Commission expects to see addressed include significant shifts in the council's population or rate base, major capital projects commenced or completed, material changes to the council's debt position or revenue composition, the impact of natural disasters or other external shocks, significant changes in government policy that affect the council's operations or finances, and material governance events such as changes in senior leadership or elected membership that have affected the council's strategic direction.

For each material change identified, the council should explain the nature of the change, its actual or expected impact on the council's financial sustainability and service delivery, and any actions the council has taken or plans to take in response. The statement should be forward-looking as well as retrospective: the Commission is interested not only in what has happened, but in what the council expects to happen and how it is planning for it.

As with Written Statement 1, the Commission does not propose a fixed length for this statement. The appropriate length will depend on the extent and materiality of the changes a council has experienced. For some councils operating in relatively stable environments, a concise statement of two to three pages may be sufficient. For councils that have experienced significant change, a longer and more detailed statement will be appropriate.

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9.4 Consultation questions

Question 14

Are the proposed information requirements for the second cycle appropriate and proportionate?
Are there additional information items that the Commission should require, or existing items that could be removed or streamlined?

Question 15

What guidance would be most helpful to councils in preparing the two written statements? Are there particular areas where councils would benefit from worked examples or templates?

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10 Next steps

The Commission invites submissions from councils, ratepayer groups, the Local Government Association of South Australia, professional bodies, interested members of the public and any other parties who wish to contribute to the development of the scheme for its second cycle.

The Commission has posed specific consultation questions throughout this paper, but stakeholders are welcome to comment on any aspect of the proposals. All questions are collected in Chapter 2 for ease of reference.

Submissions should be provided by **Friday, 22 May 2026** to advice@escosa.sa.gov.au. Unless a submission is marked as confidential, it will be published on the Commission's website.

The final Framework and Approach, incorporating stakeholder feedback, is expected to be published in July 2026.

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Appendix A: Analytic framework for the second cycle

This appendix sets out, in summary form, the analytic framework that the Commission proposes to apply in conducting its assessments under the second cycle of the Local Government Advice Scheme. The framework is structured around the three assessment areas described in Chapter 5, with the statutory Relevant Matters (section 122 of the LG Act) serving as the overarching legal basis for the Commission's analysis (refer to section 3.1 of the draft Framework and Approach for information on the Relevant Matters).¹⁴

A.1 Overarching framework

The Commission's assessment of each council will proceed through the following stages:

Stage	Focus	Key inputs
1. Data collection and baseline refresh	Updating the evidence base for each council	Financial reporting template, current LTFP and IAMP, audited financial statements, CEO financial sustainability report, audit committee report, publicly available information
2. Assessment Area 1	Response to previous advice	Written Statement 1 from council, review of published annual business plans, changes to strategic management plans since first-cycle advice, engagement with council
3. Assessment Area 2	Material changes in context and circumstances	Written Statement 2 from council, external data sources (ABS, economic indicators, demographic projections), review of council publications and media, engagement with council
4. Assessment Area 3	Performance against observed practices	Commission's Observed Practices document, council's current LTFP and IAMP, asset management plan documentation, community engagement records, evidence of cost control and efficiency measures
5. Statutory matters	LG Act section 122 Relevant Matters	Material amendments to LTFP and IAMP, revenue sources, any other relevant matters
6. Assessment and rating	Assignment of current and forecast assessment categories	Synthesis of all findings from stages 1–5, applying judgment and discretion as described in Chapter 6
7. Advice preparation	Drafting of advice report and recommendations	All of the above, engagement with council on draft advice prior to publication

¹⁴ For full scheme details, refer *Local Government Act 1999*, section 122, available at: [Local Government Act 1999 | South Australian Legislation](#)

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A.2 Assessment area 1: Detailed analytic considerations

In assessing each council's response to its first-cycle advice, the Commission will consider the following matters:

- ▶ Whether the council published a formal response to the advice in its annual business plan, as required by the LG Act.
- ▶ The substance and quality of the council's response, including whether it engaged meaningfully with each recommendation or addressed the recommendations only at a superficial level.
- ▶ Whether the council has taken practical steps to implement the recommendations, and the evidence for those steps (for example, updated asset management plans, revised LTFP assumptions, cost reduction initiatives, or community engagement processes).
- ▶ The outcomes that have resulted from any actions taken, including whether the risks identified in the first-cycle advice have been mitigated, remain unchanged, or have worsened.
- ▶ Where recommendations were not adopted, whether the council's reasons for departing from the advice are reasonable and well-articulated, and whether the council has adopted alternative approaches to address the underlying risks.
- ▶ The overall trajectory of the council's financial sustainability since the first-cycle advice, and the extent to which that trajectory is consistent with the recommendations made.

A.3 Assessment area 2: Detailed analytic considerations

In assessing material changes in context and circumstances, the Commission will consider the following matters:

- ▶ Changes in the economic environment, including inflation, interest rates, construction costs, and the general cost of providing council services.
- ▶ Demographic changes, including population growth or decline, changes in the age profile of the community, and shifts in housing and development patterns.
- ▶ Changes in government policy at the State or Commonwealth level that affect council revenues, costs or responsibilities, including changes to grant funding, cost-shifting, or new regulatory requirements.
- ▶ Natural events, emergencies or other external shocks that have had or are likely to have a material impact on the council's finances or infrastructure.
- ▶ Significant capital projects, including new or upgraded assets, that have altered the council's debt profile, asset base or forward financial projections.
- ▶ Governance events, including changes in senior management, council elections, organisational restructures, or significant audit findings.
- ▶ Changes in the community's expectations or circumstances that affect the demand for council services or the community's capacity to pay rates.

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A.4 Assessment area 3: Detailed analytic considerations

In assessing performance against observed practices, the Commission will consider the following dimensions, drawn from the Observed Practices document and refined over the course of the scheme:

Dimension	Key considerations
Strategic planning	Quality and coherence of LTFP and IAMP; alignment between strategic, financial and asset management plans; annual review and update of planning assumptions; transparency of assumptions
Financial management	Operating performance and trends; revenue sustainability and diversification; cost control and efficiency; compliance with LG Act financial management requirements; quality of budgeting and forecasting
Asset management	Comprehensiveness and currency of asset management plans; quality of asset condition data and valuations; alignment between asset management plans and LTFP; balance between renewal and new capital; depreciation methodology and assumptions
Rates and affordability	Transparency of rate-setting process and assumptions; consideration of community capacity to pay; use of differential rating and other tools to manage affordability; historical and projected rate trends
Financing and reserves	Appropriateness of debt levels and repayment terms; cash reserve policy and rationale; intergenerational equity in financing decisions; use of borrowings for long-lived assets
Community engagement	Quality and breadth of community engagement on financial matters and service levels; evidence that community input has informed planning and decision-making
Governance and accountability	Quality of internal governance processes; effectiveness of audit committees; responsiveness to external advice and audit findings; transparency in reporting to the community

A.5 From analysis to assessment: the synthesis process

The Commission's assignment of each council to a current and forecast assessment category will be based on a synthesis of the findings across all three assessment areas and the statutory Relevant Matters. This synthesis involves weighing the significance and materiality of the various findings, taking account of the council's particular circumstances, and forming an overall judgment about the council's financial sustainability and the risks to its community.

As noted in Chapter 6, this process is not mechanical. The Commission may, for example, form a view that a council with moderate quantitative indicators but excellent management practices and a credible plan to address identified risks is more sustainable than a council with stronger current indicators but poor planning and governance. Conversely, a council with strong current financial metrics but a deteriorating asset base and no plan to address the deterioration may warrant a less favourable assessment than its financial ratios alone would suggest.

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The Commission will ensure that each advice report includes sufficient explanation of the reasoning underpinning the assessment, so that councils and their communities can understand the basis on which the assessment was made and identify the specific areas where action is needed or where good practice has been recognised.

Question Q.A1

Is the analytic framework set out in this appendix clear and comprehensive? Are there additional analytic considerations that the Commission should incorporate?

Question Q.A2

Are the seven dimensions proposed for Assessment Area 3 (observed practices) the right dimensions? Should any be added, removed or refined?

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The Essential Services Commission
Level 1, 151 Pirie Street Adelaide SA 5000
GPO Box 2605 Adelaide SA 5001
T 08 8463 4444
E escosa@escosa.sa.gov.au | W www.escosa.sa.gov.au

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26 May 2026

Essential Services Commission
GPO Box 2605
Adelaide SA 5001

advice@escosa.sa.gov.au

Local Government Advice Scheme 2026 - Consultation

The City of Playford welcomes the opportunity to provide feedback on the proposed Local Government Advice Scheme. Overall, Council is supportive of the direction outlined in the consultation paper and does not seek to provide detailed comment on matters where the proposed approach is considered appropriate.

The City of Playford's primary feedback relates to the importance of recognising the operating environment of high-growth councils and the financial realities associated with supporting significant population growth.

As a growth council, the City of Playford must appropriately utilise debt to fund the delivery of essential infrastructure required to support current and future communities. This includes the need to deliver large-scale capital programs over extended timeframes, respond to accelerated infrastructure demand, and stage infrastructure delivery ahead of, or in line with, population growth.

In this context, Council encourages the framework to more explicitly recognise:

- The legitimate and necessary role of debt in enabling growth and intergenerational infrastructure delivery
- The distinction between strategic, sustainable debt utilisation and inappropriate financial risk
- The unique financial and operational pressures experienced by high-growth councils.

The City of Playford also notes the Commission's commentary under section 7.5, which identifies growth councils and growth-related infrastructure as an emerging issue for the second cycle. From Council's perspective, this is not an emerging issue, but rather a current and material pressure already impacting the sector.

City of Playford

Call — 08 8256 0333
playford@playford.sa.gov.au
playford.sa.gov.au

Post

12 Bishopstone Road
Davoren Park SA 5113

Visit

Playford Civic Centre
10 Playford Boulevard
Elizabeth SA 5112

Stretton Centre
307 Peachey Road
Munno Para SA 5115

Yours faithfully

Glenn Docherty
Mayor

08 8256 0188
mayordocherty@playford.sa.gov.au

STAFF REPORTS

Matters for Information

15.3 CORPORATE GOVERNANCE COMMITTEE COMMUNIQUE

Responsible Executive Manager : Luke Culhane

Report Author : Sarah Schutz

Delegated Authority : Matters for Information

Attachments : [1](#) Corporate Governance Committee Communique May 2026

Purpose

To provide Council with an update from the Corporate Governance Committee concerning matters discussed at the most recent meeting, held on 5 May 2026.

STAFF RECOMMENDATION

Council notes the update provided by the Corporate Governance Committee for the May 2026 meeting.

Relevance to Strategic Plan

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

The Corporate Governance Committee is established in accordance with Section 126 of the *Local Government Act 1999* (the Act). Its Charter details how the Committee fulfils these legislative requirements.

Under Section 128(8)(a) of the Act, the audit and risk committee of a Council must provide a report to the Council after each meeting. This report must summarise the Committee's work during the period preceding the meeting and highlight the outcomes of the meeting. This requirement is in addition to the provision of Committee minutes and the Committee's annual report.

Relevance to Community Engagement Policy

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

Background

On 30 November 2023, amendments to Section 126 of the Act regarding Audit and Risk Committees came into effect. As part of these amendments, Section 126(8)(a) introduced additional reporting requirements for Council's Corporate Governance Committee, requiring a report to Council after each Committee meeting.

This report has been prepared in accordance with those requirements, following the most recent meeting of the Corporate Governance Committee held on 5 May 2026.

Current Situation

The Corporate Governance Committee Communique for May 2026 is provided in Attachment 1.

Future Action

Council will receive a report from the Corporate Governance Committee after each meeting, summarising the matters discuss, in accordance with Section 126(8)(a) of the Act.

Communique

Corporate Governance Committee – May 2026

At the Committee meeting held on 5 May 2026, the Committee considered and reviewed seven (7) items, comprising of Staff Reports and other matters, through Information Updates, for consideration by the Committee only.

The matters considered included:

- Interim Audit Management Letter
- Internal Audit Work Plan
- Work Health Safety and Risk Management Update
- Review of the Committee Work Plan for 2026

Three (3) matters were considered by the Committee in confidence in relation to:

- NAWMA Long-Term Financial Plan (presentation)
- NAWMA Prudential Report
- Chief Executive Officer Update

The Committee provides the following overview of key matters for Council's information.

Interim Audit Management Letter

The Committee received the interim audit management letter presented by a representative of Council's newly appointed External Auditor, Bentleys, outlining their current audit findings and assessment of internal controls.

The Committee noted that Bentleys reported no material matters. Two minor issues were identified relating to self-assessment of internal controls under the Local Government Better Practice Model and the development of a Grant funding policy; however, these were deemed immaterial and will not impact the auditor's opinion.

Internal Audit Work Plan

Council's Internal Auditor presented the updated 2026/27 Internal Audit Work Plan, noting that several audits have been reallocated to ensure balanced coverage across priority/high risk areas. The Committee noted the update and the continued focus on matters that support Council's strategic objectives and strengthen its risk culture.

Work Health Safety and Risk Management Update

The Committee received a mid-term progress report for Work Health and Safety (WHS) and Risk Management as at end of March 2026. Since the previous report, the 2025/26 WHS Evaluation Action Plan has been endorsed by the Local Government Association Workers Compensation Scheme and is being monitored through the prescribed reporting tool. Council has achieved 94 per cent completion of planned WHS actions for the month of March 2026 and 100 per cent completion of WHS actions from the plan start date to the end of February 2026.

The Committee noted progress on the development of the three-year Strategic Risk and WHS Action Plan, noting the extensive consultation undertaken across the organisation. Ongoing reporting on risk management will align with this plan following its endorsement.

The Committee also noted the outcomes of a sector-wide risk management systems review undertaken by the Local Government Association Mutual Liability Scheme, which found that while key elements of a risk framework are in place, further work is required to strengthen

consistency, embed risk practices across the organisation, and enhance overall risk maturity.

NAWMA Long-Term Financial Plan

The Committee received a confidential presentation from representatives of NAWMA providing an update on their long-term financial planning and its relationship with Council.

NAWMA Prudential Report

The Committee considered in confidence a NAWMA Prudential Report and provided feedback.

Chief Executive Officer Update

A confidential update was provided by the Chief Executive Officer. The Committee conveyed its appreciation and reaffirmed the importance of receiving regular updates from the CEO.

15.4 BUDGET UPDATE REPORT

Responsible Executive Manager : Luke Culhane

Report Author : Tony Lewis

Delegated Authority : Matters for Information

Attachments : [1](#). Budget Update Report

Purpose

To inform Council on the organisation's financial performance to the end of April 2026.

STAFF RECOMMENDATION

Council notes the Budget Update Report (Attachment 1) for the period ending 30 April 2026.

Relevance to Strategic Plan

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

This item ensures Council meets its legislative requirements under the *Local Government (Financial Management) Regulations 2011* and Section 123(13) of the *Local Government Act 1999*. It also provides transparent financial reporting to the community by illustrating how the Finance Strategy is achieving long term financial sustainability.

Relevance to Community Engagement Policy

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

Background

Council has a responsibility under the *Local Government (Financial Management) Regulations 2011* and Section 123(13) of the *Local Government Act 1999* to consider financial reports on the Council's financial performance and budget position.

Current Situation

Budget Position

A revised budget was adopted by Council on 24 February 2026 following the Second Budget Review (Resolution 6497). There was a further increase of \$5K to the overall operating surplus to \$11.1M, and a further increase of \$5K to the structural surplus to \$1.7M. From the First Budget Review (Resolution 6421), there were unfavourable movements, which included decreased Federal Assistance Grant allocation for 2025/26 and increased operating costs associated with additional approved capital. These were offset by an increase in grant funding for Special Local Roads (SLR) not included in the Annual Business Plan.

The table below summarises the impact of budget review:

Operating Position 2025/26	Operating \$000's (Unfav)/Fav	Structural \$000's (Unfav)/Fav
Original Budget	10,682	2,040
Grant Funding (Financial Assistance Grant)	(87)	(87)
Grant Funding (Identified Local Roads Grant)	(77)	(77)
Grant Funding (Special Local Roads Grant)	720	0
Additional Operating Expenses associated with increased Capital	(130)	(130)
Total Value of Changes	426	(294)
First Revised Budget Surplus	11,108	1,746
Savings associated with capital projects no longer being delivered.	5	5
Total Value of Changes	5	5
Second Revised Budget Surplus	11,113	1,751

The Net Capital budget increased in the Second Budget Review by \$9.7M to \$70.3M as detailed in the table below:

Capital Budget 2025/26	Revenue	Expense	Net Capital
	\$000's	\$000's	\$000's
Original Budget	13,481	116,724	103,243
BR1 Amendments			
Realignment of project budgets	(4,430)	(47,053)	(42,623)
Additional budget request on existing projects	902	677	(225)
New Projects	0	265	265
Total Value of Changes	(3,528)	(46,111)	(42,583)
First Revised Capital Budget	9,953	70,613	60,660
Realignment of project budgets	-	969	969
Council Resolution	-	8,279	8,279
Additional budget request on existing projects	-	759	759
Projects not delivered	-	(342)	(342)
Total Value of Changes	-	9,665	9,665
Second Revised Capital Budget	9,953	80,278	70,325

Operating Position

Year to Date

The result as of 30 April 2026 is an operating surplus of \$6.1M compared with a budgeted surplus of \$5.1M; \$1.0M favourable. This comprises operating income being favourable to budget by \$5.6M, mainly due to \$0.6M additional planning application fees, \$1.0M reimbursements and \$3.9M other income, grants and contributions, offset by unfavourable operating expenditure of \$4.6M.

The structural deficit of \$2.0M compares with a budgeted structural deficit of \$1.3M for the period. The structural surplus excludes the one-off operating grants/contributions which will fund future infrastructure projects and other one-off items.

Full Year Forecast

As of 30 April 2026, the forecast is an operating surplus of \$3.9M compared with a budgeted operating surplus of \$11.1M, unfavourable by \$7.3M and structural deficit of \$5.3M compared with a budgeted structural surplus of \$1.7M.

This largely reflects the timing difference of the \$9.2M Financial Assistance Grants being received in advance in the prior financial year (June 2025) and higher developer contributions offset by additional material and contractor costs.

Capital Position

As of 30 April 2026, the full year net capital forecast of \$47.9M is \$22.4M less than the net capital budget of \$70.3M.

This is the result of a retiming of capital expenditure due to multiyear projects from 2024/25 that have carried over into 2025/26 and projects that will be continued into 2026/27.

Further detail is presented in the Budget Update Report (Attachment 1).

Debt Position

On 24 February 2026 Council adopted the 2025/26 Second Budget Review (Resolution 6497) and approved in accordance with Section 134 of the *Local Government Act 1999*, a maximum borrowing facility of \$150M.

Actual borrowings as of 30 April 2026 were \$71.3M, well below the approved maximum debt facility.

Future Action

Further updates to be provided on a monthly basis.

YTD Result as at April 2026

The table below shows the year to date position for income and expense with a year to date net Deficit of \$2.0M (excluding non-structural items) which is unfavourable to YTD Budget by \$0.7M.

	YTD Actual \$'000	YTD Budget \$'000	Variance Fav/(Unfav) \$'000	%	Explanation of variance where considered material
Income					
RATES REVENUES	103,278	103,084	194	0%	
STATUTORY CHARGES	3,754	2,946	808	27%	Planning application fees, Section 7 searches, dog registrations, dog, parking, bushfire prevention and building and compliance fines
USER CHARGES	3,501	3,656	(155)	(4%)	Reduced Food Co-op and Civic Centre user charges
INVESTMENT INCOME	56	74	(18)	(24%)	Interest revenue
REIMBURSEMENTS	1,550	571	979	171%	Reimbursements for Tree Services, court booking system, Aquadome electricity, Planning Services legal fees, TAFE SA external works and SA Water reimbursement
OTHER INCOME	715	254	461	181%	NAWMA additional bin income, NAIDOC in the North, Career Expo sponsorship and insurance reimbursements
GRANTS, SUBSIDIES, CONTRIBUTIONS	21,570	18,203	3,367	18%	Prepayment of Financial Assistance grant offset by additional grants
Total Income	134,424	128,788	5,636	4%	
Expense					
EMPLOYEE COSTS	47,449	46,873	(576)	(1%)	
MATERIALS CONTRACTS OTHER EXPENSES	45,620	42,244	(3,376)	(8%)	Uni Study Hub, Aquadome subsidy, Youth Hub trial, Strategic Projects, Kerbside Waste and Regulatory Services and City Operations SA
FINANCE COSTS	2,139	3,952	1,813	46%	Water costs
DEPRECIATION, AMORTISATION & IMPAIRMENT	33,113	30,650	(2,463)	-8%	Lower debt balance
					Revaluation Impact and extra developer contributed assets
Total Expense	128,321	123,719	(4,602)	(4%)	
Net Surplus/(Deficit)	6,103	5,069	1,034		
Non-Structural Items ¹	8,117	6,360	1,757		
Net Structural Surplus/(Deficit)	(2,014)	(1,291)	(723)		

Notes:

1. Developer contributions, operating grants used for capital projects, reserves & one off investment decisions not part of recurrent base budget or for future use on infrastructure projects

Full Year Forecast Result as at April 2026

The table below shows the full year forecasted result for income and expense with a net Deficit of \$5.3M (excluding non-structural items) which is unfavourable to Budget by \$7.1M.

	Full Year Forecast \$'000	Full Year Budget \$'000	Variance Fav/(Unfav) \$'000	%	Explanation of variance where considered material
Income					
RATES REVENUES	124,133	123,772	361	0%	
STATUTORY CHARGES	4,377	3,443	934	27%	Planning application fees, Section 7 searches, dog registrations, dog, parking, bushfire prevention and building and compliance fines
USER CHARGES	4,327	4,517	(190)	(4%)	Reduced Food Co-op, Home & Aged care and Civic Centre user charges
INVESTMENT INCOME	65	89	(24)	(27%)	Lower forecast to reflect actuals
REIMBURSEMENTS	1,698	663	1,035	156%	Reimbursements for Aquadome electricity, tree services, planning Services legal fees, TAFE SA external work and SA Water reimbursement
OTHER INCOME	721	258	463	179%	NAWMA additional bin income, NAIDOC in the North, Career Expo sponsorship and insurance reimbursements
GRANTS, SUBSIDIES, CONTRIBUTIONS	25,651	33,667	(8,016)	(24%)	Prepayment of Financial Assistance grant offset by additional grants
NET GAIN - JOINT VENTURES & ASSOCIATES	461	635	(174)	(27%)	
Total Income	161,433	167,044	(5,611)	(3%)	
Expense					
EMPLOYEE COSTS	56,718	55,998	(720)	(1%)	Short term Grant funded positions are not budgeted
MATERIALS CONTRACTS OTHER EXPENSES	58,538	56,234	(2,304)	(4%)	Uni Study Hub, Aquadome subsidy and Youth Hub trial, Condition Monitoring, Strategic Projects, Regulatory Services and City Operations SA Water costs
FINANCE COSTS	3,065	6,237	3,172	51%	Lower debt balance
DEPRECIATION, AMORTISATION & IMPAIRMENT	39,059	37,266	(1,793)	(5%)	Reflection of the latest revaluation results and extra developer contributed assets
NET LOSS- JOINT VENTURES & ASSOCIATES	196	196	-	0%	
Total Expense	157,576	155,931	(1,645)	(1%)	
Net Surplus/(Deficit)	3,857	11,113	(7,256)		
Non-Structural Items ¹	9,156	9,362	(206)		
Net Structural Surplus/(Deficit)	(5,299)	1,751	(7,050)		
<i>For comparative purposes only</i>					
<i>Adjustment for advance payment of FA Grants</i>	<i>9,181</i>		<i>9,181</i>		
Adjusted Net Structural Surplus/(Deficit)	3,882	1,751	2,131		

Notes:

1. Developer contributions, operating grants used for capital projects, reserves & one off investment decisions not part of recurrent base budget or for future use on infrastructure projects

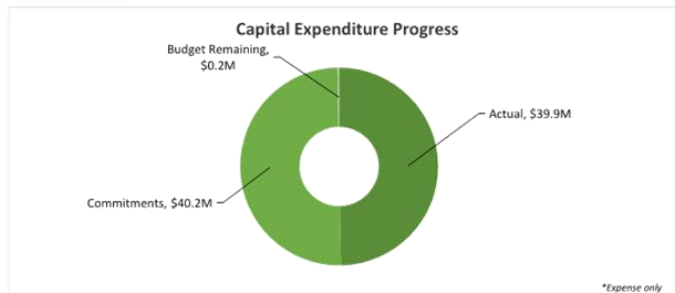
Capital Full Year Movement (2025-2026)

The table below shows the full year forecasted net capital expenditure of \$47.9M which is less than Budget by \$22.5M.

	Full Year Forecast	Full Year Budget	Variance Less/ (Greater)	Explanation of variance where considered material
Revenue	(5,744)	(9,953)	4,209	Multiyear projects: Park Road Drainage System, Playford Water Business Expansion and Munno Para Sportsground to continue in 2026/27
Expenses	53,605	80,278	26,673	Multiyear projects: Dwight Clubrooms and Changerooms gated to detail design and construction will continue into 2026/27. Renewal vehicles to be ordered, Renewal roads on hold, Broster Road Shared Use Path Connection and Sheedy Rd forecasted saving, Curtis Road/Andrews Road Intersection (Road) upgrade, Kalara clubroom renewal, Civic Ctre renewal works and Aquadome refurbishment all to continue in 2026/27.
Total Net Capital Expenditure	47,861	70,325	22,464	

	Full Year Forecast \$'000	Full Year Budget \$'000	Variance Less/ (Greater) \$'000	Explanation of variance where considered material
Buildings	3,764	5,699	1,935	Multiyear projects: Dwight Clubrooms and Changerooms gated to detail design and construction will continue into 2026/27, Kalara clubroom renewal, Civic Ctre renewal works and Aquadome refurbishment to continue in 2026/27, PSP - Softball Changerooms and Clubrooms detailed design to continue in 2026/27
Fleet	2,152	3,489	1,337	Vehicles to be ordered
IT	947	1,369	422	Laptop, desktop and monitor renewals deferred to 2026/27
Northern CBD	263	118	(145)	
Other	1,620	1,943	323	
Playford Alive	2,053	2,955	902	Savings
Parks	3,424	5,064	1,640	Virginia Oval Playground renewal construction in 2026/27
Stormwater	3,330	2,941	(389)	Multiyear projects: Park Rd Drainage to continue in 2026/27
Streetscapes	8,531	10,070	1,539	Broster Road Shared Use Path Connection forecasted saving, State Bicycle Fund grant received for new footpaths
Transport	20,487	36,246	15,759	Multiyear projects: Curtis Road/Andrews Road Intersection (Road), Sheedy Rd forecasted savings and renewal roads on hold
Wetlands	1,290	431	(859)	Multiyear projects: Playford Water Business Expansion to continue in 26/27
Total Net Capital Expenditure	47,861	70,325	22,464	

Capital Expenditure Progress as at April



Borrowings/Investment Summary (2025/2026)

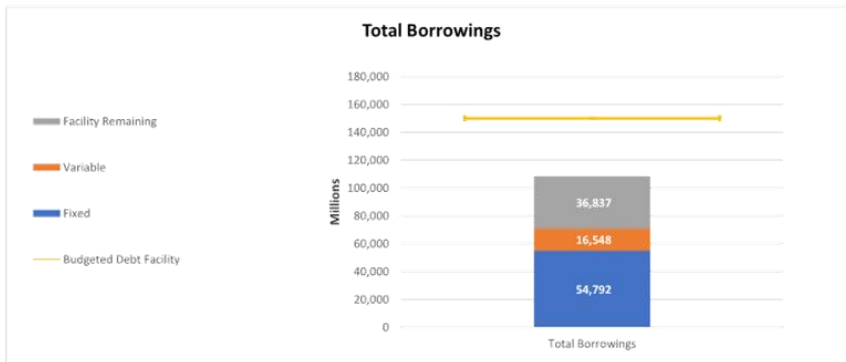
Debt Mix:

As at April 2026 the balance of Council's short-term investments is \$0.2M.

Council's total borrowings as at the end of April 2026 are \$71.3M, comprising \$54.8M in fixed rate borrowings and \$16.5M of variable rate borrowings, total facilities accumulate to \$108.2M.

Total borrowings, net of repayments, have increased by \$7.9M from \$63.4M in the prior month. This is consistent with Council's capital spend timing and receipts.

The LTFP has a budgeted debt facility of \$150.0M based on the assumption of full delivery of capital programs and an allowance for Treasury cash flow management. These borrowings fall within the approved budget, Council's adopted financial indicators and the LTFP. Forecasted Debt as at 30 June 2026 is \$77.4M.



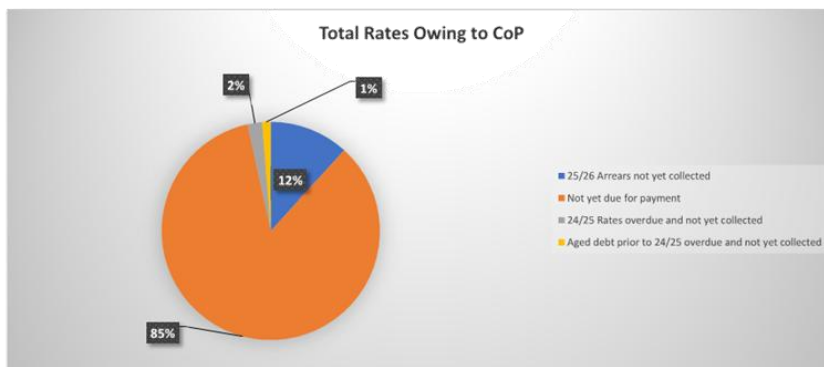
Rates Recovery:

Rates recovery has a direct impact on positive cash flow which then correlates to borrowings. By maximising cashflows, less borrowings are required to fund operational expenditure.

Total rates owing of \$26.0M (20.2%) as at April 2026 reflects an decrease of 0.8% compared to April 2025.

10.2% of ratepayers are proactively utilising Councils bill smoothing options including direct debit and centrepay.

0.9% of councils ratepayers have arrangements in place under councils hardship policy.



Reserves

The reserves are a collation of developer contributions received over a number of periods and are managed as a cash offset against Council's debt. Under legislation, Council is required to apply interest income to the balance in reserves using the RBA average cash rate.

The forecasted balance of reserves as at 30 June 2026 is \$22.7M.

Below is a summary of the forecasted contributions, expenditure and estimated interest as at April 2026.

Reserve	Opening Balance	Forecasted Developer Contributions & State Govt Grants	Forecasted Expenditure	Estimated Interest	Forecasted Closing balance
	\$'000	\$'000	\$'000	\$'000	\$'000
Open Space Reserve	6,269	2,518	(656)	309	8,440
Stormwater Infrastructure Deed - Virginia	(171)			(7)	(178)
Stormwater Infrastructure Deed - Angle Vale	3,044	1,027	(6)	155	4,220
Stormwater Infrastructure Deed - Playford North Extension	(662)			(25)	(687)
Social Infrastructure Deed - Virginia	238	64		11	313
Social Infrastructure Deed - Angle Vale	2,288	487		106	2,881
Social Infrastructure Deed - PNE	1,545	847		91	2,483
Supplementary Local Roads	2,437	716	(606)	97	2,644
Playford Alive Initiative Fund	671	368	(66)	37	1,010
Urban fund tree	94	55		6	155
Gawler Rail Vegetation Offset	223		(22)	8	209
Other one-off Reserves	1,230		(95)	43	1,178
	17,206	6,082	(1,451)	831	22,668

Financial Indicators

Financial sustainability is achieved when Council can deliver the services it provides to the community at an agreed and consistent standard across a long period, without the need for significant rate increases or significant service reductions, whilst maintaining inter-generational equity.

Financial sustainability enables Council to:

- Deliver and maintain intergenerational equity
- Maintain a solid and healthy financial position
- Maintain a degree of stability and predictability for future rate increases
- Manage its debt levels

Council has six financial indicators used to measure its financial sustainability.

Financial Indicator	Explanation	Target	Forecast	Adjusted Forecast	Budget	Points to note on indicators outside of target range
Operating Surplus Ratio	Gives an indication of Councils ability to service its operations from expected income, while maintaining long term financial sustainability.	Between 1% and 10%	2.4%	7.6%	6.7%	
Structural Surplus Ratio	Operating Surplus Ratio excluding one off grants, contributions, reserves and investments	Between 1% and 4%	-3.5%	2.3%	1.1%	Adjusted \$9.2M Financial Assistance grant prepaid in June 2025
Cash Flow from Operations Ratio*	Measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.	Between 90% and 110%	100.2%	84.7%	115.8%	Adjusted \$9.2M Financial Assistance grant prepaid in June 2025 and capital grants/contributions recognised as income
Asset Renewal Funding Ratio	Shows whether or not Council is replacing assets at the rate as required in the Asset Management Plan.	Between 90% and 110%	77.8%	77.8%	111.4%	Renewal projects continuing in 2026/27
Net Financial Liabilities Ratio**	Shows the extent to which Council is managing its debt.	Between 50% and 160%	75.2%	71.2%	69.4%	
Interest Expense Ratio	Shows how much discretionary income is used to pay interest on borrowings	Between 0% and 8%	2.5%	2.5%	5.0%	

Adjusted Forecast corrects the distortion created due to accounting treatment of the advance payment of FA Grants allocation, and creates a more accurate basis for comparison.

COMMITTEE REPORTS

CORPORATE GOVERNANCE COMMITTEE

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

17.1 NAWMA PRUDENTIAL REPORT

Contact Person: Sam Green

Why is this matter before the Council or Committee?

Matters which cannot be delegated to a Committee or Staff

Purpose

For Council to make a determination on whether to deal with this matter in confidence.

A. COUNCIL 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;
- Manager Governance;
- Executive Strategic Advisor;
- Environmental Planner;
- Governance Support;
- ICT Support;
- Minute Taker.

in order to consider in confidence agenda item 17.1 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 information in the report and any subsequent discussion could reasonably be expected to undermine future commercial negotiations and 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 and in this instance; Council 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 17.1

C. COUNCIL TO DECIDE HOW LONG ITEM 17.1 IS TO BE KEPT IN CONFIDENCE**Purpose**

To resolve how long agenda item 17.1 is to be kept confidential.

STAFF RECOMMENDATION

Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999*:

- Report for Item 17.1
- Attachment(s) for Item 17.1
- Minutes for Item 17.1

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*.

Pursuant to Section 91(9)(c) of the *Local Government Act 1999*, Council delegates to the Chief Executive Officer the power to revoke in whole or in part this order at any time, and the Chief Executive Officer must advise Council of the revocation of this order as soon as possible after such revocation has occurred.

COMMITTEE REPORTS

STRATEGY AND SERVICES COMMITTEE

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

17.2 NAWMA DRAFT ANNUAL PLAN AND BUDGET 2026-2027 AND CASH ADVANCE DEBENTURE FACILITY

Contact Person: Sam Green

Why is this matter before the Council or Committee?

Matters which cannot be delegated to a Committee or Staff

Purpose

For Council to make a determination on whether to deal with this matter in confidence.

A. COUNCIL 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;
- Acting Executive Strategic Advisor;
- Senior Manager Financial Services;
- Environmental Planner;
- Governance Support;
- ICT Support;
- Minute Taker.

in order to consider in confidence agenda item 17.2 under Section 90(3)(g) of the *Local Government Act 1999* on the basis that:

- (g) matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty.

This matter is confidential because Council is required by the relevant provisions in the NAWMA Charter 2024 to keep the NAWMA Budget confidential (unless the NAWMA Board resolves otherwise).

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; Council 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 17.2

C. COUNCIL TO DECIDE HOW LONG ITEM 17.2 IS TO BE KEPT IN CONFIDENCE**Purpose**

To resolve how long agenda item 17.2 is to be kept confidential.

STAFF RECOMMENDATION

Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following aspects of Item 17.2 be kept confidential in accordance with the Council's reasons to deal with this item in confidence pursuant to Section 90(3)(g) of the *Local Government Act 1999*:

- Report for Item 17.2
- Attachment 1 for Item 17.2
- Minutes for Item 17.2

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*

STAFF REPORTS

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

17.3 2026/27 RATE REBATES

Contact Person: Luke Culhane

Why is this matter before the Council or Committee?

Matters which cannot be delegated to a Committee or Staff

Purpose

For Council to make a determination on whether to deal with this matter in confidence.

A. COUNCIL 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 Financial Services;
- Senior Manager City Property;
- Senior Manager Development Services;
- Senior Manager Families & Young People;
- Governance Support;
- ICT Support;
- Minute Taker;

in order to consider in confidence agenda item 17.3 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 rate rebates are financial information regarding specific community groups and organisations.

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; Council 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 17.3

C. COUNCIL TO DECIDE HOW LONG ITEM 17.3 IS TO BE KEPT IN CONFIDENCE**Purpose**

To resolve how long agenda item 17.3 is to be kept confidential.

STAFF RECOMMENDATION

Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999*:

- Report for Item 17.3
- Attachments 1, 2 and 3 for Item 17.3
- Minutes for Item 17.3

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*.

Pursuant to Section 91(9)(c) of the *Local Government Act 1999*, Council delegates to the Chief Executive Officer the power to revoke in whole or in part this order at any time and the Chief Executive Officer must advise Council of the revocation of this order as soon as possible after such revocation has occurred.