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## **CONFIDENTIAL ORDINARY COUNCIL MEETING**

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**CONFIDENTIAL MATTERS****Services Committee**

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Released 26 May 2020

## **SERVICES COMMITTEE**

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***Confidential Matters***

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**18.1 ELIZABETH RISE COMMUNITY CENTRE 3 YEAR STRATEGIC REVIEW**

Contact Person: Mr Sam Green

**Why is this matter confidential?**

Subject to an order pursuant to Section 90 (3) (d) of the Local Government Act 1999, this matter is confidential because it provides information about the costs associated with the operation of the Elizabeth Rise Community Centre, located within a tenancy in the Elizabeth Downs Shopping Centre on Hamblynn Road. The information disclosed in this report could potentially jeopardise Council's commercial position in future negotiations.

**A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE**

No action – this motion passed in the open section.

**B. THE BUSINESS MATTER****18.1 ELIZABETH RISE COMMUNITY CENTRE 3 YEAR STRATEGIC REVIEW**

**Responsible Executive Manager :** Mr Sam Green

**Report Author :** Ms Sara Hobbs

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

**Attachments :** 1. Elizabeth Rise Community Centre May 2014 Council Report

**PURPOSE**

This report is before Council to seek a pre-commitment for ongoing funding for the Elizabeth Rise Community Centre.

**STAFF RECOMMENDATION**

The Elizabeth Rise Community Centre continues to operate at the existing site.

Council endorses in-principle ongoing funding of \$135,000 per annum for allocation in the 2017/18 Annual Business Planning process, to enable the renewal of the lease for the Elizabeth Rise Community Centre.

**COMMITTEE RECOMMENDATION****2799**

The Elizabeth Rise Community Centre continues to operate at the existing site.

Council endorses in-principle ongoing funding of \$135,000 per annum for allocation in the 2017/18 Annual Business Planning process, to enable the renewal of the lease for the Elizabeth Rise Community Centre and reviews daily hire and charge out fees for the use of the facility by the organisations, which is endorsed by the Chamber, to offset some of the operating costs in financial year 2017/18.

## EXECUTIVE SUMMARY

The City of Playford Elizabeth Rise Community Centre has been in operation since September 2014. The facility operates from a leased shop tenancy in the Elizabeth Downs Shopping Centre. This report represents the findings of the Centre's initial three year review.

Council needs to determine if on-going funding will be allocated to the running of the Centre to ensure it continues to operate beyond 30 June 2017, when the existing lease expires.

The establishment of the Centre within a shop tenancy (as opposed to Council purchasing or building its own community centre) has provided the opportunity to understand the community's needs and the types of programs and services desired by the community. This information can help inform Council's decision making process around the development of a more permanent facility, if required, in the future. The leasing of a tenancy has also been an affordable way of providing a community centre service when compared with the ongoing operational costs associated with building and owning a Council facility.

During the lease period, Council has been able to trial various management models and develop valuable partnerships with non-government agencies who deliver a range of programs from the Centre.

Ongoing/recurrent funding is required to secure the long-term sustainability of the Centre for the 2017/18 financial year and beyond. Without this funding the Centre will need to cease operations following the expiry of the existing lease. This will impact on the health and wellbeing of the community and undermine the value of the resources that have already been invested into the facility.

## 1. BACKGROUND

The Social Plan for Services and Infrastructure (2013) was prepared by Elton Consulting on behalf of Council and received endorsement at Council's March 2013 meeting. This report provided a holistic view of community centre provision across the City and identified an existing gap in services in the Elizabeth Park area. In 2014 the Elizabeth Downs Shopping Centre emerged as an option to fulfil some of this demand within the general catchment area.

Council endorsed the establishment of the Elizabeth Rise Community Centre at the Elizabeth Downs Shopping Centre for an initial three year period (the life of the initial lease agreement) at its May 2014 meeting (original report attached).

The current lease expires 30 June 2017 with a right of renewal to 30 June 2020, and a further two year renewal option beyond that. This report represents the three year review into the Centre and its long term financial sustainability.

The establishment of the Centre within a shop tenancy (as opposed to Council purchasing or building its own community centre) has provided the opportunity to understand the community's needs and the types of programs and services desired by the community. This information can help inform Council's decision making process around the development of a more permanent facility, if required, in the future. Leasing a tenancy also represents an affordable way of providing a community centre service to the community when compared with the ongoing operational costs associated with building and owning a Council facility.

Council contributed \$91,000 to the design and fit out of the Centre in accordance with the estimate stated in the original report. Subsequent to the commencement of the fitout works an additional \$88,000 was committed to upgrade an external toilet facility so that it complied with Disability Discrimination Act requirements, install plumbing and waste water infrastructure and furnish the facility so that it was suitable for purpose.

The Centre opened in September 2014 and since this time has emerged as an important community facility that provides a range of community programs in partnership with different external service providers. The programs include playgroups, parenting programs, financial counselling, healthy lifestyle activities, community place making and social and wellbeing groups. These programs and activities assist to:

- Increase social connections and community pride/spirit
- Help develop confidence, knowledge and resilience
- Improve parenting outcomes
- Increase community ownership and leadership
- Increase participation in volunteering

The Centre's location provides a good level of accessibility to the community through its proximity to existing community destinations, associated with its tenancy within the Elizabeth Downs Shopping Centre and proximity to the Elizabeth Downs Primary School. Medium density housing is also under construction adjacent to the shopping centre, which will potentially attract new users to the Centre over time. A bus stop is located directly out the front of the shopping centre, providing convenient access for public transport users.

Approximately 500 people per month currently participate in activities at the Centre.

The original report to Council proposed that Council would seek to establish a self-funding model based on securing external funding. At that time there were specific grants available for this type of centre and for which Council applied and was unsuccessful. Subsequent to the establishment of the Centre, the State Government further reduced funding to the community services sector overall. This meant that there were no grant opportunities as had been originally envisaged for Council to pursue.

In any event, Council has continued to explore alternative grant opportunities to support the operations of this Centre albeit this is a high risk funding strategy and has not always been successful. Should the Council agree to the ongoing funding of the Centre as requested this will not negate efforts to supplement programming costs by seeking grants. It must be noted however that grants for the types of activities delivered in community centres are not significant and hence would only deliver marginal savings when the resources applied to applying for the grant is taken into consideration.

The original report also proposed that revenue would be raised from user fees from agencies. At this stage, only nominal user fees have been able to be raised. This is primarily due to the following factors:

- The difficulty in charging fees for non-exclusive use of a portion of a facility.
- The overall reduction in grant funding available to agencies has reduced their capacity and willingness to pay user fees.
- During the initial establishment period the main focus was to generate a range of programs that met the needs of the community by attracting a broad range of service providers and programs.

However, Council will continue to look at other user fee paying models should the Centre continue to operate beyond 30 June 2017.

The original report envisaged that the staffing of the Centre would be sourced from Council's existing budget. At that time, Council had employed a number of staff through external funding arrangements e.g. OPAL staff, Family Links officer, Neighbourhood Development officer, Aboriginal Community Development officer and a Place Making officer, who collectively supported the operations of the Centre during the first two years. These roles no longer exist due to the fact that the external funding has ceased. While Council has been able to adequately staff the Centre to date with the engagement of the Centre Coordinator on

a temporary basis for the past year, the final tranche of the external funding that has been used to fund that position will cease on 30 June 2017.

## **2. RELEVANCE TO STRATEGIC PLAN**

### 1: Smart Service Delivery Program

#### Outcome 1.1 High quality services and amenities

The existing Elizabeth Rise Centre provides a range of community programs to meet the needs of the community in a cost effective manner.

## **3. PUBLIC CONSULTATION**

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

## **4. DISCUSSION**

The following represents the findings of the three year review of the Centre. The review found that the Elizabeth Rise Community Centre has been successful in achieving positive community outcomes:

**4.1.** The management model involves a full-time coordinator (one FTE position) based at the Centre, who has been integral in:

- Working with the community to design and deliver programs
- Managing volunteers
- Establishing and coordinating the Elizabeth Rise Advisory Group, consisting of community representatives as well as representatives from other shopping centre tenancies, SAPOL and the principal from the Elizabeth Downs Primary School.
- Forming trusted relationships with the community that lead to increased participation in programs and activities. This is especially important for people who are vulnerable or experience social disadvantage.
- Establishing partnerships with other service providers to better utilise resources, reduce service duplication and deliver programs to meet community needs that fall outside of Council's role and expertise.

**4.2.** Approximately 500 people per month participate in programs at the Centre. It is estimated that participant numbers have roughly doubled during the previous 12 months due to improvements in the management model with the engagement of the full time Coordinator.

**4.3.** In a recent survey of the Centre users, 84 percent of survey respondents reported that they had gained new skills and increased their knowledge through participating in Centre programs. Users stated "Excellent place. Glad I finally found you", "Whenever I've been it has a very good community feel with lots to do" and "Best place to be when battling depression/mental health issues. Keeps you buzzy and gives you a break".

**4.4.** The Centre has been able to leverage significant benefit for the community in respect of attracting external service delivery to the value of \$69,000. This estimate is based on the equivalent time and resources it would take for Council staff to deliver those same services.

Additionally, a further \$50,000 of value is obtained through volunteer hours.

The combined value of the external service provision and volunteer hours is estimated to be \$119,000 annually.

- 4.5. Council was successful in obtaining a \$50,000 Crime Prevention Grant from the Attorney General's Department to undertake a place-making project, run from Elizabeth Rise Community Centre. This 'Pride at the Rise' project involved the community creating public art (murals and mosaics) and improving the look and feel of the Elizabeth Downs Shopping Centre courtyard. The project facilitated social connections within the community and resulted in improved activation at the shopping centre.
- 4.6. The South Australia Police have reported a decrease in criminal activity in and around at the shopping complex since the Centre opened. This increases the community sense of safety and wellbeing.
- 4.7. The shopping centre owners have provided feedback about how positive the Centre has been for the complex in terms of increased activation.
- 4.8. The Elizabeth Rise Community Centre enjoys a demographically diverse clientele and represents the only all-ages Council-owned community centre.
- 4.9. Council staff are aware that many Centre users experience complex challenges such as physical and mental health issues, social isolation, unemployment, parenting difficulties, and have limited economic resources. Therefore the local, free/low cost and inclusive environment at the Elizabeth Rise Community Centre provides a positive influence on their lives.

## 5. OPTIONS

### Recommendation

The Elizabeth Rise Community Centre continues to operate at the existing site.

Council endorses in-principle ongoing funding of \$135,000 per annum for allocation in the 2017/18 Annual Business Planning process, to enable the renewal of the lease for the Elizabeth Rise Community Centre.

### Option 2

Council does not endorse the in-principle ongoing funding of \$135,000 per annum and acknowledges that the lease for the Elizabeth Rise Community Centre will not be renewed.

## 6. ANALYSIS OF OPTIONS

### 6.1 Recommendation Analysis

#### 6.1.1 Analysis & Implications of the Recommendation

The review of The Elizabeth Rise Community Centre has shown that since opening in September 2014, Council has been able to form valuable partnerships with a variety of non-government agencies and build strong relationships with the community, resulting in a gradual growth in participant numbers.

Council has been informed by SAPOL that community safety has improved within the area due to a reduced rate of crime following the establishment of the Centre and related place making activities.

The Centre has a solid customer base and is a key location for the delivery of programs and services facilitated by other community agencies. Any change to the Centre will impact the community's access to this range of programs.

The Centre currently leverages an estimated \$119,000 worth of added value through volunteer hours and in external service provision.

The Centre is open during business hours, providing a consistent and expected level of access to the facility by the community.

A reduction or removal of the services currently facilitated at the Centre would potentially have a detrimental effect on the health and wellbeing of the local community.

#### 6.1.2 Financial Implications

There are long term budget implications associated with the recommendation, at a cost of \$135,000 per annum:

	<b>Annual Ongoing Costs</b>
Lease & Outgoings	\$31,000
Cleaning, security, wifi, phone	\$7000
Maintenance & utilities	\$10,000
Program/service delivery and resources	\$20,000*
Centre Coordinator (1 x FTE)	\$87,000
<b>Total Operating Costs</b>	<b>\$155,000</b>
<b>Total Funding Required</b>	<b>\$135,000</b>

*\*\$20,000 already part of ongoing/reoccurring budget*

The funding for the Centre Coordinator during the last year has been sourced from a combination of once-off budget savings and external funding that will conclude at 30 June 2017.

There is currently \$20,000 within the existing ongoing budget that would be used to supplement the provision of external service delivery (as required), Centre resources (books, games, craft materials, ingredients for cooking classes etc) as well as printing and catering.

To ensure the ongoing sustainability of the Centre, \$135,000 per annum is required to meet lease and operating costs. This ongoing funding will need to be secured through Council's 2017/18 Annual Business Planning process.

In-principle agreement by Council is required to provide certainty of funding to enable staff to commence lease negotiations with the Elizabeth Downs Shopping Centre owners.



## **6.2 Option 2 Analysis**

### 6.2.1 Analysis & Implications of Option 2

If the required funding is not secured, the Centre will need to cease operations following the end of the current lease on 30 June 2017.

Many users of the Centre live locally in Elizabeth Downs with other users accessing the Centre from other areas across Playford. Elizabeth Downs has a SEIFA Index score of 778.4 which is much lower than the score for Playford overall, at 871.3. This indicates a comparative higher level of socio-economic disadvantage within this community

A reduction or removal of this service will potentially have a detrimental impact on the health and wellbeing of the local community. Many Centre users experience complex challenges such as physical and mental health issues, social isolation, unemployment, parenting difficulties, and have limited economic resources. Therefore the local, free/low cost and inclusive environment at the Elizabeth Rise Community Centre provides a positive influence on their lives.

### 6.2.2 Financial Implications

This option will not impact on Council's long-term financial management plan. However, it will undermine the value of Council's financial investment into the Centre to-date.

#### 14.4 ELIZABETH DOWNS COMMUNITY CENTRE

Responsible Executive Member: Shaun Kennedy  
Contact Person: Greg Pattinson

##### Why is this matter before the Council or Committee?

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

##### Purpose

Council to decide whether to lease the building located at Shop 7 26-34 Hamblynn Road Elizabeth Downs for the purposes of a temporary community centre.

##### STAFF RECOMMENDATION

- 1). Council endorses the establishment of a short term Community Centre at Shop 7, 26-34 Hamblynn Road Elizabeth Downs on a three year basis.
- 2). The cost of fitting out the building (estimated to be \$91,000) will be sourced from within Council's current capital budget.
- 3). The cost of the initial three year lease (approximately \$43,000) will be sourced from savings in the 2013/14 financial year.

##### COMMITTEE RECOMMENDATION

1754

- 1). Council endorses the establishment of a short term Community Centre at Shop 7, 26-34 Hamblynn Road Elizabeth Downs on a three year basis.
- 2). The cost of fitting out the building (estimated to be \$91,000) will be sourced from within Council's current capital budget.
- 3). The cost of the initial three year lease (approximately \$43,000) will be sourced from savings in the 2013/14 financial year.

##### Relevance to Council Plan

Goal 1: Community Wellbeing

Objective 1.1 A community with access to quality services for all.

##### Relevance to Public Consultation Policy

While the outcome from this matter has the potential to provide significant benefits to the community, as this stage there is no requirement to consult with the community.



## Background

Community centres are a critical element of social infrastructure that provide space for a variety of community activities and services that are accessible to the wider community.

In June 2011 Council adopted a *Community Centre Policy* that outlines objectives and guiding principles for decision making in the provision of community centres. Within this policy document, community centres are defined as:

*"Publicly accessible facilities that provide space for individuals, local organisations and community groups to meet, and for a range of social programs, services and activities which address the social needs of a community".*

Further to this, a *Social Plan for Services and Infrastructure* (2013) was prepared by Elton Consulting and endorsed by Council at its 26 March meeting (Item 14.3).

The report identifies gaps in social infrastructure provision and includes a prioritised program of social infrastructure projects. The provision of a District Community Hub at Elizabeth Park is identified as a high priority.

The 'hub' is recommended to be 3000 square metres in size and incorporate the following elements:

- library (1,500 square metres)
- multi purpose community centre
- multi-agency service centre
- arts/exhibition space
- community hall/meeting space for up to 200 people (250 square metres)
- collocated with an Early Childhood Service Centre.

The report envisages that the District Community Hub will *"act as a catalyst for the renewal of Elizabeth Park as well as providing a more locally accessible service point and an equitable level of facility and service provision to address local community needs"*. It is estimated that the hub will cost between \$7.5 million and \$10.5 million.

An opportunity has arisen for Council to lease an existing space located at Shop 7 26-34 Hamblynn Road Elizabeth Downs, for the purposes of a community centre. The space is approximately 260 square metres in size and is comprised of a single open space. It is located within the 'Elizabeth Rise' (Elizabeth Downs) shopping centre.

The location of the space is within the catchment of the Elizabeth Park District Community Hub identified by Elton Consulting (which would typically service a population of 20,000 to 30,000 but potentially up to 50,000). The location is also close to Elizabeth Park and therefore provides a unique opportunity to engage with the targeted community prior to the establishment of a more permanent facility in the future, subject to Council endorsement.

The shopping centre accommodates a number of tenancies including one of Council's food co-operative outlets, mini-mart, fish and chip shop, laundromat, DVD shop, dance school and taekwondo school. It is adjacent to the Elizabeth Downs Primary School and a service station. A bus stop is located directly in front of the shopping centre on Hamblynn Road. As such, it already is part of a local hub and an existing 'destination' for residents within the locality.

It is proposed that Council lease the tenancy for a fee of approximately \$43,000, initially for a three year period, as an interim community centre facility. Council will aim to negotiate lease renewals for a further two terms of two years, which is likely to occur given the shopping centre owners are supportive of the project as it is anticipated to enhance the profile of the shopping centre.

The space in the shopping centre will require a fit-out so that it can function as a community centre. The fit-out will include the construction of two small offices where counselling service can be provided, a reception desk, kitchen facilities as well as new paint, carpeting and general maintenance.

### **Analysis of Issues**

#### *Need for a Community Centre*

The suburbs of Elizabeth Downs (where the community centre is proposed) and adjacent Elizabeth Park (where the District Community Hub was identified by Elton Consulting as a priority) both exhibit an older demographic compared with the City of Playford and have higher proportion of households in the lower income brackets, higher unemployment and lower number of households connected to the internet. Both Elizabeth Downs and Elizabeth Park accommodate higher percentages of households that do not have a car when compared with the City of Playford.

Both suburbs exhibit similar SEIFA Index ratings of 781.5 (Elizabeth Park) and 778.4 (Elizabeth Downs), which are lower than the rating for Playford overall at 871.3, highlighting a higher level of socio-economic disadvantage within the locality.

A 2010 report '*Health lies in wealth: health inequalities in Australians of working age*' undertaken by the National Centre for Social and Economic Modelling, University of Canberra has highlighted that those who are more socio-economically disadvantaged have poorer health, with a range of factors such as employment, education and social connectedness all featuring as determinants. Community Development staff are also aware that the population within the locality experience issues with poverty, relationships, financial management and domestic violence.

As such, the need for a community centre which is physically accessible to residents and that can help people remain or become socially connected is high.

It will be important that residents understand that the facility will be short-term so that expectations are not unreasonably raised. However, the centre will provide the opportunity for Council to form a relationship with the community and gain an understanding of what programs and services they require. This information can help to inform Council's decision making process around a more permanent facility in the future.

#### *Community Centre Operations*

It is proposed that the centre will be managed by Council but that many of the programs would be provided by external agencies such as NGO's, State Government departments or community groups.

During the initial three year lease period, Council staff will seek to establish a self-funding model, likely to be based on securing external funding (which is more likely to happen with an established centre). If this can be achieved, the community centre will be financially sustainable beyond Council's initial three year funding commitment.

Staffing of the centre will be sourced from Council's existing budget: Community Development staff will use the centre as an outreach site to conduct their usual work and coordination of the centre will be integrated into existing staff responsibilities.

The centre is anticipated to provide a range of programs including life-skills, education/learning programs and programs aimed at families/youth and older persons.

The initial investment to a suitable standard will help lift the profile of the facility as well as the shopping centre itself, which will convey to the residents that they matter and deserve good quality facilities. This fee should be considered in the context of the savings in rent Council will secure, with comparable commercial rent fees around three times greater than the proposed for the three year lease.

Centre management fees and utility fees will be funded through revenue raised from renting the facility to agencies.

### **Options**

#### Option 1

- 1). Council endorses the establishment of a short term Community Centre at Shop 7, 26-34 Hamblynn Road Elizabeth Downs on a three year basis.
- 2). The cost of fitting out the building (estimated to be \$91,000) will be sourced from within Council's current capital budget.
- 3). The cost of the initial three year lease (approximately \$43,000) will be sourced from savings in the 2013/14 financial year.

#### Option 2

Council does not pursue the establishment of a short term community centre at Elizabeth Downs at this time.

### **Analysis of Options**

#### Option 1

##### *Council leases the facility for a short-term community centre*

- The proposed community centre will help instil a sense of community pride and will allow Council to form a relationship with the community to better understand their needs. This will help to inform the future establishment of community facilities by Council within the locality, with a view to eventually transition to a permanent facility.
- Given a District Community Hub has been identified by Elton Consulting as a high priority, the establishment of the proposed centre can be viewed as relatively urgent,



notwithstanding that it will not fulfil the role of the 3000 square metre facility 'hub' described in the *Social Plan for Services and Infrastructure* report.

- The \$43,000 for the initial three year lease is extremely affordable when compared with commercial rates. Aside from the initial lease fee and fit-out costs, the centre is anticipated to be self sustainable and represents an improvement in Council services within a cost efficient model.
- There will be a financial cost to Council in refurbishing the building, with no guarantee of continuing after the first term lease expires. However, it is considered likely that further lease renewals will be able to be secured if desired, and the short term nature of the leasing arrangement also provides flexibility for Council to assess the success of the facility and consider alternative arrangements, if necessary.

#### Option 2

#### Council does not pursue the establishment of a short term community centre at Elizabeth Downs at this time

- If Council does not lease the tenancy it may be a significant period of time before a facility (that is as affordable) can be found elsewhere or that Council will be in a position to fund the construction of a new community facility.
- The community will not have access to a community centre which would provide a range of opportunities for social interaction and learning that contribute to health and wellbeing and which may be particularly relevant to older residents who are more likely to be vulnerable to social isolation.
- By not leasing the facility now, a more measured and planned approach to the establishment of a community centre/hub can be undertaken, which is more in accordance with Council's usual practice. However, the opportunity to establish a short-term community centre will provide for a 'transitional period' and inform future decisions around a more permanent facility.

#### **Financial Implications**

The financial implications of Option 1 are as follows:

- The approximate \$43,000 three year lease fee will be funded from an underspend in this finance year and approved in the next budget review.
- Annual Centre management fees of approximately \$1,500 - \$2,000 will be funded from leasing space out to other agencies.
- The \$91,000 required to fit out the space will be sourced from Council's existing Capital budget and approved in the next budget review.
- Staffing of the centre will come from Council's existing staff budget: Community Development staff will use the centre as an outreach site to conduct their usual work and coordination of the centre will be integrated into existing staff responsibilities.

#### **Preferred Options and Justification**

Option 1 is the preferred option as:

- The option represents an immediate and affordable opportunity that may not arise again.

- The proposed facility is located in an area that is proximate to the Elizabeth Park area that has been identified as requiring significant community infrastructure in the *Social Plan for Services and Infrastructure* report, prepared by Elton Consulting.
- The community is one of the more socio-disadvantaged communities within Playford and therefore an on-the-ground presence by Council and other agencies will have beneficial outcomes.
- The proposed facility is located in an area that is already a 'destination' and therefore will assist with connecting with the community.
- The establishment of the community centre will help lift the profile of the shopping centre.
- The short term nature of the community centre will help Council understand the needs of the community before making decisions on the establishment of a more permanent facility or facilities.

**C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 18.1 IS TO BE KEPT IN CONFIDENCE****Purpose**

To resolve how long agenda item 18.1 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999, the Council orders that the following aspects of Item 18.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90 (3) (d) of the Local Government Act 1999:

- Report for Item 18.1
- Discussion for Item 18.1
- Decision for Item 18.1

This order shall operate until a new lease agreement for the Elizabeth Rise Community Centre has been finalised, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the Local Government Act 1999, whichever comes first.

**COMMITTEE RESOLUTION****2800**

Pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999, the Council orders that the following aspects of Item 18.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90 (3) (d) of the Local Government Act 1999:

- Report for Item 18.1
- Discussion for Item 18.1
- Decision for Item 18.1

This order shall operate until a new lease agreement for the Elizabeth Rise Community Centre has been finalised, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the Local Government Act 1999, whichever comes first.

## STAFF REPORTS

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***Confidential Matters***

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## 18.2 BUILDING STRONGER REGIONS FUND

Contact Person: Mr Sam Green

### Why is this matter confidential?

Subject to an order pursuant to Sections 90 (3) (b) (m) of the Local Government Act 1999, this matter is confidential because the report discusses potential changes to Councils Development Plan, land acquisition, and potential impact on landowners.

### A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE

No action – this motion passed in the open section.

### B. THE BUSINESS MATTER

## 18.2 BUILDING STRONGER REGIONS FUND

**Responsible Executive Manager :** Mr Sam Green

**Report Author :** Mr Greg Pattinson

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

### PURPOSE

Seek Council's endorsement to submit applications to the Building Stronger Regions Fund.

### STAFF RECOMMENDATION

1. That Council partner with the City of Salisbury in submitting a proposal to seek funding from the 'Building Better Regions Fund – Infrastructure Projects Stream' for the construction of the trunk drainage system that services Greater Edinburgh Parks (GEP). Council acknowledges that the City of Salisbury will submit the application and if successful in receiving grant funding, Council will need to allocate approximately \$6.45M capital funding for the delivery of the GEP outfall channel.
2. Council investigates establishment of "Infrastructure Schemes" to recoup funding from landowners who receive uplift in their land value associated with rezoning.
3. The Council lodge an application for the upgrade of the main street of Virginia and acknowledges if successful in receiving grant funding Council will need to allocate approximately \$825,000 capital funding to deliver the project.



## EXECUTIVE SUMMARY

The report seeks support for staff to apply to the 'Building Better Regions Fund – Infrastructure Projects Stream' for the construction of the GEP trunk drainage system and the main street upgrade of Virginia.

This report identifies an opportunity for the Councils of Salisbury and Playford to jointly seek funding for the construction of the trunk drainage system that can service the future up-zoned area of Greater Edinburgh Parks (GEP) and the existing area west of Port Wakefield Road. The City of Salisbury will lodge the application with the City of Playford being a partner in the project. If successful, Council will need to allocate approximately \$6.45 M capital funding as Council's contribution to acquisition of land and construction of the outfall channel.

The City of Playford will lodge the application for the upgrade of the main street for Virginia. If successful, Council will need to allocate \$825,000 capital funding for the upgrade of the main street of the Virginia.

### 1. BACKGROUND

#### **Building Better Regions Funding – Infrastructure projects stream**

An opportunity to seek funding from the Federal Government has now become available through the 'Building Better Regions Funding (Infrastructure Projects Stream)' program being administered by the Federal Department of Infrastructure and Regional Development (DIRD).

The \$297.7 million Fund aims to create jobs, and drive economic growth through the provision of new infrastructure to regional areas. The Greater Edinburgh Parks area is within the eligible geographic area for this funding program. Up to fifty percent funding is available, but funding criteria excludes the purchase of land.

The program will run over four years and works will be required to be started within 12 weeks of funding approval, and be completed by the end of 2019. Submissions for this program close on the 28<sup>th</sup> February 2017 and will require concept design, accurate costings and a business case for consideration by DIRD. No decision / announcement date for approved project funding has been specified in the program guidelines.

#### **Greater Edinburgh Parks Stormwater Strategy**

The City of Playford and the City of Salisbury have completed a draft stormwater strategy that identified the stormwater infrastructure that is required to service Greater Edinburgh Parks and the Waterloo horticulture area west of Port Wakefield Road. The strategy identifies an alignment of an outfall drain west of Port Wakefield Road to the coast, primarily located on land owned by the State Government (SA Water buffer land, Northern Connector corridor and the salt field adjoining St Kilda). Discussions are occurring with these entities for the access of this land to Councils to enable the construction of this drain and facilitate regional economic development, given the benefits that would also accrue from the project to the Northern Connector project, to drainage of SA Water land, and to habitat for the Adelaide International Bird Sanctuary.

The major issue in delivering this outfall channel is the cost associated with delivering this infrastructure from St Kilda to Port Wakefield Road that will enable future development east of Port Wakefield Road within the area designated as Greater Edinburgh Parks and potential additional rezoning of land between Port Wakefield Road and the Northern Connector. Without external funding or contribution of land for the drainage corridor, the cost of providing this infrastructure without the certainty of future development in Greater Edinburgh Parks would not be economically feasible for either Council to fund.

## **Virginia Main Street Upgrade**

The need to upgrade the Virginia Main Street has been identified for a significant period of time (Blueprint Virginia – Urban Design Framework 2010). There are issues with localised drainage, slumping of curbs and footpaths, and location of street trees. Council have developed a concept design for the upgrade of the Virginia main street that will resolve the above issue and develop a high quality main street appearance.

## **2. RELEVANCE TO STRATEGIC PLAN**

### 2: Smart Living Program

Outcome 2.1 Smart development and urban renewal

This decision will impact on the progress of Council's Smart Living Program, as it represents a key step towards allowing for development of GEP and enhancement of the amenity of the Virginia Township.

## **3. PUBLIC CONSULTATION**

Consultation is not required on this report, however public consultation will be required for the Virginia main street project, once a budget approval has been formalised.

## **4. DISCUSSION**

- 4.1** There is an opportunity to apply for Federal funding through the 'Building Better Regions Funding' program that closes on the 28<sup>th</sup> February 2017.
- 4.2** The opportunity to integrate the design and construction of the GEP outfall channel with that of the Northern Connector project and the closure process of the Salt Field is within the next one to two months for the design and within the next six months for construction for the Northern Connector. Both project processes are in train and the time window to influence a total design and construction solution with that of the delivery of Greater Edinburgh Parks stormwater solution is now.
- 4.3** On the other hand, delivery of the GEP project by both Councils without receiving external funding would place a greater financial burden on the two Councils to deliver the capital works required to service future development within the Greater Edinburgh Parks area. There is uncertainty regarding the mechanism for cost recovery in the future from developers of the Greater Edinburgh Parks area for stormwater infrastructure, and the cost of provision of the infrastructure will be higher if not integrated with the design of the Northern Connector. The opportunity to submit for funding is therefore also timely. The Council also need to consider investigating an "Infrastructure Scheme" to recoup the cost of delivery of stormwater from landowners who receive an uplift in land value associated with rezoning.
- 4.4** Staff from both Councils have been working collaboratively to develop the submission and to seek support from SA Water, the Department of Transport and the mining lessee of the salt field.
- 4.5** The Building Better Regions fund also provides an opportunity for Council to submit an application to enable the upgrade of the main street of Virginia. The community of Virginia has been through and continues to go through significant challenges following the flooding of the Gawler River. This project provides a very public and positive outcome to the community, helping support the businesses on the main street and resolving infrastructure issues.

## 5. OPTIONS

### Recommendation

1. That Council partner with the City of Salisbury in submitting a proposal to seek funding from the 'Building Better Regions Fund – Infrastructure Projects Stream' for the construction of the trunk drainage system that services Greater Edinburgh Parks (GEP). Council acknowledges that the City of Salisbury will submit the application and if successful in receiving grant funding, Council will need to allocate approximately \$6.45M capital funding for the delivery of the GEP outfall channel.
2. Council investigates establishment of "Infrastructure Schemes" to recoup funding from landowners who receive uplift in their land value associated with rezoning.
3. The Council lodge an application for the upgrade of the main street of Virginia and acknowledges if successful in receiving grant funding Council will need to allocate approximately \$825,000 capital funding to deliver the project.

### Option 2

Council does not support lodging any application to the "Building Better Regions Fund – Infrastructure Projects Stream" in this round.

## 6. ANALYSIS OF OPTIONS

### 6.1 Recommendation Analysis

#### 6.1.1 Analysis & Implications of the Recommendation

There is an opportunity to integrate design and construction outcomes of the stormwater construction of the GEP with the Northern Connector and the potential to achieve construction efficiencies with the integration of both projects.

A component of the outfall channel is being established as part of the Northern Connector Project. The concurrent construction of the balance of the outfall channel will:

- Enable continued rezoning and development of GEP
- Provide flood protection for SA Water Bolivar facility
- Improve drainage enabling intensification of surrounding horticultural land
- Provide alternative water supply to establish habitat for the International Bird Sanctuary
- Enable alternative uses for and remediation options to facilitate decommissioning of salt fields

Council has the opportunity to seek funding from the Australian Government to upgrade the main street of Virginia to achieve community outcomes, while reducing the financial commitment of Council.

### 6.1.2 Financial Implications

Short-term = impacts on the current year budget

#### GEP Outfall Channel

The cost estimate for the GEP outfall channel is \$20.5M, of which \$15.2M meets the guidelines of the Building Better Regions Fund, with the Cities of Salisbury and Playford will need to contribute 50% funding. There is \$5.3M additional expenditure associated with land purchases that can not be applied for under the funding program.

The table below summaries the expected capital contributions:

	Capital Expenditure
Federal Government	\$7.6M
City of Playford	\$6.45M
City of Salisbury	\$6.45M

The \$6.45M capital funding will equate to approximately \$440,000 pa to account for borrowing and maintenance costs. A maintenance agreement will need to be entered into with the City of Salisbury. The assets will be owned by the City of Salisbury and/or SA Water and the City of Playford will not need to account for depreciation costs.

#### Virginia Main Street Upgrade

The table below summaries the expected capital contributions:

	Capital Expenditure
Federal Government	\$825,000
City of Playford	\$825,000

The total budget for the Virginia main street upgrade is approximately \$1.65M. Council will need to contribute \$825,000 as its 50% contribution. Council has \$75,000 to allocate to the project from the Asset Management renew funds. Council would need to contribute an additional \$750,000 and associated maintenance and depreciation costs. This equates to approximately \$101,000 operating expenditure.

## **6.2 Option 2 Analysis**

### 6.2.1 Analysis & Implications of Option 2

Council may not wish to submit an application to the Building Better Regions Fund.

### 6.2.2 Financial Implications

There are no financial implications for this option.

**C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 18.2 IS TO BE KEPT IN CONFIDENCE****Purpose**

To resolve how long agenda item 18.2 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999, the Council orders that the following aspects of Item 18.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Sections 90 (3) (b) (m) of the Local Government Act 1999:

- Report for Item 18.2
- Attachment(s) for Item 18.2
- Discussion for Item 18.2
- Decision for Item 18.2

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.

### 18.3 CEO CONTRACTUAL OBLIGATIONS

Contact Person: Mayor Glenn Docherty

#### Why is this matter confidential?

Subject to an order pursuant to Section 90 (3) (a) of the Local Government Act 1999, this matter is confidential because the matter relates to personal affairs of the CEO Mal Hemmerling and is not a matter of public knowledge at this point in time.

#### A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE

No action – this motion passed in the open section.

#### B. THE BUSINESS MATTER

### 18.3 CEO CONTRACTUAL OBLIGATIONS

**Responsible Executive Manager :** Mr Mal Hemmerling

**Report Author :** Ms Rosemary Munslow

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

**Attachments :**

1. CEO Employment Agreement
2. SA LGA Remeration Survey Report -CEO's
3. Staff Enterprise Agreement Salary Increase

#### PURPOSE

For Council to consider and provide guidance to the CEO Performance Review Committee in respect to the annual review of CEO's TEC (Total Employment Cost) Package.

#### RECOMMENDATION

To be determined.

#### EXECUTIVE SUMMARY

After the completion of the CEO Performance Agreement review in October 2016, the CEO Performance Review Committee is seeking guidance from Council on the TEC (Total Employment Cost) Package.

## 1. BACKGROUND

At the Council meeting of 25 October 2016 Council received an update on the CEO performance review 2015/16.

At the CEO Performance Review Committee of the 13 February 2017 the Committee resolved the following:

*In accordance with the CEO Employment Agreement 17.2 and 17.3 that the TEC Package be reviewed within one month of the performance review, the Chief Executive Officer Performance Review Committee seek Councils guidance on the CEO TEC Package salary increase from zero to 2.5%*

*Taking into account the CEO has performed against his Performance Agreement 2015/2016 the following needs to be considered when review the TEC Package;*

- *The key performance indicators*
- *The CEO's Position Description*
- *Remuneration paid to CEO's of similar sized councils in South Australia*
- *Any other factor the Panel considers relevant*

## 2. RELEVANCE TO STRATEGIC PLAN

The CEO Performance Agreement is linked to and informed by the Strategic Plan.

## 3. PUBLIC CONSULTATION

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

## 4. DISCUSSION

**4.1** Clause 16.1 of the CEO Employee Agreement (attachment 1) the CEO will undergo a performance review annually. This occurred in September and Council considering the outcome in October 2016.

**4.2** Clause 17.1 of the CEO Employee Agreement allows for the TEC Package to be reviewed annually in conjunction with the performance review, of which the CEO has successfully met all the requirements of the position as reported to Council in October 2016.

**4.3** Clause 17.2 of the CEO Employee Agreement references the timeframe for the TEC Package review to be conducted within one month of the performance review if reasonably practicable.

**4.4** Clause 17.3 the following needs to be taken into account when undertaking the review:

- *The key performance indicators*
- *The CEO's Position Description*
- *Remuneration paid to CEO's of similar sized councils in South Australia*
- *Any other factor the Panel considers relevant*

- 4.5** The CEO Performance Review Committee are now seeking guidance from the Council on the CEO TEC Package salary increase from zero to 2.5%

## **5. OPTIONS**

### Recommendation

To be determined.

Released 26 May 2020



## EMPLOYMENT AGREEMENT

City of Playford  
and  
Malcolm Hemmerling

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Waterhouse  
LAWYERS

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**THIS IS AN EMPLOYMENT AGREEMENT** between:

**CITY OF PLAYFORD** of 12 Bishopstone Road, Davoren Park in the State of South Australia  
(the Employer)

AND

**MALCOLM HEMMERLING** of 106 Grasby Road, Balhannah in the State of South Australia  
(the CEO)

## **INTRODUCTION**

- A. The Council is a body corporate constituted by proclamation pursuant to the *Local Government Act 1999* (SA).
- B. The Employer wishes to employ the CEO in accordance with Section 96 of the *Local Government Act 1999* (SA) and the CEO has agreed to accept that employment on the terms and conditions set out herein.
- C. Malcolm Hemmerling will be known as the Chief Executive Officer.

## **1. DEFINITIONS**

In this Agreement, unless expressed or implied to the contrary:

**Act** means the *Fair Work Act 1994* (SA);

**Agreement** means this employment agreement;

**Award** means the South Australian Municipal Salaried Officers Award or a successor award;

**Commencement Date** means 21 September 2015;

**Confidential Information** means:

- (a) information relating to the business affairs and employees of the Employer;
- (b) matters of a technical nature, future directives and policies, technical data pertaining to the general affairs of the Employer, internal procedures and information, financial information, information pertaining to other employees, salaries, strategic and business plans and like information relating to the Employer;
- (c) other information which the Employer tells the CEO is confidential or which if disclosed, the CEO knows or ought reasonably to know would be detrimental to the Employer;
- (d) all other information which is imparted to the CEO in circumstances which the CEO knows or should reasonably know that the information is confidential to the Employer or any other persons with whom the Employer is concerned; and
- (e) excludes any information that is public knowledge otherwise than as a consequence of a breach by the CEO of obligations under this Agreement or breach by some other person of a duty of confidence to the Employer.

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**Council** means the elected body of the City of Playford;

**Duties** means the responsibilities, duties and functions of the CEO specified in this Agreement and in Schedule 1;

**Expiry Date** means the date upon which this Agreement expires, being 21 September 2018;

**TEC Package** means the monetary and non-monetary entitlements detailed at Clause 11.

**Term** means the period of employment specified in Clause 3.1.

## **2. APPLICATION OF OTHER INDUSTRIAL INSTRUMENTS**

- 2.1 This Agreement shall be read in conjunction with the Act.
- 2.2 This Agreement shall not be read in conjunction with the Award, or any other industrial award or agreement.
- 2.3 The City of Playford Enterprise Agreement 2012, or a successor agreement, does not apply to the CEO's employment.

## **3. TERM OF EMPLOYMENT**

- 3.1 The CEO's employment commences on the Commencement Date and will continue under this Agreement for three years, concluding on the Expiry Date.
- 3.2 The parties agree that the CEO's appointment and employment will terminate on the Expiry Date unless this Agreement is:
  - 3.2.1 Terminated prior to the Expiry Date pursuant to Clause 18 of this Agreement; or
  - 3.2.2 Extended pursuant to Clause 4 of this Agreement.
- 3.3 The parties agree that, in consideration of the terms and conditions of this Agreement, the employment of the CEO will not be ongoing but will continue only for the Term, subject to earlier termination in the terms of this Agreement, or such extension of the Term as may apply under Clause 4.1.

## **4. FURTHER AGREEMENT**

### **4.1 Six Month Extension of Agreement**

- 4.1.1 At the CEO's sole discretion, the Agreement may be extended for a period of up to an additional six months from the Expiry Date by the CEO notifying the Employer not less than six months before the Expiry Date of his wish to do so.
- 4.1.2 If the Agreement is extended by the CEO pursuant to this Clause, the terms and conditions herein will continue to apply and the Agreement will terminate at the end of the additional period.

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#### **4.2 Further Employment Agreement**

- 4.2.1 At least six months prior to the Expiry Date, the CEO may make a written application to the Employer for a new employment agreement. Alternatively, the Employer may make an offer of further employment to the CEO no later than six months from the Expiry Date.
- 4.2.2 Following consideration of the CEO's application in Clause 4.2.1, the Employer must notify the CEO at least three months prior to the Expiry Date whether or not a new employment agreement is to be offered to the CEO.
- 4.2.3 Following consideration of the Employer's offer under Clause 4.2.1, the CEO must notify the Employer at least three months prior to the Expiry Date whether or not he accepts the Employer's offer.
- 4.2.4 If the CEO accepts an offer of a new employment agreement, the terms and conditions of that employment shall be set out in a further written agreement. If the terms of a new employment agreement cannot be agreed by the parties by the Expiry Date, the CEO's employment will conclude on the Expiry Date.
- 4.2.5 If a new employment agreement is entered into by the parties under this Clause prior to the Expiry Date, the CEO will be deemed to have continuity of service with the Employer for the purpose of determining the CEO's accrued benefits under the new employment agreement.

- 4.3 Nothing in this Clause prevents the parties from discussing the terms and conditions of a new employment agreement during the Term.

#### **5. HOURS OF WORK**

- 5.1 The CEO's hours of work average 38 hours per week and will be as required for him to perform the Duties and the other functions pursuant to this Agreement.
- 5.2 No additional remuneration or penalties are payable for hours additional to 38 hours per week or the circumstances in which they are performed. The TEC Package is in full compensation for all entitlements and hours of work performed.

#### **6. REQUIREMENTS OF POSITION**

- 6.1 The CEO must perform the Duties set out in Clause 7 and Schedule 1 to this Agreement. The CEO will be consulted in the development of key performance indicators, which will be set by the Employer and appended to this Agreement within three months of the Commencement Date.
- 6.2 The Employer may change any of the Duties set out in Schedule 1, in consultation with the CEO, as long as those Duties remain within the skills and expertise of the CEO.



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## 7. DUTIES AND RESPONSIBILITIES

### 7.1 The CEO must:

- 7.1.1 Comply with the Code of Conduct for Council Employees;
- 7.1.2 observe and comply with statutory responsibilities arising from the *Local Government Act 1999* (SA) and all other applicable legislation;
- 7.1.3 observe and comply with all lawful directions and instructions of the Council;
- 7.1.4 perform the Duties with such a degree of skill, care and diligence, which is appropriate to the Duties;
- 7.1.5 be just and faithful to the Employer and shall promptly give to the Employer full information and truthful explanations of all matters relating to his Duties and responsibilities under this Agreement;
- 7.1.6 act in the best interest of the Employer at all times;
- 7.1.7 account to the Council for any remuneration or other benefit received from a third party in the CEO's capacity as CEO in any business conducted or promoted by the Employer or any related corporation;
- 7.1.8 be informed and up to date on issues and developments that affect all areas of responsibility;
- 7.1.9 attend meetings of the Council and other bodies as required;
- 7.1.10 exercise responsibilities and Duties where the Employer has delegated authority;
- 7.1.11 personally observe the requirements of the Employer's policies and procedures in force from time to time;
- 7.1.12 carry out and perform the Duties:
  - 7.1.12.1 lawfully;
  - 7.1.12.2 with proper decorum;
  - 7.1.12.3 to the best of the CEO's ability and judgment; and
  - 7.1.12.4 to the satisfaction of the Employer;
- 7.1.13 promote the aims and objectives of the Employer;
- 7.1.14 maintain a current, unimpeded South Australian driver's licence throughout the Term; and
- 7.1.15 at all times comply with any legislation applying to matters within the scope of the CEO's employment.

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- 7.2 The CEO accepts that the Council may require him to carry out any and all Duties which are within his skills and competence, including those Duties specifically outlined in Schedule 1.

**8. ACCOUNTABILITY**

- 8.1 The CEO is accountable to the Council and is required to satisfactorily carry out the responsibilities, Duties and functions set out in the position description in Schedule 1, which forms part of this Agreement.
- 8.2 The CEO will be subject to the direction and control of the Council at all times.
- 8.3 The CEO will devote his whole time and attention during the hours reasonably required to properly perform the Duties.

**9. DISCLOSURE OF INTERESTS**

- 9.1 The CEO will disclose to the Employer any interests (whether direct or indirect) which may give rise to a conflict with his performance of the Duties and responsibilities pursuant to this Agreement.
- 9.2 The parties acknowledge and agree that the CEO has involvement with the bodies currently listed on the CEO's return.

**10. OUTSIDE INTERESTS**

- 10.1 The CEO must not be directly or indirectly engaged, concerned or interested in any employment, trade, business, profession or occupation requiring the provision of services or advice by the CEO (other than the employment provided by this Agreement), except with the prior written consent of the Employer, which will not be unreasonably withheld.
- 10.2 If the Employer provides its consent to the CEO pursuant to Clause 10.1, the CEO agrees that he will give priority to the employment obligations under this Agreement over and above any other business or employment in which he is authorised by the Employer to engage.

**11. TOTAL EMPLOYMENT COST PACKAGE (TEC PACKAGE)**

- 11.1 In consideration of performing the Duties, the CEO is entitled to the TEC Package, which will incorporate annual salary, superannuation and a value in respect of the provision of a vehicle (howsoever provided) outlined in this Clause and Schedule 2.
- 11.2 Regardless of Clause 11.1, the parties may agree to enter into any lawful salary packaging arrangement by mutual agreement between them, which will be recorded in writing in Schedule 2 of this Agreement. The Employer will bear the cost of Fringe Benefits Tax (if any) associated with any salary packaging arrangements reached with the CEO.
- 11.3 No additional remuneration is paid for overtime worked by the CEO, it being noted that the salary component of the TEC Package is loaded in consideration of such hours.

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11.4 The cash component of the TEC Package will be paid in arrears in equal fortnightly instalments, or as otherwise provided by the Employer, by direct deposit to an account nominated by the CEO.

**11.5 Superannuation**

11.5.1 The Employer must make superannuation contributions in accordance with its obligations under the *Superannuation Guarantee (Administration) Act 1992* (Cth), and as necessary to ensure that the Employer is not subject to the charge under the *Superannuation Guarantee (Administration) Act 1992* (Cth).

11.5.2 The CEO has nominated the Hemmerling Family Superannuation Fund as the fund into which superannuation contributions are to be made.

11.5.3 Any statutory increase to superannuation will be borne by the Employer as an addition to the TEC Package, as it applies at the time of the statutory increase.

**11.6 Deductions**

11.6.1 The Employer must:

11.6.1.1 Deduct from the cash component of the TEC Package and remit to the Australian Taxation Office instalments of income tax in compliance with its obligations under the *Income Tax Assessment Act 1936* (Cth); and

11.6.1.2 Make any other deduction which the Employer is lawfully authorised or obliged to make.

**11.7 Vehicle**

11.7.1 The Employer requires the CEO to have a vehicle and current, unimpeded driver's licence so as to fulfil the Duties in this Agreement.

11.7.2 The Employer will provide the CEO with a fully maintained vehicle for business and private use, if the CEO so chooses.

11.7.3 The type of vehicle shall be chosen by the CEO at his discretion up to the value outlined in Schedule 2 and advised to the Council as soon as practicable after acceptance of the terms of this Agreement.

11.7.4 The Employer will be responsible for the payment of the Fringe Benefits Tax associated with the vehicle (if any).

11.7.5 Payments for fuel will be the responsibility of the Employer.

11.7.6 The parties agree that the CEO's spouse or partner may be nominated as a driver of the vehicle.

11.7.7 Upon the cessation of the Agreement, the CEO will have the option to purchase the vehicle provided at the trade in price that is available to the Council. If this option is exercised, the Council will withhold monies



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owing to the CEO upon cessation of the Agreement to offset (either wholly or in part) the value of the vehicle. Any outstanding amount can be collected by the Council as a debt.

## **12. PROVISION OF WORK-RELATED EQUIPMENT**

- 12.1 The Employer shall provide the CEO with the following equipment, and ensure payment in respect of the following services, to assist in the performance of his Duties:
  - 12.1.1 Mobile phone;
  - 12.1.2 Laptop computer;
  - 12.1.3 iPad;
  - 12.1.4 Establishment (if not established as at the Commencement Date) and maintenance of an internet connection at the CEO's residence;
  - 12.1.5 Establishment (if not established as at the Commencement Date) and maintenance of a telephone landline at the CEO's residence.
- 12.2 The CEO is required to return the mobile phone, laptop computer and iPad to the Employer by the Expiry Date, unless otherwise agreed with the Employer.

## **13. PERSONAL AND PROFESSIONAL DEVELOPMENT**

- 13.1 The Employer agrees to provide the CEO with professional and/or personal development opportunities of up to two weeks' duration for each year of the Agreement.
- 13.2 The costs associated with professional development opportunities will be borne by the Council.
- 13.3 The costs associated with personal development opportunities will be borne either by the CEO or by utilising funds outlined in Clause 15 of this Agreement.
- 13.4 Any application for professional development must be made by written application to the Mayor for its acceptance at least one month prior to the opportunity to which the application relates. Approval will not be unreasonably withheld.

## **14. PROFESSIONAL MEMBERSHIPS**

- 14.1 The Employer will pay for the cost of the CEO's professional membership(s) to bodies relevant to the CEO's Duties and/or to fund professional development opportunities throughout the Term of this Agreement, including interstate and/or overseas travel, as nominated by the CEO, by agreement with the Employer.

## **15. PERSONAL DEVELOPMENT AND TRAINING ALLOWANCE**

- 15.1 The Employer agrees to provide the CEO with an allowance up to a maximum of \$15,000.00 per annum for personal development training incurred by the CEO in the course of his employment (excluding those incurred in relation to Clause 13 above) upon the provision of relevant invoices. This amount is to be utilised at the CEO's discretion.

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- 15.2 Any amount to the CEO's credit upon the anniversary of the Commencement Date for each year of the Term will be paid to the CEO as a lump sum, as wages.

**16. PERFORMANCE REVIEW**

- 16.1 The parties agree that the CEO will undergo a performance review in accordance with the Personal Evaluation System each year, typically in July, for the Term of this Agreement. The CEO must participate in any performance review required by the Employer.
- 16.2 The performance review shall be conducted by a Performance Review Panel appointed by the Council (the Panel).
- 16.3 The Panel will assess the CEO's performance by reference to review process that currently exists at the Council measured against the CEO's Duties as outlined in this Agreement, Position Description and any other factors considered relevant by the Panel. The Panel will evaluate the extent to which the CEO has discharged the CEO's goals, objectives, responsibilities and Duties outlined in Schedule 1.
- 16.4 The performance review will review the CEO's Position Description and key performance indicators through the review process that currently exists at the Council.
- 16.5 A written report shall be compiled with respect to the performance review and a copy provided to the CEO. The report shall set out in detail any particular aspects of the CEO's performance that require improvement, together with reasonable time frames within which the Panel expects those areas of performance to be improved to a specified standard.
- 16.6 The Employer must provide whatever counselling, advice and assistance are reasonably necessary to enable the CEO to improve his performance during that period.
- 16.7 At the conclusion of the time frames referred to in Clause 16.5 and after taking into account the written report referred to in that Clause (and such other matters as the Employer considers relevant), the CEO will either:
- 16.7.1 Be informed that performance has improved to the satisfaction of the Employer and that no further action will be taken; or
- 16.7.2 Be provided with further written notice, providing final warning that unless the CEO's performance improves in the same stipulated areas, once again within a time frame, the Employer will terminate this Agreement pursuant to Clause 18.3.1.
- 16.8 The CEO's Position Description must be reviewed and, if necessary, amended by agreement within two months after each performance review.

**17. TEC PACKAGE REVIEW**

- 17.1 The TEC Package specified in Clause 11 and Schedule 2 shall be reviewed annually in conjunction with the performance review process.

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17.2 The TEC Package review will be conducted within one month of the performance review set out in Clause 16 (if reasonably practicable), and any change to the TEC Package shall take effect from the date on which the performance review is concluded.

17.3 The review of the TEC Package will take into account the following:

17.3.1 The key performance indicators;

17.3.2 The CEO's Position Description;

17.3.3 Remuneration paid to CEO's of similar sized councils in South Australia; and

17.3.4 Any other factor the Panel considers relevant.

17.4 Despite the foregoing, the CEO is not entitled, by right, to any increase in the TEC Package during the Term.

## 18. TERMINATION OF AGREEMENT

### 18.1 Summary Termination

18.1.1 This Agreement may be terminated by the Employer without notice and without the payment of compensation in lieu of notice in the event that the CEO:

18.1.1.1 commits any serious or persistent breach of any of the terms of this Agreement;

18.1.1.2 engages in serious and wilful misconduct;

18.1.1.3 is guilty of serious neglect of duty in the discharge of the Duties;

18.1.1.4 knowingly acts in breach of the Employer's policies in force from time to time;

18.1.1.5 makes improper use of the Employer's property;

18.1.1.6 fails to display and exercise the CEO's duty of fidelity or good faith towards the Employer which the Employer might reasonably expect of the CEO; or

18.1.1.7 is convicted of any criminal offence which prescribes a term of imprisonment.

### 18.2 Termination due to illness or incapacity

The parties agree that this Agreement may be terminated by the Employer without notice and without the payment of compensation in lieu of notice in the event that the CEO is incapacitated from performing the Duties pursuant this Agreement due to ill health of any type for a period of greater than three months and where all leave entitlements have been exhausted, except where such illness constitutes a compensable disability pursuant to the provisions of the *Return to Work Act 2014* (SA), or successor legislation.

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### **18.3 Termination by the Provision of Notice**

- 18.3.1 In the event that the Employer determines through the performance review process that the CEO has failed to reasonably meet the performance expected, and provided that the Employer has complied with the procedure as specified in Clause 16 above, the Employer may terminate this Agreement by giving no more than three months' notice or by making an equivalent payment of compensation in lieu of notice (or part thereof).
- 18.3.2 This Agreement may be terminated by the Employer, without cause, by giving six months' notice, or the balance of the Term, whichever is the lesser. The Council may, at its absolute discretion, make a payment in lieu equivalent to the relevant notice (or part thereof) as required.
- 18.3.3 This Agreement may be terminated by the CEO giving the Council a period of three months' notice in writing, unless otherwise negotiated with the Employer.
- 18.3.4 In addition to any right of termination, and without derogating from any right available in this Agreement, the CEO's employment may at any time be terminated by the mutual agreement of the parties on whatever notice and terms upon which the parties may then agree.

## **19. LEAVE**

### **19.1 Annual Leave**

- 19.1.1 The CEO is entitled to 30 working days annual leave per completed year of service, which may be taken at any time approved by the Employer. The CEO is not entitled to any leave loading payment.
- 19.1.2 There should not be more than 30 days annual leave to the credit of the CEO at the end of any year of service. The Employer may direct the CEO to take any outstanding leave.
- 19.1.3 Any entitlement to annual leave standing to the credit of the CEO at the time of cessation of employment shall be discharged by the Employer by payment based on the CEO's TEC Package.

### **19.2 Sick/Carer's Leave**

- 19.2.1 The CEO is entitled to 10 working days sick/carers' leave for each year of service for the purpose of:
  - 19.2.1.1 Convalescing in respect of a personal injury or illness (**sick leave**);
  - 19.2.1.2 Providing care and support to an immediate family or household member who is suffering from an injury or illness (**carer's leave**).
- 19.2.2 There shall be no entitlement to payment in lieu of accrued sick/carers' leave entitlements upon cessation of the CEO's employment.



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19.2.3 The Employer may require the CEO to provide documentary evidence in support of any sick/carer's leave absence, whether or not the CEO seeks payment for such absence.

**19.3 Long Service Leave**

Long service leave entitlements will be accrued and granted in accordance with the provisions of the *Long Service Leave Act 1987* (SA).

**19.4 Bereavement Leave**

19.4.1 The CEO is entitled to two days' paid bereavement leave on the death of the CEO's family member or in other special circumstances as are shown to exist to the satisfaction of the Employer.

19.4.2 The CEO may be required to provide evidence to the Employer in respect of an absence for bereavement leave, whether or not the CEO seeks payment for such absence.

**19.5 Parental Leave**

The CEO is entitled to parental leave in accordance with the provisions of the Act.

**19.6 Leave at the direction of the Employer**

The Employer may, at any time during the employment, direct the CEO to take leave at full pay and direct the CEO not to report for Duties in whole or in part.

**20. CONFIDENTIALITY OF CONTRACT**

Subject to any applicable law and the written consent to disclosure by both parties, the terms of this Agreement will be kept confidential.

**21. CONFIDENTIALITY OF INFORMATION**

21.1 The CEO will not at any time during this Agreement, nor at any time thereafter, otherwise than in the discharge of the CEO's Duties hereunder or with the prior consent of the Employer:

21.1.1 Divulge to any other person any Confidential Information which the CEO may acquire or have acquired in the course of this Agreement.

21.1.2 Use Confidential Information obtained for the CEO's own benefit or the benefit of any other person or entity.

21.2 All documents, memoranda, reports, books, manuals, papers, records, tools, computer software and hardware and electronically stored information in respect of the operations or statutory obligations of the Employer shall be and remain the sole property of the Employer and shall be delivered up by the CEO to the Employer upon demand.

21.3 The CEO acknowledges that the obligations imposed by this Clause shall be in addition to the obligations imposed or implied at common law in respect of CEOs.

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- 21.4 The CEO's obligations under this Clause shall survive the termination of this Agreement.

## **22. INTELLECTUAL PROPERTY AND OTHER PROPERTY OF THE EMPLOYER**

### **22.1 Intellectual Property**

- 22.1.1 All materials provided to the CEO by the Employer, including materials provided to enable performance of the Duties, and all intellectual property in those materials, are and remain the property of the Employer.
- 22.1.2 All material produced by the CEO in performing the Duties (in or out of working hours) and all intellectual property in that material are the property of the Employer alone, on and from creation, unless otherwise agreed in writing by the Employer.
- 22.1.3 The CEO must do all acts and sign all documents the Employer reasonably requests to secure its ownership or registration of its intellectual property, during and after the Employment.
- 22.1.4 At the Employer's request, the CEO must return all the Employer's materials (in any form) and the CEO is not entitled to retain copies of the Employer's materials in any form.

### **22.2 Other property**

- 22.2.1 The CEO must take all reasonable care in using the Employer's property.
- 22.2.2 On termination of the CEO's Employment or upon the Employer's request, the CEO must return in good condition (subject to fair wear and tear) any property in the CEO's possession or control belonging to the Employer.

### **22.3 Breach**

A breach of the CEO's obligations under this Clause is a serious breach of this Agreement. In addition to the Employer's other remedies, the Employer may sue the CEO for damages sustained as a result of such a breach, interest and legal costs on a solicitor and own client basis.

## **23. GOVERNING LAW**

This Agreement shall be governed by, construed and take effect in accordance with the laws of South Australia and the parties hereto irrevocably submit to the jurisdiction of the courts of South Australia.

## **24. WARRANTY OF QUALIFICATIONS**

- 24.1 The CEO warrants that he holds the qualifications and has the requisite experience, as stated to the Council before the Commencement Date, to undertake the Duties. The parties acknowledge the provision of the signed, original academic transcripts by the CEO prior to the Commencement Date.

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24.2 If the CEO does not have the qualifications or experience stated, the Employer may summarily terminate this Agreement.

**25. ENTIRE AGREEMENT**

This Agreement constitutes the entire agreement of the parties regarding the employment of the CEO as herein provided and supersedes all prior agreements, understandings and negotiations regarding the employment of the CEO.

**26. DISPUTE RESOLUTION**

26.1 Any dispute between the parties in relation this Agreement may be settled by any agreed process or, failing agreement as to a process, may be referred to an agreed third party for mediation and conciliation. Both parties may be represented at any mediation or conciliation.

26.2 The cost of engaging the agreed third party referred to in Clause 26.1, if any, will be borne equally by the parties.

**27. NO WAIVER**

27.1 A party waives a right under this Agreement only by written notice to the other party that it waives that right.

27.2 A waiver is limited to the specific instance to which it relates and to the specific purpose for which it was given.

**28. SEVERABILITY**

The Employer and the CEO consider the covenants, obligations and restrictions herein contained to be reasonable in all the circumstances of the employment and each and every one of such covenants, obligations and restrictions in each and every part thereof, shall be deemed to be a severable and independent covenant, obligation and restriction to the intent that, if they are taken together, be judged to go beyond what is reasonable in all the circumstances, but would be adjudged reasonable with any one or more such covenants, obligations or restrictions or any one or more parts thereof deleted the covenants, obligations and restrictions herein contained shall be deemed to apply as if such covenants, obligations or restrictions or parts thereof as are so adjudged, unreasonable were deleted.

**29. NOTICES**

Any notice to be given pursuant to this Agreement shall be in writing and may be delivered personally or delivered by prepaid registered post to the address of the parties set out in this Agreement, or at the known place of abode or business of the party or such other address as the party may from time to time notify to the other party for the purposes of service of any notice.


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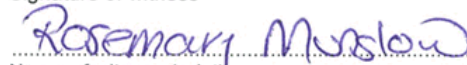
**30. VARIATION**

This Agreement shall only be varied by further agreement of the parties in writing.

**31. SIGNATORIES**

Signed by an authorised representative  
of the **City of Playford** in the presence  
of:

  
Signature of witness

  
Name of witness (print)

22.9.15.  
Date

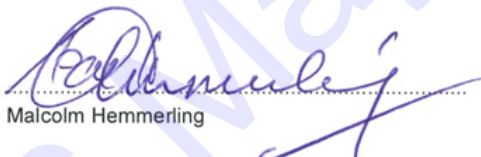
  
Authorised representative

Signed by **Malcolm Hemmerling** in the  
presence of:

  
Signature of witness

KATE HAYWARD  
Name of witness (print)

22/09/15  
Date

  
Malcolm Hemmerling



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**SCHEDULE ONE**



**CHIEF EXECUTIVE OFFICER  
JOB & PERSON SPECIFICATION**



## POSITION DESCRIPTION

Updated 23/06/2015

<b>Title</b>	<b>Chief Executive Officer</b>
<b>Level of Work</b>	<b>Executive</b>
<b>Reports to</b>	<b>Council through Mayor</b>
<b>Business Unit</b>	<b>Executive</b>

## POSITION OBJECTIVE

The Chief Executive Officer, in partnership with the Mayor and Councillors is responsible for leading, managing and implementing efficient and effective services to the community.

Ensure that the Council's statutory and governance obligations are met in a timely and effective manner.

## POSITION ACCOUNTABILITIES

### Leadership and Strategy

- Work closely with Council to ensure that Strategic Plans are developed, implemented and monitored within appropriate and legislated timeframes
- Drive and ensure financial sustainability of the Council through the development of strategic and operational financial plans within the parameters set by relevant legislation and guided by the Council
- Effectively communicate the Council vision and strategy to all stakeholders
- Drive and sponsor continuous improvement across the organisation, integrating and aligning all aspects of the organisation, to effectively manage the quantum of continuous improvement required
- Provide and demonstrate clear direction through consistent messaging and guidance, to ensure fair and ethical behavior at all times

### Finance and Asset Management

- Ensure Annual and Long Term Financial Plans are developed, monitored, communicated and controlled
- Closely monitor and control budgets
- Ensure Council has the required corporate infrastructure to fulfil its plans and obligations
- Ensure maximum value is derived from the broad use of Council services physically, financially and intellectually, for community benefit
- Monitor organisational performance to ensure objectives are achieved and opportunities for development are identified



## POSITION DESCRIPTION

Updated 23/06/2015

- Effectively manage all assets to optimise their use, benefits and return to the community
- Develop and maintain effective strategies and procedures to manage and mitigate risk

### People and Culture

- Attract and retain talent to achieve the Council's objectives
- Bring people along with change in ways that support, stretch and develop their capabilities
- Draw the diverse range of staff into a collaborative, positive, team oriented culture that fosters talent, individual accountability and leaderships at all levels
- As the responsible Officer, take reasonable steps to ensure Council completes all required obligations under the Workplace Health, Safety Act 2012 and associated legislation to ensure a safe and positive working environment
- Create and maintain a work environment that fosters mutually beneficial relationships between employee and employer

### Service Delivery

- Proactively champion, develop and maintain a strong customer service focus for the organisation
- Ensure all the residents, ratepayers and businesses of the City of Playford are treated as its customers and that their best interests are reasonably served at all times.
- Review and add value to Council processes, reports and debate to ensure they support the Mayor and Councillors decision making, effective governance and responsible action.

### Stakeholder Engagement

- Provide input and influence into International, Commonwealth, State or Local Government initiatives or programs affecting the City.
- Engage others outside the community to bring benefit and attract resources to the Council and region.
- Lead the development of relevant strategic partnerships
- Establish and maintain quality relationships with local businesses and industry, educational institutions, community service providers, and government agencies.



## POSITION DESCRIPTION

Updated 23/06/2015

### Council Relationship

- Develop and maintain a positive and collaborative working relationship with the Mayor and Councillors
- Provide Council with reports that indicate the status, success and effectiveness of all operations and major projects.
- Ensure all decisions of Council are progressed, implemented and reported on (where applicable) in a timely and appropriate manner.
- Provide the Mayor and Councillors with appropriate professional development opportunities which include mandated training.
- Ensure workplace policies, procedures and systems for risk identification, risk assessment, risk control and workplace health and safety meet or exceed expected standards
- Implement all policies and procedures adopted by the City of Playford including the Code of Conduct for Council Employees is complied with by self and team to expected standards.

## 4. QUALIFICATIONS/KNOWLEDGE/EXPERIENCE

### Qualifications:

#### Essential

- Tertiary Qualifications in a relevant discipline

#### Desirable

- MBA or equivalent post graduate qualification

### Knowledge, Skills & Experience (Essential)

- Experience in Executive Management
- Extensive experience in the management of multi-functioned service organisation, together with extensive experience in the supervision and management of strategy staff, assets and finances
- Sound knowledge of relevant Local, State and Federal Government legislation
- Highly developed, communication skills (written and oral), suitable for a range of audiences and situations
- Proven ability to negotiate and influence at senior levels





## POSITION DESCRIPTION

Updated 23/06/2015

- Demonstrated capacity to lead and develop relationships across a broad spectrum
- Ability to plan, prioritise and effectively manage complex and competing tasks
- Capability to mentor, empower and develop strong performers
- Capacity and ability to effectively respond to unforeseen circumstances
- Well-developed presentation and public speaking skills
- Active and strong networks across Northern Adelaide, South Australia and Nationally
- Local Government knowledge and/or experience
- An understanding of the importance of effective Human Resource Principles and Equal Employment Opportunity

### Personal Attributes

- Conducts self with a high level of personal integrity and honesty
- Shows interest in the development of communities and networks
- Has the courage to have robust conversations
- Demonstrates resilience, perseverance, and ethical behavior
- Has a high degree of self-motivation and enthusiasm
- Demonstrates a high level of interpersonal skills and work ethic including high degree of confidentiality, discretion and diplomacy

**SCHEDULE TWO – TOTAL EMPLOYMENT COST PACKAGE**

Annual base salary (gross)	\$297,978.66
Superannuation contribution	\$35,000.00
Full and unrestricted use of a fully maintained vehicle	\$25,000.00
Personal development and training allowance	\$15,000.00
<b>TOTAL (gross)</b>	<b>\$372,978.66</b>

*McArthur*  
Best People Fit

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**South Australian Local Government**  
Remuneration Survey Report  
Chief Executive Officers



**Local Government Association**  
of South Australia



## INTRODUCTION

The latest annual survey of Chief Executive Officers' Total Remuneration Package (TRP) as at 1 December 2015, was undertaken by M<sup>c</sup>Arthur over the period December – February 2016.

The purpose of the survey is to collect, collate and analyse data in relation to current remuneration practices. In doing so we were able to identify benchmarks and trends enabling meaningful comparisons between remuneration practices of Councils within South Australia of similar size and complexity. In addition, we were also able to provide a qualified examination against Local Government Authorities nationally.

The survey was conducted by the use of an electronic data base and was generally completed by the incumbent or an acting CEO with the assistance from Human Resources / Payroll staff.

All 68 South Australian Councils participated in the survey. In addition we were able to utilise the results of the M<sup>c</sup>Arthur National Local Government Remuneration Survey 2015/2016 which provided data from more than 200 Councils to enable a comparative analysis on a national basis.

All data collected through the survey was examined and reviewed to ensure its authenticity. It was then apportioned across the following groups to enable a particularised analysis and comparison.

- Council Solutions
- Other Metropolitan
- Outer Metropolitan
- Regional
- Small Regional

## Councils Considered in the Review

Our research primarily considered material supplied by all 68 South Australian Councils. In addition, data from more than 200 Councils identified in the M<sup>c</sup>Arthur National Remuneration Survey was examined and analysed for comparative purposes.

We have then provided the following;

- An overview, including observations and trends from the data submitted by South Australian Councils
- A summary of remuneration movements since 2013
- A summary of Chief Executive Officer's current remuneration packages from a national perspective
- A benchmarking analysis of South Australian Councils against Councils nationally
- A summary of remuneration movements from a national perspective

## GLOSSARY

**Total Remuneration Package (TRP)** - The total Value of the remuneration package including cash, superannuation and other benefits.

**Cash Component** - The Annual Cash component of the salary package

**Super** – The gross annual amount paid by Council as the employer contribution

**Vehicle** – The Annual value of the vehicle benefit including FBT

**PRP** – The annual amount paid to cover memberships to professional associations and costs associated with professional development programs

**Phone / Laptop** – Value of personal telephone rental and calls or computer usage

**Rent** – Value of home rental assistance

**Other** – Includes a range of remuneration packages not included elsewhere





## 2016 Data – Observations and Trends

*For the 2016 survey, responses were received from all 68 South Australian Councils*

### Average Total Remuneration Package (TRP) – All Councils

Across the 68 Councils within South Australia the total annual cost of remuneration packages for Chief Executives amounted to \$14,750,027, representing an average of \$216,912 per Council as shown in table 1 below. The annual value of TRPs ranged from \$124,365 to \$372,978.

**TABLE 1**

Source	Total Package	Cash	Super	Vehicle	PRP	Phone Laptop	Rent	Other
<b>Total Value</b>	14,750,027	12,618,616	1,250,887	713,763	59,344	35,779	48,497	23,141
<b>Average</b>	216,912	185,568	18,395	12,098	3,491	1,932	9,700	2,104

### Average Total Remuneration Package (TRP) – By Common Grouping

When we look at the average Total Remuneration Package across each Council Area the following picture emerges. Here it should be noted that the average refers to the actual number of positions receiving the benefit.

**TABLE 2**

Source	Average Total Package	Cash	Super	Vehicle	PRP	Phone Laptop	Rent	Other
<b>Council Solutions</b>	301,682	265,233	25,730	13,458	3,500	1,590		1,900
<b>Other Metro</b>	274,064	237,705	23,584	12,052	15,000			5,000
<b>Outer Metro</b>	237,808	212,283	21,191	2,667	1,667	-	-	-
<b>Regional</b>	210,108	179,732	17,208	11,408	2,756	2,430	7,800	2,017
<b>Small Regional</b>	161,588	132,424	14,293	12,537	2,160	1,217	10,174	1,658

While this report concentrates on TRP comparisons we note across Councils generally there is a wide variance in the composition of the packaging, particularly in terms of superannuation, motor vehicle values and other benefits.

### **Motor Vehicles**

The reported value of the motor vehicle component of TRPs ranged from \$4,949 to \$25,000, the average value being \$12,098. For 2016, 11 CEOs reported not having a vehicle component as part of their TRP.

The value of this component varied considerably usually as a consequence of the type and conditions of use of the vehicle. The manner in which the value of the vehicle is determined also varied considerably, usually depending on Council policy and contractual arrangements.

### **Superannuation**

Aside from the Defined Benefit Schemes, the majority of Councils operate under the Superannuation Guarantee and apply the standard 9.5%. Five CEO's negotiated additional superannuation contributions by way of salary sacrifice.

In addition we note that across the board there are varying methods in calculating superannuation contributions as a component of the Total Remuneration Package.



### Professional Development

16 Chief Executive Officers received payment as part of their TRP to cover membership to professional associations and costs associated with professional development programs ranging from \$300 to \$15,000.

### Phone / Laptop

23.5% of all positions covered in the survey data included a benefit for private use of technology devices. The value of this component which ranged from \$300 to \$9,576 also varied considerably usually as a consequence of the level of private use allowed for under the arrangement, the type of device/s included in the package and Fringe Benefit requirements.

### Rent Assistance

5 positions across the 68 Councils received rental assistance as part of their package attracting benefits totalling \$48,497. These benefits ranged from \$7,800 to \$14,177. All positions that attracted rental assistance resided in regional and or remote areas.

### Other Benefits

With a range from \$123 to \$5,267 Other Benefits typically included those for which a degree of discretion applied. While the range of options is often limited by virtue of FBT rules other benefits identified within the survey data totalled \$23,141 and included such items as; salary sacrifice for additional superannuation and annual leave, gymnasium and sporting club memberships, health insurance and Qantas Club memberships.

### Remuneration Movements – South Australian Councils

In previous years the survey data only included base salary, superannuation and motor vehicle.

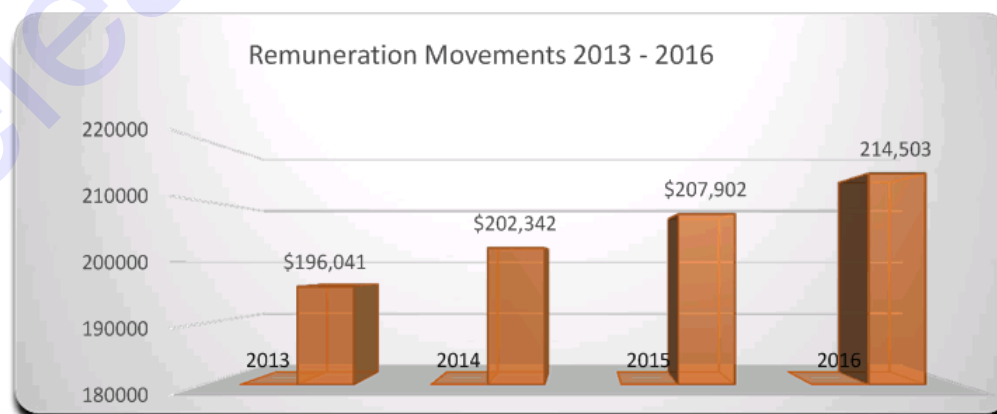
Although this years' survey includes more comprehensive data the following table and chart incorporate information based on previous years to demonstrate movements in remuneration levels over the past three years. With the inclusion of benefits beyond base salary, superannuation and motor vehicles the average Total Remuneration Package for Chief Executives in the current year amounts to \$216,912 (refer Table 1).

**TABLE 3**

\* CPI & Wage Price Index by courtesy of ABS

Source	January 2016	January 2015	January 2014	July 2013
Average Remuneration Inc. Base Salary, Superannuation and Vehicle	214,503	207,902	202,342	196,041
Percentage Increase	3.18%	2.75%	3.21%	-
Consumer Price Index (All Ords. Adelaide)	1.04%	1.72%	2.25%	-
Wage Price Index (All Sectors)	2.2%	2.5%	2.5%	-

**CHART 1**





To provide a more comprehensive analysis the following table details movements in remuneration packages for Chief Executive Officers from 2013 across the common groupings. To maintain consistency with previous surveys we have again only included base salary, superannuation and motor vehicles. Also, for the purpose of consistency we have used the same groupings as in previous years. In this regard, data from the City of Port Adelaide Enfield has been retained in this instance within the Council Solutions group.

**TABLE 4**

Group	January 2016	January 2015	January 2014	July 2013
Council Solutions / G6	302,087	308,379	302,742	295,169
% Variation	(2.04)%	1.86%	2.57%	-
Other Metropolitan	267,971	253,915	240,826	239,698
% Variation	5.54%	5.44%	0.47%	-
Outer Metropolitan	236,141	230,864	217,867	217,549
% Variation	2.29%	5.97%	0.15%	-
Regional	208,068	200,794	194,007	188,008
% Variation	3.62%	3.50%	3.19%	-
Small Regional	157,861	151,284	149,397	143,022
% Variation	4.35%	1.26%	4.46%	-

Here we note that 2016 realised a decline in the average TRP for Chief Executive Officers within the Council Solutions group. This was primarily a consequence of recent new appointments to the position across three Councils. In each instance the new appointee accepted the appointment at a lesser salary that the previous incumbent.

All other groups experienced increases in excess of the Consumer Price Index and Wage Price Index for the 12 month period ending December 2015.



## National and Interstate Data

The following tables provide an additional benchmarking analysis with a focus on interstate and national data.

This information was obtained from the **McArthur 2015 /2016 National Remuneration Survey**.

Table 5 shows national data including the Average Total Remuneration Package along with the median and upper and lower quartiles.

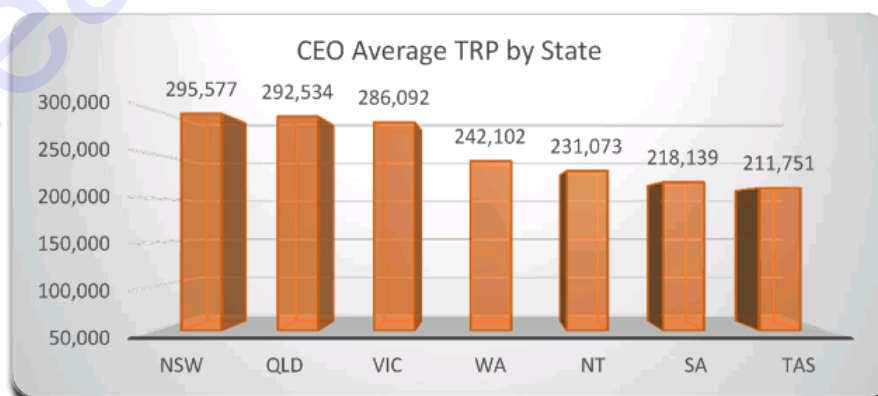
- **Median** is the midpoint of all values
- **Q1** is the number below which 25% of the data falls
- **Q3** is the number above which 25% of the data falls

TABLE 5	Count	Male	Female	Q1	Median	Q3	Average
Total Remuneration Package	208	183	25	212,394	252,387	302,465	264,941
Cash Component	208	183	25	171,314	213,565	269,579	222,610
Motor Vehicle	183	160	23	10,000	14,000	18,000	15,369
Phone/Laptop	69	60	9	980	1,500	2,400	1,717
Professional Development	67	61	6	1,000	2,500	5,000	3,141
Rental/Home Assistance	39	34	5	6,500	12,480	19,000	13,043
Council Super Contribution	208	183	25	18,685	21,917	27,449	23,448
Bonus Paid	7	6	1	3,603	10,000	23,805	20,859
Other	49	43	6	1,250	3,416	6,351	5,661

Across the 208 Councils nationally the average TRP amounted to \$264,941. With 32 South Australian Councils providing data the average within South Australia amounted to \$218,139 as shown in the following table and chart.

TABLE 6	Total Package						
State	Count	Male	Female	Q1	Median	Q3	Average
NSW	32	29	3	254,359	292,650	335,500	295,577
NT	6	4	2	215,000	241,547	261,180	231,073
QLD	44	41	3	219,501	273,600	346,950	292,534
SA	32	28	4	178,654	222,969	249,419	218,139
TAS	18	16	2	185,655	205,725	233,487	211,751
VIC	50	44	6	232,242	282,399	326,955	286,092
WA	26	21	5	197,900	237,674	279,098	242,102

CHART 2





When we use the information from the LGASA Survey which includes data from all 68 South Australian Councils the following picture emerges.

Table 7				Total Package			
State	Count	Male	Female	Q1	Median	Q3	Average
NSW	32	29	3	254,359	292,650	335,500	295,577
NT	6	4	2	215,000	241,547	261,180	231,073
QLD	44	41	3	219,501	273,600	346,950	292,534
SA	68	64	4	153,055	210,605	288,046	216,912
TAS	18	16	2	185,655	205,725	233,487	211,751
VIC	50	44	6	232,242	282,399	326,955	286,092
WA	26	21	5	197,900	237,674	279,098	242,102

Here we note that while the average is similar to that shown in Table 6 above, significant variations occur within the Lower and Upper Quartiles. This is primarily as a consequence of several larger Councils not participating in or providing CEO data to the M<sup>c</sup>Arthur National Survey.

The M<sup>c</sup>Arthur National Remuneration Survey classified Councils within five categories in relation to their size based predominately on annual recurrent expenditure. The following table details data from the M<sup>c</sup>Arthur Survey and shows the national data including the average total remuneration package along with the median and upper and lower quartiles across the five categories.

TABLE 8

Category	Count	Male	Female	Q1	Q3	Average
Very Large Metropolitan / Regional (Category 1) Expenditure Budgets greater than \$160 Million	24	21	3	352,410	420,553	387,819
Large Metropolitan / Regional (Category 2) Expenditure Budgets \$100 Million - \$160 Million	19	17	2	310,000	362,866	333,330
Medium Metropolitan / Large Rural (Category 3) Expenditure Budgets \$60 Million - \$100 Million	27	25	2	275,079	327,892	304,691
Small Metropolitan / Medium Rural (Category 4) Expenditure Budgets \$30 Million - \$60 Million	42	38	4	235,000	279,098	256,868
Small Rural (Category 5) Expenditure Budgets less than \$30 Million	96	82	14	189,381	239,216	213,038

The above table includes data from 32 South Australian Councils the majority of which fall within Category 5. The following table provides details of all South Australian Councils and shows where they fit within the classification structure in Table 8.

TABLE 9

Category	Count	Male	Female	Q1	Q3	Average
Very Large Metropolitan / Regional (Category 1) Expenditure Budgets greater than \$160 Million	1	1	-	-	-	320,000
Large Metropolitan / Regional (Category 2) Expenditure Budgets \$100 Million - \$160 Million	3	3	0	307,500	325,740	316,620
Medium Metropolitan / Large Rural (Category 3) Expenditure Budgets \$60 Million - \$100 Million	4	4	0	269,305	340,982	305,143
Small Metropolitan / Medium Rural (Category 4) Expenditure Budgets \$30 Million - \$60 Million	13	13	0	237,503	277,967	258,912
Small Rural (Category 5) Expenditure Budgets less than \$30 Million	47	43	4	151,351	229,315	189,773





When we compare South Australian Councils to the national average within the five categories the following picture emerges;

TABLE 10

Category	South Australia			National		
	Q1	Q3	Average	Q1	Q3	Average
Very Large Metropolitan / Regional (Category 1) Expenditure Budgets greater than \$160 Million	-	-	320,000	352,410	420,553	387,819
Large Metropolitan / Regional (Category 2) Expenditure Budgets \$100 Million - \$160 Million	307,500	325,740	316,620	310,000	362,866	333,330
Medium Metropolitan / Large Rural (Category 3) Expenditure Budgets \$60 Million - \$100 Million	269,305	340,982	305,143	275,079	327,892	304,691
Small Metropolitan / Medium Rural (Category 4) Expenditure Budgets \$30 Million - \$60 Million	237,503	277,967	258,912	235,000	279,098	256,868
Small Rural (Category 5) Expenditure Budgets less than \$30 Million	151,351	229,315	189,773	189,381	239,216	213,038

Here we note that, on two occasions (categories 3 and 4) the average TRP across South Australian Councils is marginally higher than the national average. Within category 5 which includes 70% of South Australian Councils we observe that South Australian Councils fall significantly below the Q1 and national average. Category 2 Councils within South Australia also fall significantly below the national average most notable within the upper quartile.

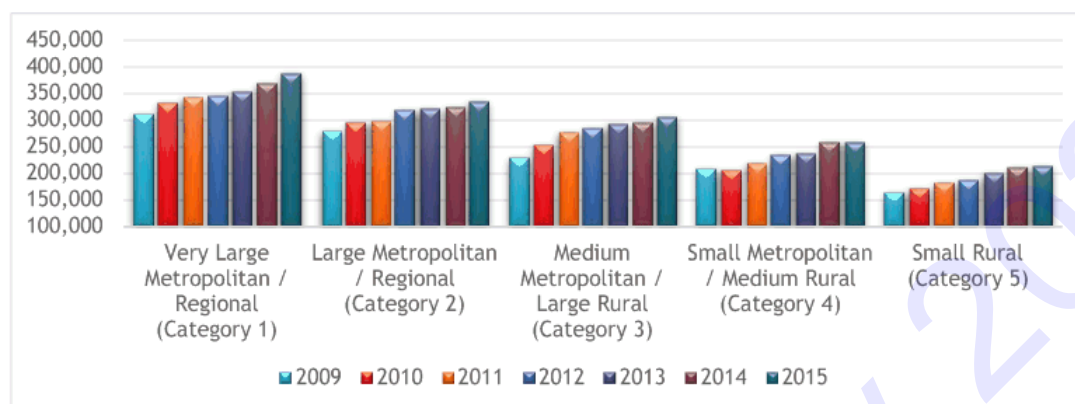
## Remuneration Movements – National

Across the nation, remuneration levels increased steadily for Chief Executives from 2009 to 2015 as can be seen in the following table and chart which provide a summary of average total remuneration packages by Council category.

TABLE 11

Council Category	2009	2010	2011	2012	2013	2014	2015
Very Large Metropolitan / Regional (Category 1) Expenditure Budgets greater than \$160 Million	310,083	332,424	341,718	345,038	354,115	368,369	387,819
Large Metropolitan / Regional (Category 2) Expenditure Budgets \$100 Million - \$160 Million	279,662	295,577	297,220	318,475	322,187	324,491	333,330
Medium Metropolitan / Large Rural (Category 3) Expenditure Budgets \$60 Million - \$100 Million	228,621	251,956	277,532	283,875	293,401	293,906	304,691
Small Metropolitan / Medium Rural (Category 4) Expenditure Budgets \$30 Million - \$60 Million	207,967	205,976	218,705	233,309	238,562	257,002	256,868
Small Rural (Category 5) Expenditure Budgets less than \$30 Million	163,594	170,566	182,502	187,751	200,250	210,293	213,038

CHART 3



When we look at remuneration variations as a percentage over a five year period we note that while some of these have been in line with increases in the Consumer Price Index (CPI) there are many occasions where this has been exceeded while on other occasion's package increases have failed to reach that figure.

With an average increase across all categories of Councils of 3.73% per year the following table and charts show percentage variations over the period 2010 to 2015.

TABLE 12

Council Category	2011	2012	2013	2014	2015	2011/15
Very Large Metropolitan / Regional (Category 1)	2.80%	0.97%	2.63%	4.03%	5.28%	16.66%
Large Metropolitan / Regional (Category 2)	0.56%	7.15%	1.17%	0.72%	2.72%	12.77%
Medium Metropolitan / Large Rural (Category 3)	10.15%	2.29%	3.36%	0.17%	3.67%	20.93%
Small Metropolitan / Medium Rural (Category 4)	6.18%	6.68%	2.25%	7.73%	(0.05)%	24.71%
Small Rural (Category 5)	7.00%	2.88%	6.66%	5.02%	1.31%	24.90%

## Summary Tables

*Tables 13, 14, 15 and 16 overleaf provide a summary of data from the survey for each Council*

**Table 13** – shows the Total Remuneration Package including the cash, superannuation and the value of all other benefits for all Councils

**Table 14** – shows the Total Remuneration Package including the cash, superannuation and the value of all other benefits for all Councils segment by the common groupings

**Table 15** – provides a contrast between this years' data and the previous year for all Councils. To enable a valid comparison this table excludes the value of benefits beyond base salary, superannuation and motor vehicles as they were not included in last year's survey.

**Table 16** – provides a contrast between this years' data and the previous year for all Councils. To enable a valid comparison this table excludes the value of benefits beyond base salary, superannuation and motor vehicles as they were not included in last year's survey.



**Table 13 – Total Remuneration Package details – All Councils**

Council	Total Remuneration Package	Cash Component	Superannuation	Vehicle	PRP	Phone / Laptop	Rent Assistance	Other
Adelaide City Council	320,000	282,407	27,763	9,830				
Adelaide Hills Council	234,807	202,563	19,244	8,000	5,000			
Alexandrina Council	279,600	231,000	23,100	12,000	10,000	3,000		500
Berri Barmera Council	198,000	172,000	16,000	10,000				
Campbelltown Council	258,322	224,952	21,370	12,000				
City of Burnside	225,664	201,137	19,578	4,949				
City of Charles Sturt	300,000	259,000	28,500	12,500				
City of Holdfast bay	251,249	216,417	20,560	14,272				
City of Marion	272,610	238,000	22,610	12,000				
City of Mitcham	280,855	245,530	23,325	12,000				
City of Mount Gambier	244,000	210,000	21,000	12,000		1,000		
City of Norwood Payneham & St Peters	262,071	228,794	21,277	12,000				
City of Onkaparinga	331,480	280,455	28,045	19,500		1,680		1,800
City of Playford	372,978	297,978	35,000	25,000	15,000			
City of Port Adelaide Enfield	315,000	272,075	29,925	13,000				
City of Port Lincoln	201,007	171,562	21,445	8,000				
City of Prospect	253,621	219,415	20,406	8,800				5,000
City of Salisbury	320,000	290,000	25,000		3,500	1,500		
City of Tea Tree Gully	266,000	241,537	22,463					2,000
City of Unley	253,422	219,936	21,986	11,500				
City of Victor Harbor	239,190	206,164	19,586	12,000	720	720		
City of West Torrens	308,985	282,178	26,807					
Clare and Gilbert Valleys Council	200,340	167,624	15,589	15,000	524	1,603		
Coorong District Council	192,860	163,937	15,163	13,760				
Corporation of the Town of Walkerville	232,538	206,348	19,190	7,000				
District Council of Barunga West	158,455	126,000	11,655	12,000	1,000		7,800	
District Council of Ceduna	195,787	160,787	25,000	10,000				
District Council of Cleve	155,256	122,650	11,406	11,000	1,000	1,000	8,200	
District Council of Coober Pedy	198,960	168,000	15,960	15,000				
District Council of Elliston	164,350	130,000	12,350	12,000			10,000	
District Council of Franklin Harbour	138,437	115,000	10,637	9,000		1,800		2,000
District Council of Grant	187,003	157,080	14,923	12,000	3,000			
District Council of Karoonda East Murray	124,365	100,638	11,727	12,000				
District Council of Kimba	153,300	123,836	11,764	15,000	300	2,000		400

Council	Total Remuneration Package	Cash Component	Superannuation	Vehicle	PRP	Phone / Laptop	Rent Assistance	Other
District Council of Lower Eyre Peninsula	165,689	147,084	13,605	5,000				
District Council of Loxton Waikerie	212,243	180,679	17,164	10,000	1,400	3,000		
District Council of Mallala	210,605	175,438	16,667	16,800		1,700		
District Council of Mount Remarkable	191,175	165,000	15,675	10,000				500
District Council of Orroroo Carrieton	157,722	144,125	13,597					
District Council of Peterborough	127,229	104,955	9,974	12,000		300		
District Council of Robe	170,356	136,821	12,724	20,811				
District Council of Streaky Bay	163,300	140,000	13,300	10,000				
District Council of the Copper Coast	220,526	185,764	17,648	15,914		1,200		
District Council of Tumby Bay	170,305	141,831	13,474	15,000				
District Council of Yankalilla	195,000	168,082	16,918	10,000				
Kangaroo Island Council	225,133	190,486	18,096	14,000				2,551
Kingston District Council	161,570	136,132	12,438	13,000				
Light Regional Council	241,863	216,938	20,175	4,750				
Mid Murray Council	200,025	169,373	15,752	12,500	400	2,000		
Mount Barker District Council	250,591	227,286	23,305					
Naracoorte Lucindale Council	203,110	171,790	16,320	12,000				3,000
Northern Areas Council	156,150	128,904	12,246	15,000				
Port Augusta City Council	241,995	221,000	20,995					
Port Pirie Regional Council	204,825	173,515	16,310	15,000				
Regional Council of Goyder	154,183	129,170	12,013	13,000				
Renmark Paringa Council	193,237	164,600	15,637	12,000		1,000		
Roxby Council	180,516	139,083	13,212	8,777			14,177	5,267
Rural City of Murray Bridge	244,051	217,855	20,696		5,000	500		
Southern Mallee District Council	163,205	123,000	11,685	15,000	4,000	1,200	8,320	
Tatiara District Council	165,973	140,523	13,350	12,100				
The Barossa Council	241,000	207,685	19,315	14,000				
The Flinders Ranges Council	135,400	111,722	10,055	12,000	500	1,000		123
Town of Gawler	228,025	207,000	21,025					
Wakefield Regional Council	215,746	179,151	17,019	10,000		9,576		
Wattle Range Council	214,793	185,144	17,649	12,000				
Whyalla City Council	248,130	215,124	20,006	10,000	3,000			
Wudinna District Council	157,350	120,055	32,295		5,000			
Yorke Peninsula	248,494	218,301	20,193	10,000				
Total	14,750,027	12,618,616	1,250,887	713,763	59,344	35,779	48,497	23,141
Average	216,912	185,568	18,395	12,098	3,491	1,932	9,700	2,104

**Table 14 - Total Remuneration Package details – All Councils by Common Grouping**

Council	Total Remuneration Package	Cash Component	Superannuation	Vehicle	PRP	Phone / Laptop	Rent Assistance	Other
<b>COUNCIL SOLUTIONS</b>								
Adelaide City Council	320,000	282,407	27,763	9,830				
City of Charles Sturt	300,000	259,000	28,500	12,500				
City of Marion	272,610	238,000	22,610	12,000				
City of Onkaparinga	331,480	280,455	28,045	19,500		1,680		1,800
City of Salisbury	320,000	290,000	25,000		3,500	1,500		
City of Tea Tree Gully	266,000	241,537	22,463					2,000
<b>AVERAGE</b>	<b>301,682</b>	<b>265,233</b>	<b>25,730</b>	<b>13,458</b>	<b>3,500</b>	<b>1,590</b>		<b>1,900</b>
<b>OTHER METROPOLITAN</b>								
City of Port Adelaide Enfield	315,000	272,075	29,925	13,000				
Campbelltown Council	258,322	224,952	21,370	12,000				
City of Burnside	225,664	201,137	19,578	4,949				
City of Holdfast Bay	251,249	216,417	20,560	14,272				
City of Mitcham	280,855	245,530	23,325	12,000				
City of Norwood Payneham & St Peters	262,071	228,794	21,277	12,000				
City of Playford	372,978	297,978	35,000	25,000	15,000			
City of Prospect	253,621	219,415	20,406	8,800				5,000
City of Unley	253,422	219,936	21,986	11,500				
City of West Torrens	308,985	282,178	26,807					
Corporation of the Town of Walkerville	232,538	206,348	19,190	7,000				
<b>AVERAGE</b>	<b>274,064</b>	<b>237,705</b>	<b>23,584</b>	<b>12,052</b>	<b>15,000</b>			<b>5,000</b>
<b>OUTER METROPOLITAN</b>								
Adelaide Hills Council	234,807	202,563	19,244	8,000	5,000			
Mount Barker District Council	250,591	227,286	23,305					
Town of Gawler	228,025	207,000	21,025					
<b>AVERAGE</b>	<b>237,808</b>	<b>212,283</b>	<b>21,191</b>	<b>8,000</b>	<b>5,000</b>			

Council	Total Remuneration Package	Cash Component	Superannuation	Vehicle	PRP	Phone / Laptop	Rent Assistance	Other
REGIONAL								
Alexandrina	279,600	231,000	23,100	12,000	10,000	3,000		500
Berri Barmora Council	198,000	172,000	16,000	10,000				
City of Mount Gambier	244,000	210,000	21,000	12,000		1,000		
City of Port Lincoln	201,007	171,562	21,445	8,000				
City of Victor Harbor	239,190	206,164	19,586	12,000	720	720		
Clare and Gilbert Valleys Council	200,340	167,624	15,589	15,000	524	1,603		
Coorong District Council	192,860	163,937	15,163	13,760				
District Council of Barunga West	158,455	126,000	11,655	12,000	1,000		7,800	
District Council of Grant	187,003	157,080	14,923	12,000	3,000			
District Council of Lower Eyre Peninsula	165,689	147,084	13,605	5,000				
District Council of Loxton Waikerie	212,243	180,679	17,164	10,000	1,400	3,000		
District Council of Mallala	210,605	175,438	16,667	16,800		1,700		
District Council of the Copper Coast	220,526	185,764	17,648	15,914		1,200		
District Council of Yankalilla	195,000	168,082	16,918	10,000				
Kangaroo Island Council	225,133	190,486	18,096	14,000				2,551
Light Regional Council	241,863	216,938	20,175	4,750				
Mid Murray Council	200,025	169,373	15,752	12,500	400	2,000		
Naracoorte Lucindale Council	203,110	171,790	16,320	12,000				3,000
Northern Areas Council	156,150	128,904	12,246	15,000				
Port Augusta City Council	241,995	221,000	20,995					
Port Pirie Regional Council	204,825	173,515	16,310	15,000				
Regional Council of Goyder	154,183	129,170	12,013	13,000				
Renmark Paringa Council	193,237	164,600	15,637	12,000		1,000		
Rural City of Murray Bridge	244,051	217,855	20,696		5,000	500		
Tatiara District Council	165,973	140,523	13,350	12,100				
The Barossa Council	241,000	207,685	19,315	14,000				
Wakefield Regional Council	215,746	179,151	17,019	10,000		9,576		
Wattle Range Council	214,793	185,144	17,649	12,000				
Whyalla City Council	248,130	215,124	20,006	10,000	3,000			
Yorke Peninsula	248,494	218,301	20,193	10,000				
AVERAGE	210,108	179,732	17,208	11,815	2,783	2,300	7,800	2,017

Council	Total Remuneration Package	Cash Component	Superannuation	Vehicle	PRP	Phone / Laptop	Rent Assistance	Other
SMALL REGIONAL								
District Council of Orroroo Carrieton	157,722	144,125	13,597					
District Council of Ceduna	195,787	160,787	25,000	10,000				
District Council of Cleve	155,256	122,650	11,406	11,000	1,000	1,000	8,200	
District Council of Coober Pedy	198,960	168,000	15,960	15,000				
District Council of Elliston	164,350	130,000	12,350	12,000			10,000	
District Council of Franklin Harbour	138,437	115,000	10,637	9,000		1,800		2,000
District Council of Karoonda East Murray	124,365	100,638	11,727	12,000				
District Council of Kimba	153,300	123,836	11,764	15,000	300	2,000		400
District Council of Mount Remarkable	191,175	165,000	15,675	10,000				500
District Council of Peterborough	127,229	104,955	9,974	12,000		300		
District Council of Robe	170,356	136,821	12,724	20,811				
District Council of Streaky Bay	163,300	140,000	13,300	10,000				
District Council of Tumby Bay	170,305	141,831	13,474	15,000				
Kingston District Council	161,570	136,132	12,438	13,000				
Roxby Council	180,516	139,083	13,212	8,777			14,177	5,267
Southern Mallee District Council	163,205	123,000	11,685	15,000	4,000	1,200	8,320	
The Flinders Ranges Council	135,400	111,722	10,055	12,000	500	1,000		123
Wudinna District Council	157,350	120,055	32,295		5,000			
AVERAGE	161,588	132,424	14,293	12,537	2,160	1,217	10,174	1,658

**Table 15 – All Councils - Contrast between this years' data and the previous year**

January 2016					January 2015				
Council	Cash	Super	Vehicle	Total	Council	Cash	Super	Vehicle	Total
Adelaide City Council	282,407	27,763	9,830	320,000	Adelaide City Council	344,944	33,864	19,192	398,000
Adelaide Hills Council	202,563	19,244	8,000	229,807	Adelaide Hills Council	191,981	18,238	12,894	223,113
Alexandrina Council	231,000	23,100	12,000	266,100	Alexandrina Council	225,339	22,534	12,000	259,873
Campbelltown City Council	224,952	21,370	12,000	258,322	Campbelltown City Council	218,400	20,748	12,000	251,148
City of Burnside	201,137	19,578	4,949	225,664	City of Burnside	198,895	19,365	4,949	223,209
City of Charles Sturt	259,000	28,500	12,500	300,000	City of Charles Sturt	258,853	31,827	13,000	303,680
City of Holdfast Bay	216,417	20,560	14,272	251,249	City of Holdfast Bay	216,417	20,019	14,272	250,708
City of Marion	238,000	22,610	12,000	272,610	City of Marion	275,989	24,839	8,000	308,828
City of Mitcham	245,530	23,325	12,000	280,855	City of Mitcham	240,500	22,848	12,000	275,348
City of Mount Gambier	210,000	21,000	12,000	243,000	City of Mount Gambier	202,363	20,742	12,000	235,105
City of Norwood, Payneham & St Peters	228,794	21,277	12,000	262,071	City of Norwood, Payneham & St Peters	221,650	20,613	12,000	254,263
City of Onkaparinga	280,455	28,045	19,500	328,000	City of Onkaparinga	247,693	24,769	19,500	291,962
City of Playford	297,978	35,000	25,000	357,978	City of Playford	241,765	22,485	-	264,250
City of Port Adelaide - Enfield	272,075	29,925	13,000	315,000	City of Port Adelaide - Enfield	252,199	27,761	15,000	294,960
City of Port Lincoln	171,562	21,445	8,000	201,007	City of Port Lincoln	161,758	14,944	8,500	185,202
City of Prospect	219,415	20,406	8,800	248,621	City of Prospect	219,422	20,845	8,880	249,147
City of Salisbury	290,000	25,000	-	315,000	City of Salisbury	256,041	23,684	24,000	303,725
City of Tea Tree Gully	241,537	22,463	-	264,000	City of Tea Tree Gully	235,590	21,910	-	257,500
City of Unley	219,936	21,986	11,500	253,422	City of Unley	213,194	21,346	11,500	246,040
City of Victor Harbor	206,164	19,586	12,000	237,750	City of Victor Harbor	200,159	18,515	12,000	230,674
City of West Torrens	282,178	26,807	-	308,985	City of West Torrens	246,188	59,332	-	305,520
City of Whyalla	215,124	20,006	10,000	245,130	City of Whyalla	213,059	22,365	10,000	245,424
Clare & Gilbert Valleys Council	167,624	15,589	15,000	198,213	Clare & Gilbert Valleys Council	161,406	14,930	15,000	191,336
Coorong District Council	163,937	15,163	13,760	192,860	Coorong District Council	152,500	14,106	12,500	179,106
Corporation of the Town of Walkerville	206,348	19,190	7,000	232,538	Corporation of the Town of Walkerville	194,512	18,089	7,000	219,601
District Council Mount Barker	227,286	23,305	-	250,591	District Council Mount Barker	221,865	22,614	-	244,479
District Council of Barunga West	126,000	11,655	12,000	149,655	District Council of Barunga West	120,000	11,160	13,150	144,310
District Council of Berri Barmera	172,000	16,000	10,000	198,000	District Council of Berri Barmera	171,376	16,281	-	187,657
District Council of Ceduna	160,787	25,000	10,000	195,787	District Council of Ceduna	135,000	25,000	10,000	170,000
District Council of Cleve	122,650	11,406	11,000	145,056	District Council of Cleve	118,503	11,020	11,000	140,523
District Council of Coober Pedy	168,000	15,960	15,000	198,960	District Council of Coober Pedy	158,994	15,105	12,000	186,099
District Council of Copper Coast	185,764	17,648	15,914	219,326	District Council of Copper Coast	185,764	17,648	15,000	218,412
District Council of Elliston	130,000	12,350	12,000	154,350	District Council of Elliston	130,000	12,025	10,000	152,025
District Council of Franklin Harbour	115,000	10,637	9,000	134,637	District Council of Franklin Harbour	114,736	10,670	12,000	137,406
District Council of Grant	157,080	14,923	12,000	184,003	District Council of Grant	152,505	14,107	12,000	178,612



	January 2016			
Council	Cash	Super	Vehicle	Total
District Council of Karoonda East Murray	100,638	11,727	12,000	124,365
District Council of Kimba	123,836	11,764	15,000	150,600
District Council of Lower Eyre Peninsula	147,084	13,605	5,000	165,689
District Council of Loxton Waikerie	180,679	17,164	10,000	207,843
District Council of Mallala	175,438	16,667	16,800	208,905
District Council of Mount Remarkable	165,000	15,675	10,000	190,675
District Council of Orroroo Carrieton	144,125	13,597	-	157,722
District Council of Peterborough	104,955	9,974	12,000	126,929
District Council of Robe	136,821	12,724	20,811	170,356
District Council of Streaky Bay	140,000	13,300	10,000	163,300
District Council of Tumby Bay	141,831	13,474	15,000	170,305
District Council of Yankalilla	168,082	16,918	10,000	195,000
Kangaroo Island Council	190,486	18,096	14,000	222,582
Kingston District Council	136,132	12,438	13,000	161,570
Light Regional Council	216,938	20,175	4,750	241,863
Mid Murray Council	169,373	15,752	12,500	197,625
Municipal Council of Roxby Downs	139,083	13,212	8,777	161,072
Naracoorte Lucindale Council	171,790	16,320	12,000	200,110
Northern Areas Council	128,904	12,246	15,000	156,150
Port Augusta City Council	221,000	20,995	-	241,995
Port Pirie Regional Council	173,515	16,310	15,000	204,825
Regional Council of Goyder	129,170	12,013	13,000	154,183
Renmark Paringa Council	164,600	15,637	12,000	192,237
Rural City of Murray Bridge	217,855	20,696	-	238,551
Southern Mallee District Council	123,000	11,685	15,000	149,685
Tatiara District Council	140,523	13,350	12,100	165,973
The Barossa Council	207,685	19,315	14,000	241,000
The Flinders Ranges Council	111,722	10,055	12,000	133,777
Town of Gawler	207,000	21,025	-	228,025
Wakefield Regional Council	179,151	17,019	10,000	206,170
Wattle Range Council	185,144	17,649	12,000	214,793
Wudinna District Council	120,055	32,295	-	152,350
Yorke Peninsula Council	218,301	20,193	10,000	248,494
January 2016 Total	12,618,616	1,250,887	713,763	14,583,266
January 2015 Total	12,174,057	1,230,689	727,201	14,131,949
Variation	3.65%	1.64%	(1.85)%	3.19%

	January 2015			
Council	Cash	Super	Vehicle	Total
District Council of Karoonda East Murray	100,638	11,727	12,000	124,365
District Council of Kimba	123,837	10,751	15,000	149,588
District Council of Lower Eyre Peninsula	144,200	13,338	-	157,538
District Council of Loxton Waikerie	175,416	16,314	10,000	201,730
District Council of Mallala	173,188	16,020	15,000	204,208
District Council of Mount Remarkable	140,000	13,300	10,000	163,300
District Council of Orroroo Carrieton	103,294	9,555	36,000	148,849
District Council of Peterborough	124,384	11,816	15,000	151,200
District Council of Robe	129,470	12,006	12,264	153,740
District Council of Streaky Bay	140,000	12,950	10,000	162,950
District Council of Tumby Bay	139,050	13,210	15,000	167,260
District Council of Yankalilla	169,261	15,741	10,000	195,003
Kangaroo Island Council	183,870	17,468	-	201,338
Kingston District Council	125,500	11,609	13,000	150,109
Light Regional Council	208,594	19,095	-	227,115
Mid Murray Council	164,439	15,293	12,500	192,232
Municipal Council of Roxby Downs	128,525	11,980	-	140,505
Naracoorte Lucindale Council	171,790	16,320	12,000	200,110
Northern Areas Council	128,904	12,246	15,000	156,150
Port Augusta City Council	215,000	20,425	15,000	250,425
Port Pirie Regional Council	165,600	15,732	15,000	196,332
Regional Council of Goyder	124,200	11,550	13,000	148,750
Renmark Paringa Council	152,039	14,064	-	166,103
Rural City of Murray Bridge	217,885	20,260	-	238,145
Southern Mallee District Council	123,000	11,000	15,000	149,000
Tatiara District Council	137,759	13,087	12,300	163,146
The Barossa Council	197,440	18,760	13,800	230,000
The Flinders Ranges Council	108,098	10,269	12,000	130,367
Town of Gawler	193,962	18,038	13,000	225,000
Wakefield Regional Council	170,620	15,868	10,000	196,488
Wattle Range Council	177,498	16,862	12,000	206,360
Wudinna District Council	117,127	28,696	-	145,823
Yorke Peninsula Council	199,909	18,991	12,000	230,900



**Table 16 – Councils by Common Grouping - Contrast between this years' data and the previous year**

January 2016					January 2015				
Council	Cash	Super	Vehicle	Total	Council	Cash	Super	Vehicle	Total
COUNCIL SOLUTIONS					COUNCIL SOLUTIONS				
Adelaide City Council	282,407	27,763	9,830	320,000	Adelaide City Council	344,944	33,864	19,192	398,000
City of Charles Sturt	259,000	28,500	12,500	300,000	City of Charles Sturt	258,853	31,827	13,000	303,680
City of Marion	238,000	22,610	12,000	272,610	City of Marion	275,989	24,839	8,000	308,828
City of Onkaparinga	280,455	28,045	19,500	328,000	City of Onkaparinga	247,693	24,769	19,500	291,962
City of Salisbury	290,000	25,000	-	315,000	City of Salisbury	256,041	23,684	24,000	303,725
City of Tea Tree Gully	241,537	22,463	-	264,000	City of Tea Tree Gully	235,590	21,910	-	257,500
AVERAGE	265,233	25,730	13,458	299,935	AVERAGE	269,852	26,816	16,738	310,616
OTHER METROPOLITAN					OTHER METROPOLITAN				
City of Port Adelaide Enfield	272,075	29,925	13,000	315,000	City of Port Adelaide - Enfield	252,199	27,761	15,000	294,960
Campbelltown Council	224,952	21,370	12,000	258,322	Campbelltown City Council	218,400	20,748	12,000	251,148
City of Burnside	201,137	19,578	4,949	225,664	City of Burnside	198,895	19,365	4,949	223,209
City of Holdfast Bay	216,417	20,560	14,272	251,249	City of Holdfast Bay	216,417	20,019	14,272	250,708
City of Mitcham	245,530	23,325	12,000	280,855	City of Mitcham	240,500	22,848	12,000	275,348
City of Norwood Payneham & St Peters	228,794	21,277	12,000	262,071	City of Norwood, Payneham & St Peters	221,650	20,613	12,000	254,263
City of Playford	297,978	35,000	25,000	357,978	City of Playford	241,765	22,485	-	264,250
City of Prospect	219,415	20,406	8,800	248,621	City of Prospect	219,422	20,845	8,880	249,147
City of Unley	219,936	21,986	11,500	253,422	City of Unley	213,194	21,346	11,500	246,040
City of West Torrens	282,178	26,807	-	308,985	City of West Torrens	246,188	59,332	-	305,520
Corporation of the Town of Walkerville	206,348	19,190	7,000	232,538	Corporation of the Town of Walkerville	194,512	18,089	7,000	219,601
AVERAGE	237,705	23,584	12,052	272,246	AVERAGE	223,922	24,859	10,845	257,654
OUTER METROPOLITAN					OUTER METROPOLITAN				
Adelaide Hills Council	202,563	19,244	8,000	229,807	Adelaide Hills Council	191,981	18,238	12,894	223,113
Mount Barker District Council	227,286	23,305	-	250,591	District Council Mount Barker	221,865	22,614	-	244,479
Town of Gawler	207,000	21,025	-	228,025	Town of Gawler	193,962	18,038	13,000	225,000
AVERAGE	212,283	21,191	8,000	236,141	AVERAGE	202,603	19,630	12,947	230,864

January 2016					January 2015				
Council	Cash	Super	Vehicle	Total	Council	Cash	Super	Vehicle	Total
REGIONAL					REGIONAL				
Alexandrina	231,000	23,100	12,000	266,100	Alexandrina Council	225,339	22,534	12,000	259,873
District Council of Berri Barmera	172,000	16,000	10,000	198,000	District Council of Berri Barmera	171,376	16,281	-	187,657
City of Mount Gambier	210,000	21,000	12,000	243,000	City of Mount Gambier	202,363	20,742	12,000	235,105
City of Port Lincoln	171,562	21,445	8,000	201,007	City of Port Lincoln	161,758	14,944	8,500	185,202
City of Victor Harbor	206,164	19,586	12,000	237,750	City of Victor Harbor	200,159	18,515	12,000	230,674
City of Whyalla	215,124	20,006	10,000	245,130	City of Whyalla	213,059	22,365	10,000	245,424
Clare and Gilbert Valleys Council	167,624	15,589	15,000	198,213	Clare & Gilbert Valleys Council	161,406	14,930	15,000	191,336
Coorong District Council	163,937	15,163	13,760	192,860	Coorong District Council	152,500	14,106	12,500	179,106
District Council of Barunga West	126,000	11,655	12,000	149,655	District Council of Barunga West	120,000	11,160	13,150	144,310
District Council of Berri Barmera	172,000	16,000	10,000	198,000	District Council of Berri Barmera	171,376	16,281	-	187,657
District Council of Grant	157,080	14,923	12,000	184,003	District Council of Grant	152,505	14,107	12,000	178,612
District Council of Lower Eyre Peninsula	147,084	13,605	5,000	165,689	District Council of Lower Eyre Peninsula	144,200	13,338	-	157,538
District Council of Loxton Waikerie	180,679	17,164	10,000	207,843	District Council of Loxton Waikerie	175,416	16,314	10,000	201,730
District Council of Mallala	175,438	16,667	16,800	208,905	District Council of Mallala	173,188	16,020	15,000	204,208
District Council of the Copper Coast	185,764	17,648	15,914	219,326	District Council of the Copper Coast	185,764	17,648	15,000	218,412
District Council of Yankalilla	168,082	16,918	10,000	195,000	District Council of Yankalilla	169,261	15,741	10,000	195,003
Kangaroo Island Council	190,486	18,096	14,000	222,582	Kangaroo Island Council	183,870	17,468	-	201,338
Light Regional Council	216,938	20,175	4,750	241,863	Light Regional Council	208,594	19,095	-	227,115
Mid Murray Council	169,373	15,752	12,500	197,625	Mid Murray Council	164,439	15,293	12,500	192,232
Naracoorte Lucindale Council	171,790	16,320	12,000	200,110	Naracoorte Lucindale Council	171,790	16,320	12,000	200,110
Northern Areas Council	128,904	12,246	15,000	156,150	Northern Areas Council	128,904	12,246	15,000	156,150
Port Augusta City Council	221,000	20,995	-	241,995	Port Augusta City Council	215,000	20,425	15,000	250,425
Port Pirie Regional Council	173,515	16,310	15,000	204,825	Port Pirie Regional Council	165,600	15,732	15,000	196,332
Regional Council of Goyder	129,170	12,013	13,000	154,183	Regional Council of Goyder	124,200	11,550	13,000	148,750
Renmark Paringa Council	164,600	15,637	12,000	192,237	Renmark Paringa Council	152,039	14,064	-	166,103
Rural City of Murray Bridge	217,855	20,696	-	238,551	Rural City of Murray Bridge	217,885	20,260	-	238,145
Tatiara District Council	140,523	13,350	12,100	165,973	Tatiara District Council	137,759	13,087	12,300	163,146
The Barossa Council	207,685	19,315	14,000	241,000	The Barossa Council	197,440	18,760	13,800	230,000
Wakefield Regional Council	179,151	17,019	10,000	206,170	Wakefield Regional Council	170,620	15,868	10,000	196,488
Wattle Range Council	185,144	17,649	12,000	214,793	Wattle Range Council	177,498	16,862	12,000	206,360
Yorke Peninsula Council	218,301	20,193	10,000	248,494	Yorke Peninsula Council	199,909	18,991	12,000	230,900
AVERAGE	179,483	17,169	11,753	207,646	AVERAGE	174,039	16,485	12,490	200,176

January 2016					January 2015				
Council	Cash	Super	Vehicle	Total	Council	Cash	Super	Vehicle	Total
SMALL REGIONAL					SMALL REGIONAL				
District Council of Ceduna	160,787	25,000	10,000	195,787	District Council of Ceduna	135,000	25,000	10,000	170,000
District Council of Cleve	122,650	11,406	11,000	145,056	District Council of Cleve	118,503	11,020	11,000	140,523
District Council of Coober Pedy	168,000	15,960	15,000	198,960	District Council of Coober Pedy	158,994	15,105	12,000	186,099
District Council of Elliston	130,000	12,350	12,000	154,350	District Council of Elliston	130,000	12,025	10,000	152,025
District Council of Franklin Harbour	115,000	10,637	9,000	134,637	District Council of Franklin Harbour	114,736	10,670	12,000	137,406
District Council of Karoonda East Murray	100,638	11,727	12,000	124,365	District Council of Karoonda East Murray	100,638	11,727	12,000	124,365
District Council of Kimba	123,836	11,764	15,000	150,600	District Council of Kimba	123,837	10,751	15,000	149,588
District Council of Mount Remarkable	165,000	15,675	10,000	190,675	District Council of Mount Remarkable	140,000	13,300	10,000	163,300
District Council of Orroroo Carrieton	144,125	13,597	-	157,722	District Council of Orroroo Carrieton	103,294	9,555	36,000	148,849
District Council of Peterborough	104,955	9,974	12,000	126,929	District Council of Peterborough	124,384	11,816	15,000	151,200
District Council of Robe	136,821	12,724	20,811	170,356	District Council of Robe	129,470	12,006	12,264	153,740
District Council of Streaky Bay	140,000	13,300	10,000	163,300	District Council of Streaky Bay	140,000	12,950	10,000	162,950
District Council of Tumby Bay	141,831	13,474	15,000	170,305	District Council of Tumby Bay	139,050	13,210	15,000	167,260
Kingston District Council	136,132	12,438	13,000	161,570	Kingston District Council	125,500	11,609	13,000	150,109
Municipal Council of Roxby Downs	139,083	13,212	8,777	161,072	Municipal Council of Roxby Downs	128,525	11,980	-	140,505
Southern Mallee District Council	123,000	11,685	15,000	149,685	Southern Mallee District Council	123,000	11,000	15,000	149,000
The Flinders Ranges Council	111,722	10,055	12,000	133,777	The Flinders Ranges Council	108,098	10,269	12,000	130,367
Wudinna District Council	120,055	32,295	-	152,350	Wudinna District Council	117,127	28,696	-	145,823
AVERAGE	132,424	14,293	12,537	157,861	AVERAGE	125,564	13,483	13,767	151,284

## EMPLOYEE SALARY INCREASES AS PER THE RECENTLY AGREED

### CITY OF PLAYFORD ENTERPRISE AGREEMENT

Year 1 (2016)	Year 2 (2017)	Year 3 (2018)
2% increase payment  + 0.5% performance increase linked to Resident Satisfaction* Survey target = 3.66	2% increase payment  + 0.5% performance increase linked to Resident Satisfaction* Survey target = 3.73	2% increase payment  + 0.5% performance increase linked to Resident Satisfaction* Survey target = 3.8

- Salary increases will be payable effective from the first full pay following 1<sup>st</sup> July each year. Commencing and backdated to first full pay from 1 July 2016 for the Year 1 increase.
- Payment of Year 1 (2016) salary increase and associated back pay will commence prior to 25 December 2016.
- For each financial year, salary increases will apply with the 0.5% salary increase linked to resident satisfaction survey to be determined upon receipt of the survey results from the independent survey company and then recalibrated to remove questions that have been eliminated, by agreement, at the time the agreement was negotiated.
- If the Council makes a resourcing decision (budgetary/human) that significantly changes the nature or level of a service standard related to measures 1-34, the relevant measure(s) will be removed from the RSS score for relevant years.
- Organisational Commitment to service delivery improvements during the life of the agreement

*Note: Residential Satisfaction Survey targets on the reverse side.*

RESIDENTIAL SATISFACTION SURVEY	
1	Satisfaction with the presentation of the City of Playford
2	Satisfaction with the presentation of street verges
3	Satisfaction with the condition of local streets
4	Satisfaction with the condition of rural roads
5	The streets are clean
6	Satisfaction with the condition of local footpaths
7	Satisfaction with the presentation of parks and gardens
8	Satisfaction with the presentation of ovals & sportsgrounds
9	Satisfaction with the removal of graffiti
10	Satisfaction with the safety of playgrounds
11	Satisfaction with the Library service
12	City of Playford staff are helpful and pleasant
13	City of Playford staff always provide prompt service
14	City of Playford staff provide a consistent level of service
15	City of Playford staff follow through on my requests
16	Satisfaction with the condition of street trees
17	Satisfaction with the condition of bicycle paths
18	Satisfaction with condition of street kerbs
19	Satisfaction with the removal of illegally dumped rubbish
20	Satisfaction with the rapid response service
21	Satisfaction with adequate stormwater drainage
22	Satisfaction with protecting and improving native vegetation and biodiversity
23	Satisfaction with access to community venues
24	Satisfaction with civic events
25	Satisfaction with support and facilities for sporting clubs
26	Satisfaction with availability of community services
27	Satisfaction with supporting local community development
28	Satisfaction with the immunisation service
29	Satisfaction with public health and safety
30	Satisfaction with enforcement of local laws
31	Satisfaction with health initiatives
32	Satisfaction with planning and building advice and assessment
33	Satisfaction with support for volunteer programs
34	Satisfaction with supporting business and industry development

**C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 18.3 IS TO BE KEPT IN CONFIDENCE****Purpose**

To resolve how long agenda item 18.3 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999, the Council orders that the following aspects of Item 18.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90 (3) (a) of the Local Government Act 1999:

- Report for item 18.3
- Attachment(s) for Item 18.3
- Decision for Item 18.3

**Duration of Order:**

This order shall operate until **(insert timeframe)**, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the Local Government Act 1999, whichever comes first.