



The voice of local government.

**Local Government Association**  
of South Australia

A collage of various South Australian scenes. It includes a wide coastal view with a beach and ocean, an aerial view of a densely populated urban area, a lush green valley with a river, a night view of modern city buildings, a traditional stone church at night, a windmill in a rural landscape, and a modern parking lot with trees.

# 2014/15 Annual Report

[www.lga.sa.gov.au](http://www.lga.sa.gov.au)

# LGA Annual Report 2014–2015

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## LGA Board



# LGA Board

from April 2015

## President

Mayor Dave Burgess (Mid Murray)

## Immediate Past President

Mayor David O'Loughlin (Prospect)

## Zone/Region Representatives and Deputy Members

### Adelaide Metropolitan Zone

Cr Sue Clearihan (Adelaide City)

Mayor Angela Keneally (Charles Sturt)

Mayor Lorraine Rosenberg\* (Onkaparinga)

Mayor Lachlan Clyne (Unley)

Mayor Glenn Spear (Mitcham)

Cr Jill Whittaker\* (Campbelltown)

Mayor David Parkin (Burnside)

Mayor Robert Bria  
(Norwood, Payneham & St Peters)

## Deputy Members:

Cr Peter Jamieson (Port Adelaide Enfield)

Mayor Gillian Aldridge (Salisbury)

Mayor Kevin Knight (Tea Tree Gully)

Mayor William Spragg (Adelaide Hills)

### Central Zone

Mayor Ray Agnew, OAM (Yorke Peninsula)

Mayor Denis Clark (Northern Areas)

Mayor Duncan Kennington (Deputy Member) (Mallala)

### Eyre Peninsula Zone

Mayor Bruce Green (Port Lincoln)

Mayor Sam Telfer (Deputy Member) (Tumby Bay)

### River Murray Zone

Mayor Peter Hunt\* (Berri Barmera)

Mayor Neville Jaensch (Coorong)

Mayor Leon Stasinowsky (Deputy Member)  
(Loxton Waikerie)

### South East Zone

Mayor Erika Vickery (Naracoorte Lucindale)

Mayor Richard Sage (Deputy Member) (Grant)

### Southern & Hills Zone

Mayor Ann Ferguson, OAM\* (Mount Barker)

Mayor Keith Parkes (Deputy Member) (Alexandrina)

### Spencer Gulf Cities Zone

Mayor Sam Johnson (Port Augusta)

Mayor John Rohde (Deputy Member) (Port Pirie)

## Invited Observers:

Convenor Metropolitan CEOs Committee  
of Metropolitan Local Government Group  
– Andrew Aitken (until November 2014)  
Matthew Pears (Mitcham)

Local Government Professionals Australia (SA) President –  
Andrew Aitken (Adelaide Hills)

*\* Vice Presidents*



# President's Report



# President's Report

There were some great achievements for local government in the 2014–15 financial year, and also a number of challenges.

I would like to recognise the work of our Immediate Past President, Mayor David O'Loughlin, who was Local Government Association President for the majority of the reporting period and who has been a great support to me and to the LGA Board over the past few months.

Much of the role of President leans on the importance of the LGA advocating to the State and Federal government for specific outcomes for our sector as well as fostering ongoing relationships with governments, oppositions, independents and smaller parties.

On behalf of councils and our communities, your executive team, CEO and LGA staff members invested a great deal of time and effort into the issue of pensioner concessions after it was announced that this important safety net would be scrapped just before the start of the financial year. It was pleasing to see that the entire local government family pulled in behind the LGA.

The successful result was that the State Treasurer announced an increased Cost of Living benefit would be introduced for pensioners, part-pensioners, self-funded retirees and concession card holders. This benefit would be written into legislation and extended to offer assistance to eligible people whether or not they own their own homes – a great outcome.

Unfortunately, at the Federal level we have not yet had

the success we hoped for with our campaign to have South Australia's Supplementary Local Road Fund of \$18 million a year reinstated. This campaign will be ongoing to fight for a fair road funding deal for South Australia. I would like to acknowledge, however, that Federal road funding increases over the next two years will more than compensate for the loss of the supplementary road funding but this boost in funding is only for two years, after which the loss of the supplementary funding will be felt keenly by SA councils. The LGA will continue to advocate for certainty in road funding for its members.

A further issue which seems likely to have great impact on councils is the transfer of public housing stock from the Government to non-government organisations and community housing groups. While the Government pays full rates on SA Housing Trust properties, this is not the case with community housing groups.

The LGA worked closely with the Minister for Local Government during the year seeking legislative backing to retain rate income on former SA Housing Trust properties. Draft legislative provisions were being considered at the end of the financial year and I trust that our work will eventually pay off.

Local government elections were held in November 2014, a positive reminder of the importance of local democracy. A record number of people nominated for positions on councils and the LGA's campaign, with the SA Electoral Commission, resulted in the fifth highest voter response on record and a record number of women elected to SA councils.

The work undertaken by the LGA to provide councils with consistent promotional materials, with "So You Want



**Dave Burgess**  
President

# President's Report (continued)

to be on Council" and in post-election training, induction support and the "Council Members' Guide" along with post-election review activities, is vital to the health of the sector. This was particularly important following the 2014 elections, given the introduction of legislated mandatory training requirements for members.

The LGA continued its economic development work and during the year an Economic Development Statement was adopted. This outlines the 11 key economic priorities for local government and describes the complementary roles that the three spheres of government have in economic development.

The Metropolitan Local Government Group ranked economic development as one of its top four priorities

Shandong. This delegation accompanied the Premier's trade mission and I was delighted to represent local government at some key events, including witnessing the signing of a memorandum of understanding to strengthen business cooperation between Shandong and SA councils. A healthy and reciprocal relationship between councils and Shandong will have a marked and positive economic impact on SA as we facilitate investment and trade opportunities in the regions.

Intergovernmental relations continue to be of major importance and the development of positive and transparent relations with other spheres of government is critical to the success of the organisation as it works at the coalface for LGA members.

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*The LGA maintains a positive relationship with the Minister for Local Government and we have frequent meetings to progress matters relevant to local government and to strengthening our communities.*

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and has established an Economic Think Tank comprising business leaders from each council area to advise the MLGG and councils on economic development issues.

Regional development and planning reforms were also top of the priority list, including agreements between the LGA and Regional Development Australia resulting in funding arrangements which are unique to SA.

The LGA's China Strategy was further refined and in May 2015 the LGA co-hosted a delegation of 25 representatives from 14 councils to SA's sister city of

The State/Local Government Relations Agreement was re-signed by Premier Weatherill and President O'Loughlin and along with the Premier's State/Local Government Forum provides a sound backbone to State and local government cooperation and collaboration.

The LGA maintains a positive relationship with the Minister for Local Government and we have frequent meetings to progress matters relevant to local government and to strengthening our communities. I also meet frequently with other ministers whose portfolios align with local government issues.

Consultation on the recommendations contained in the final report of the Local Excellence Expert Panel for the Council of the Future took place throughout the year and the development of a work program was endorsed at

the October 2014 Annual General Meeting. Funding was secured from the LG Research and Development Scheme for projects associated with the work program, including grants for four regional collaboration pilot projects to examine various aspects of regionalisation and resource sharing.

It is worth noting that local government now has a total operating expenditure of \$2 billion and about 9000 full-time equivalent staff.

Of that, about \$2 million is invested via LGA subscriptions and we have 35 staff, excluding LGA Procurement.

For a 0.1 per cent of total budget revenue investment, the association has been the driver of a very significant history of reform and benefit to the sector and continues to deliver.

Of course, we gained Parliamentary support for creating the Local Government Finance Authority as a statutory body and operate subsidiaries in the form of the LGA Mutual Liability Scheme, and LGA Workers Compensation Scheme and LGA Procurement which deliver enormous benefits.

But the LGA itself delivers a range of services which save councils significant costs from the Education and Training Service to our contracted Unity website system, and the many legal and policy models and templates on which councils rely.

In May, Wendy Campana left the association after 25 years, including 12 as CEO, to take up a position as the first Commissioner for Kangaroo Island. Wendy made an enormous contribution to local government over that period, particularly as CEO, guiding the Board and

the sector through ground-breaking work, such as the Financial Sustainability Inquiry and program, the 1996–07 structural reform processes and the 1999 *Local Government Act* review among many other challenges.

Wendy was given appropriate recognition at the April-May Ordinary General Meeting.

We were lucky to gain former Marion CEO Mark Searle as an interim CEO while a selection panel considered attributes of a large number of applications for the role. The new CEO was engaged following the end of the financial year. Local government continues to be of vital importance and the year's challenges were met head-on by the LGA and the Board, with some great achievements and some still a work-in-progress.

I would like to thank the LGA's senior management team, the Board and my Executive Committee for making the transition between presidents and during management changes seamless. To my own Council of Mid Murray, I am grateful for the understanding and support which has enabled me to take up the Presidency of the LGA.

To my wife Lyn and family, your encouragement has been tremendous.

I would also like to thank the 706 other council members who guide the 68 councils we represent and the many people who have given their time and effort to the furtherance of local government.

**Dave Burgess**  
President



# CEO's Report



# CEO's Report

The past financial year has been another huge one for the LGA team, performing its role in support of the President, the Board and most importantly, member councils and their communities.

As outlined by the President, our advocacy strategy on pensioner concessions produced a great outcome and a key to our success was having a formal resolution from virtually every council, backing the LGA campaign. The campaign was a clear demonstration that there is strength in unity.

To have preserved \$34 million in concessions for many of our State's most vulnerable people is something of which we can all be proud.

Such campaigns don't happen by accident. The LGA Secretariat assembled a multi-disciplinary team involving our rating, intergovernmental, finance, legal, communications and media staff to advise the Board and Executive and to implement the successful strategy.

Consideration was given to the facts leading to the plan to scrap concessions, support required for councils, legal issues surrounding the issuing of rates notices, and various options to raise public and media awareness of the issue.

This is both a key win for the LGA and an example of having a peak body constantly reviewing the state-level interests of local government in consultation with councils.

Local government in this State has a proud history of working together to achieve great outcomes and reduce costs.

I would like to highlight the work undertaken by the LGA which is often not as visible to elected members.

This includes a significant number of model documents

and templates. For example, every council is required to have appropriate delegations in place under various Acts to empower staff to carry out functions.

The Tea Tree Gully Council proposed that the LGA develop a template for delegations under the most common pieces of legislation and keep the template updated so councils can rely on a current set of legally checked delegations.

With legal assistance, the LGA developed and now updates the templates, saving councils significant individual legal fees.

Many councils would receive reports from their administration seeking variations in delegations following legislative changes and may not be aware they are triggered by LGA updates with minimal staff costs.

The attached, more detailed report covers all of the Annual Priorities set by the Board. It is comprehensive and demonstrates the amount of work that is being progressed by the LGA on behalf of, and at the request of, councils and the LGA Board.

During most of this period Wendy Campana was CEO, her resignation ending almost 12 years as CEO with a total of 25 years as an LGA employee.

Mark Searle, former Marion CEO, was appointed acting CEO while the Board managed a recruitment process.

It's my pleasure to present this report and to thank all staff for their contribution during the past financial year.

**Matt Pinnegar**  
Chief Executive Officer



**Matt Pinnegar**  
CEO



## Focusing on Outcomes



# Focusing on Outcomes

The Local Government Association (LGA) has four Key Result Areas and 36 Annual Priorities and LGA reporting is covered here under this strategic plan framework.

The Annual Priorities are listed at the end of the report. The Annual Priorities and progress against them are reported to and reviewed at each LGA Board meeting. Where an activity contributed to more than one Annual Priority, it has been placed according to its best fit.

## 1: Encouraging Understanding of Local Government

### 1.1 Communications and Engagement

Ensuring pensioner concessions on council rates were maintained was the primary focus for influence for the 2014–15 financial year. Bringing together the financial, intergovernmental and communications expertise in the LGA and local government, a strategy was developed to profile the issue in various ways including via council rates notices. The LGA put maximum effort into ensuring the issue was not buried in a Federal-State dispute but was kept on the public agenda. The resulting decision by the SA Government to provide concessions via a new “Cost of Living” concession was a great success for the sector, saving around \$34 million for pensioners and other benefit recipients in SA.

The LGA’s annual promotional program was focused on council elections in 2014, although videos created for the Careers in Council campaign continue to be used online and in social media. The elections work is supported by Electoral Commission of SA (ECSA). Our agreement was for ECSA messaging to focus on enrolment, LGA to drive encouragement for candidate nominations and both of us to work together on the encouragement-to-vote message.

# Focusing on Outcomes (continued)

## 1.1 Communications and Engagement

(continued)

The LGA negotiated access to the State Government's Master Media Agency Agreement which provided significant discount on advertising costs and support to plan the campaign spend in liaison with ECSA. To complement ECSA's focus on more traditional media, the LGA worked extensively using electronic advertising and social media. It also created a focus on five under-represented groups: youth, multicultural, women, indigenous and people with disabilities.

The LGA also provided significant material for councils to use, including model media releases, advertisement templates, model social media posts, campaign materials, resource booklets including: So You Want to be on Council, Councils Members' Guide, Fostering Inclusive Representation and so on, and artwork for all aspects of the campaign.

The digital media campaign concentrated on Facebook, InDaily, Mi9, News Digital Media, Google, YouTube and built on "little local" caricatures developed in a diorama. Eight YouTube videos and an online quiz were produced for use in the social media campaign component. Councils were able to order different profiles of banners, dioramas, bookmarks, DL flyers, posters and badges along with artwork for local application. The bulk orders significantly reduced the cost for councils.

While the primary evaluation was achievement of the fifth highest voter turnout on record, council satisfaction and components such as a record percentage of women elected indicated overall success. Feedback on ways to improve future campaigns was also captured.

The revised LGA Community Engagement Handbook was made available for feedback from councils and a request was made for more recent case studies to be submitted.

The LGA continued to provide input and support to the Local Government Communicators' Network via forums, email and its online networking system. Council communications staff provided crucial input and planning for the Council Elections Campaign and in relation to online developments, social media training opportunities and provision of advice and assistance to council communicators.

General media work, including support for councils, ranged over annual issues such as rates and CEO salaries and diverse ad hoc topics. The LGA issued 91 media releases during 2014–15. The LGA also began a marketing review with a specific focus on ensuring ongoing effectiveness of its communication with councils.

## 1.2 Local Government Elections

The local government elections took place in November 2014. The LGA successfully sought two key amendments to the *Local Government Act 1999* that impacted on newly elected councils. These were provisions for mandatory training for council members within the first 12 months of their election and new wording for the undertaking that members must make under section 60 of the Act (the oath of office). These amendments started on 1 January 2015.

The Office of Local Government, with assistance from the LGA and the Electoral Commission of SA, is drafting a discussion paper for consultation with councils and other stakeholders on issues arising from the local government elections. Information provided by the consultation will inform proposed amendments to the *Local Government (Elections) Act 1999* during 2015.

Paid advertising for the Council Elections Campaign was completed in November 2014 and an evaluation undertaken in December. By any measure the 2014 elections were successful, with 702 positions filled (and only five to be resolved in three supplementary elections held in early 2015).

The elections were the most complex in SA with ECSA conducting 189 separate elections for 629 positions being contested by 1261 candidates, and involving 1.12 million voters.

SA recorded its fifth highest voter turnout percentage and a record ratio of candidates to vacancies. The final turnout percentage was 31.99 per cent. Media debate added interest to the elections but some focus on early turnout numbers created the impression of a much lower result than was achieved. This stimulated new debate about compulsory voting, however the current legal framework provided by the SA Parliament (and LGA policy) provides for voluntary voting. Statistics from the UK, Canada, the US and Western Australia show voluntary turnout in the order of 33 per cent (between 29 and 36 per cent) to be fairly standard. Turnout figures from voluntary voting in Tasmanian councils are generally above 50 per cent. However, this is influenced by the small size of Tasmanian councils. [In all jurisdictions including SA, turnout is inversely proportional to the number of electors].

Monitoring of traditional media recorded a 29 per cent increase in mentions of the elections, with regional areas again reporting the strongest coverage. Online advertising and social media recorded significant engagement. ECSA undertook significant promotion via traditional media and the LGA complemented its work with both physical (banners, posters and so on) promotional resources and a variety of digital and social media promotion and advertising.

The LGA also updated publications such as So You Want to be on Council? and the Council Members' Guide.

Elections resulted in 28 new mayors in 67 councils and 38 per cent new council members. This turnover is similar to 2006 and 2010. A record percentage of women (29.34 per cent) was elected – only slightly behind the 30.1 per cent in the current Federal Parliament and well ahead of the 24.6 per cent in the SA Parliament and 13 per cent on major private company boards.

### 1.3 Digital Communication

In 2014–2015 there was further development of the LGA's online service delivery offerings. Major improvements to the Unity content management system (CMS), used by most councils, included an overhaul to the way events are displayed and administered on council websites. Significant improvements were made to help councils identify out-of-date content on their websites. More councils re-developed their websites to be responsive, thereby delivering a more streamlined experience to people using mobile devices. The Unity CMS delivers significant savings to councils compared to other sophisticated CMS offerings.

The LGA delivered a new local government candidates' website built on the Unity CMS that streamlined the online presence for candidates and delivered a responsive website for the community. After the elections the LGA assisted a number of councils to roll out councillor websites to deliver information to elected members via tablet devices.

A continued focus on the development of the My Local Services App has attracted 40 South Australian councils to adopt this mobile platform to inform their communities. Councils were canvassed for new features, which are planned for delivery in the next financial year.

# Focusing on Outcomes (continued)

## 1.3 Digital Communication (continued)

Training of councils in the use of the Unity CMS and My Local Services App was delivered on-site in various locations across the State and the LGA began delivery of online training to extend this service. In addition the LGA placed greater emphasis on video content delivery with the filming of various forums and messaging to members using this medium.

Internally the LGA's information technology resources delivered a new human resources manual in a nimble website format and worked to prepare for a new financial system while delivering a major upgrade to the LGA's electronic records management system that has improved staff engagement.

A review of the LGA website began with focus groups, involving key stakeholders, undertaking "card sorting" of key topic areas on the site.

Work was done to comply with accessibility standards and to ensure the new site is responsive to the device of the user, delivering better access on mobile devices and tablets as well as on computer screens.

Social media continued to grow in prominence, with the LGA attracting 4854 followers on Twitter and for the second year running, followers increased by more than 1000. This platform allowed the LGA to quickly put the local government message in front of media and politicians on our Twitter feed and to answer and correct social media debate where required. It was also used to promote videos recorded for the Council Elections Campaign.

## 1.4 Local and Regional Economic Development

The LGA Economic Development Statement was adopted at the LGA Ordinary General Meeting in May 2015. It sets out the role of local government in economic development and identifies the priorities and objectives of the sector to create and progress opportunities for a prosperous economy.

The statement was developed with input from councils and defines the broad areas of activity where local government can be most effective in economic development. The statement is a resource for councils which facilitates opportunities for collaboration with other bodies in economic development initiatives, including State and Federal Government and business and community groups.

## 2: Achieving Influence for Local Government

### 2.1 Ministerial Briefings

The LGA President continued to meet with Ministers on key issues mostly in the portfolios of Local Government Relations, Environment, Planning and Finance/Treasury. These meetings dealt with LGA policy issues, legislative proposals and new initiatives of the LGA. Matters such as financial relationships, intergovernmental relations, legislation and topical matters, such as pensioner concessions, the Solid Waste Levy, water reforms and planning were also addressed. The Premier's Local Government Forum was held in September 2014 to discuss cross-portfolio matters of strategic importance across both spheres of government.

It was agreed that three meetings of the Premier's Forum Executive, comprising the Premier, Minister for Local Government, LGA President and Immediate Past President, will take place each year between meetings of the full forum. A joint communique was issued after each meeting.

### 2.2 State/Local Government Relations Agreement and Forum

A renewed State/Local Government Relations Agreement was signed by the Premier and President in January 2015. The February 2015 Premier's Forum Executive meeting endorsed

a new schedule of priorities which focused on: local government reform; progressing opportunities for a joint State/local approach to developing infrastructure of regional importance that underpins economic growth; the exploration of opportunities to utilise local government equity to support projects that benefit communities; and developing opportunities that the State's 10 economic priorities could provide to further local government's contribution to the State's economic growth.

The LGA President and CEO continued to work to ensure that all MPs understand the policy positions and legislative proposals of the LGA and where appropriate, amendments were sought, or explanations provided, on Hansard during Parliamentary debate. Several pieces of legislation, specific to local government, were dealt with by the Parliament during this period.

The LGA continued to work with the State Government's Office of Local Government on a set of proposed amendments to the *Local Government Act* and related regulations. The LGA consulted on these proposed amendments.

Legislation dealt with during this annual reporting period included:

- *Local Government (Elections) (Disclosure of Political Affiliations) Amendment Bill 2015*
- *Local Government (Accountability and Governance) Bill 2015*
- *Local Government Act 1934*
- *Local Government (General) Regulations 1999*
- *Local Government (Procedures at Meetings) Regulations 2013*
- *Rates and Land Tax Remission Act 1986*
- *Public Health Act 2011*
- *Dog and Cat Management (Miscellaneous) Amendment Bill 2015*
- *Development Act 1993*
- *Development Regulations 2008*
- *Local Government Finance Authority Act 1983*
- *Local Nuisance and Litter Control Bill 2015*
- *Liquor Licensing Act 1997*

A significant volume of related work spans both intergovernmental relations and capacity-building for councils and much of this work is covered in Section 3.

# Focusing on Outcomes (continued)

## 2.3 Regional Development

The LGA's discussion paper on regional development was reviewed following a three-month consultation period and a desktop review of regional policies and strategies. This led to a revised LGA regions' work plan based on a bottom-up, place-based approach; tripartite collaboration; longer-term objectives; and core funding.

Following a review of Federal regional development arrangements, Deputy Prime Minister and Minister for Infrastructure and Regional Development, the Hon Warren Truss, decided to retain the Regional Development Australia (RDA) boards with a few refinements, including a narrower focus on regional economic development and longer-term planning. There are 55 RDA boards across Australia, eight of which are in SA where, uniquely, they are funded by all three spheres of government. This helps to harmonise regional development initiatives and is understood to be the Deputy Prime Minister's preferred model for regional development.

The LGA led the negotiations to reframe this tripartite partnership in SA, ultimately resulting in long-term, flexible funding that is critical to the work of RDAs. The LGA also coordinated the review of the RDAs' constitutions to reduce administrative burdens and to enhance the membership mix and calibre, including appropriate local government representation. The LGA worked closely with Mr Truss's office on the appointment of new chairs and deputy chairs to most of the SA RDA boards, for a period of three years.

In March 2015, the LGA hosted a Regional Development Australia Workshop and Regions Forum, providing a rare occasion for key regional development officers from all three spheres of government to meet, with the aim of aligning their regional development agendas. This included the chairs and CEOs of the eight SA RDA boards, the chairs and executive officers of the six Regional LGAs and officers from the Federal Department

of Infrastructure and Regional Development, State Government's Regions SA and of course, LGA Secretariat. Discussions included aligning broad regional economic development objectives, KPIs and reporting requirements for RDAs to the three spheres of government, further reducing the administrative burden on the associations and creating greater capacity for project implementation. Long-term funding of RDAs is critical to enable them to plan significant projects, recruit talented staff and enter into higher-quality contracts for service delivery that will benefit regions.

The LGA was invited to accompany RDASA on its delegation to Canberra in March 2015 to meet with Ministers and senior departmental officers to promote the strong RDA partnership with local government and the resulting capacity for the associations to deliver a variety of Federal services in regional SA. This opportunity further strengthened the partnership between local government and RDA and also displayed the leadership role that local government is playing in regional economic development in SA.

The LGA made a submission to the Federal Government's Senate inquiry into the future role and contribution of regional capitals to Australia, arguing that the growth of provincial cities is an important economic and regional development priority for SA. Prosperous regional centres successfully support their surrounding regions and contribute to a higher quality of life for regional citizens, which supports the important objective of keeping young people in the regions to work in regional industries. SA regional councils have established dialogue with the Regional Capitals Australia network to assist in progressing this agenda.

## 2.4 Libraries

Roll-out of the One Library management system, in partnership with the Libraries Board of SA was completed in September 2014. This outstanding project has delivered high-quality library management software which is integrated and with substantial cost savings. The LGA has supported the project from its origins and LGA Procurement has managed contractual arrangements with the provider.

The process to explore a vision for the future of the public libraries network and public libraries within South Australia, in particular building on the One Library management system and digital platforms, was completed in June 2015 with finalisation of the report Future Directions of the South Australian Public Library Network. The report was expected to be released in July.

## 2.5 Integrated Transport and Land Use Plan

The LGA has engaged with the Department of Planning, Transport and Infrastructure to align provision and maintenance of local roads, pedestrian and cycling facilities consistent with the Plan initiatives. Completed initiatives include the Regional Local Government Roads strategy and the Metropolitan Local Government Group Cycling Strategy.

Following consultation with regional LGAs, an overarching Regional Roads Strategy has now been finalised from information contained within the five Regional Plans. Work started in May 2014 to identify existing separate regional transport plans to enable collation of common policy and methodology into an overarching Local Government Regional Roads Strategy. The strategy provides:

- An easily digestible summary of the status, approach, principles and goals in relation to transport planning across local government in South Australia;

- A consistent framework for implementation and interfacing with local government, State and Federal planning;
- A mechanism to identify and address key actions across regions.
- Key outcomes will be reductions in road accidents; effective and consistent heavy vehicle transport systems; encouraging tourism; transport efficiency; and management of environmental impacts.

## 2.6 Natural Disaster Funding

The LGA continued to work with the State Government and councils to ensure that councils are supported during times of significant natural disasters.

The Sampson Flat Bushfire is only the third time that the State has deemed that an event was of sufficient gravity and risk that an emergency declaration under the *Emergency Management Act (2004)* was necessary. The threat posed by the event required a multi-State, multi-agency and local government response. Thirteen councils provided assistance to the response and recovery effort, including heavy plant and equipment, liaison officers at the incident control centre, facilities and support at the relief centres and tree assessment and clearing. The extent and severity of the event as well as the aftermath resulted in multiple councils providing resources to work in hot, trying conditions. Experiences and learnings captured from a local government debrief of the event will be incorporated into the i-Responda framework which provides guidance to councils to support emergency services during emergencies.

# Focusing on Outcomes (continued)

## 2.6 Natural Disaster Funding (continued)

Consultation with councils identified there was considerable concern with the rate of progress of Bushfire Management Area Planning. The LGA lobbied the State Government to provide funds to accelerate the process and is pleased to see that a major bushfire planning program has started with the expectation that a steady stream of consultation plans will appear over the next

few years. The LGA, as a measure of its support, has contributed \$50,000 to the program cost.

The LGA has developed an online engineering damage assessment tool that streamlines the process so that consistency is achieved across the sector. The system assists councils to comply with the Local Government Disaster Recovery Assistance Guidelines by imbedding data in a format that is required by the State Government. The tool is owned by the LGA and will be made available to suitably qualified engineers (chosen by a tender process managed by the council involved) to perform the assessment.

## 2.7 Stormwater Management

The LGA's Water Issues Advisory Panel continued to meet and provide strategic guidance to the LGA's water management activities including those discussed below as well as other distinct projects including improving private sector engagement, development of the State Government's Urban Water Plan, development of new communication materials and pricing and costing of retail water services.

The LGA continued working with the Essential Services Commission of SA (ESCOSA) to continually improve council policy and practice under the *Water Industry Act 2012*. This included refinement of reporting obligations for councils that have a retail water licence.

In response to ESCOSA's inquiry into SA Water, the LGA consulted widely with councils and provided a detailed submission that outlined potential benefits and impacts to councils of proposed changes to how SA Water operates as a business.

Through the Premier's State/Local Government Forum, a water funding working group was established to investigate funding options for stormwater management projects in South Australia. A list of priority projects was developed in conjunction with the Stormwater Management Authority to gauge the level of funding needed.

## 2.8 Development Sector Agreement

Several meetings have been convened between the signatories of the Supporting Economic Development in SA memorandum of understanding (MoU) to discuss planning reform and infrastructure funding. The Secretariat has also met with or presented to senior staff and committees of MoU partners, including the UDIA, Property Council, HIA, MBA and Civil Contractors Federation. Through the MoU, practice guidelines for engagement between local government and the development sector have been finalised and promoted to councils to provide greater certainty to both sectors about appropriate behaviours.

## 2.9 Planning Reform

Planning reform has been a strong focus for the LGA, including continued engagement with the Expert Panel on Planning Reform during its review of the State's planning system. Many activities were also undertaken throughout the year to engage with councils on planning reform and develop three comprehensive submissions that

are reflective of the views of the sector. About 300 council staff and members attended one of the 27 consultation workshops held around the State and many councils used the research, consultation materials and issues papers provided by the LGA in developing their own submissions. The planning reform research and issues papers prepared throughout the year were on topics of importance to local government including open space funding, infrastructure contributions, community engagement, heritage and character, planning policy development and development pathways.

The LGA engaged with the State Government on the drafting of a Bill to replace the *Development Act*, with a particular emphasis on understanding of the costs to local government to administer the system and delivery of a reform package that will reduce costs without compromising development outcomes. A technical advisory group of specialist council staff and a strategic advisory group comprising the LGA Executive Committee were established to provide advice to the LGA Secretariat and Board on planning reform negotiations and implementation. There are reform ideas that the LGA remains opposed to and research, data studies and strategic engagement have been undertaken to support the LGA's position.

With advice from SA Regional Organisation of Councils, the LGA played a role in initiating a review of the building code requirements for farm buildings and participated on the reference group advising the State Government on the review. As an outcome, amendments were made to the Minister's Specification on Farm Buildings which should reduce the costs of agricultural developments and make South Australian regions more attractive for investment.

To achieve influence for local government, the LGA has also made submissions on the expanded role of the Coordinator General, proposed changes to the *Liquor Licensing Act* regarding entertainment consents and the guiding principles for a proposed review of metropolitan shopping zones. Work also started on precinct planning guidelines on the use of the planning processes described in the *Urban Renewal Act*.

## 2.10 Council of the Future

Following extensive consultations and analysis of submissions, the Local Excellence Expert Panel, chaired by former State Government Minister Hon Greg Crafter, submitted its final report to the LGA in November 2013. Consultations on the recommendations of the report took place throughout 2014. At the October 2014 AGM, members noted the summary of consultations on the Local Excellence Expert Panel report and subsequent work required and endorsed the activities of the LGA Secretariat in developing a detailed work program to start in early 2015. Funding was secured from the LG Research and Development Scheme for projects associated with the work program, including grants for four regional collaboration pilot projects to examine various aspects of regionalisation and resource sharing.

## 2.11 State Engagement

The LGA is engaged with the State Government's 10 economic priorities via the Premier's State/Local Government Forum and continued to liaise with senior officers on the best points of engagement with councils. Areas under the economic priorities in which local government is playing a key role are mining, promoting international connections and engagement, particularly in relationships with China, with tourism-related activities also achieving increasing prominence. Planning began early in 2015 in preparation for an LGA delegation of mayors to connect with the Premier's Mission to China in May.

The LGA Secretariat continued to work with the public service to raise levels of awareness about local government and better ways to engage with councils. The State's Better Together principles for community engagement now include a focus on engaging councils.

# Focusing on Outcomes (continued)

## 2.12 State Waste Reform

The LGA has continued to work closely with councils, Waste Management Association of Australia (SA branch), industry and the State Government to help shape the future of Zero Waste SA as a new agency, Green Industries

SA. The LGA consulted widely with councils and provided extensive feedback to government on this new agency, to start on July 1 2015. (Refer 3.16 later).

## 2.13 Volunteer Strategy

The LGA continued to be an active partner in the Volunteering Strategy for South Australia, along with the State Government, Volunteering SA-NT and Business SA.

## 2.14 National Reforms

The LGA worked closely with the Australian Local Government Association on national responses to various countrywide processes including the reform of the Federation. LGA staff members have attended national round table discussions on the Federation White Paper.

## 2.15 Data Collection and Publication

Work continued during the reporting period on defining local government data sets to assist in our work lobbying on behalf of councils and presenting evidence-based proposals for legislative, funding or other changes. The initial functional areas being examined are planning, waste and water. The Secretariat also commissioned some work to prepare templates for subsets of Local Government Grants Commission data to enable information to be readily captured on an annual basis.

## 2.16 Road Funding

Over many years the LGA identified, lobbied for and in 2004 won the case for supplementary road funding to ensure SA Councils received local road funding at a level comparable with other States. The 2014/15 Federal budget papers confirmed that Supplementary Local Road funding would not be extended to SA Councils beyond 2013/14. This resulted in an \$18 million loss of revenue for SA Councils in 2014/15 and a projected cumulative loss of \$78 million from 2014/15 until 2017/18.

In response the LGA initiated an extensive campaign lobbying the Federal Government and specifically Hon Warren Truss, Deputy Prime Minister and Minister for Infrastructure and Regional Development. Despite an extensive approach including a number of delegations to Hon Warren Truss, Supplementary Road Funding was not included in the 2015/16 Federal Budget.

The LGA Board has now directed that the LGA Secretariat should refocus the campaign, from reinstatement of the supplementary funding program to one seeking reset of current funding formulas so that all State and Territory local government authorities receive equitable funding allocations.

The LGA continued to work with the National heavy Vehicle Regulator and the Department of Planning, Transport and Infrastructure to assist councils to understand their responsibilities as road managers under the new law. A major management review of the regulator's office has resulted in better streamlining of road access applications that should ensure the new regulatory arrangements perform for all stakeholders.

## 2.17 Additional item to Annual Priorities: Coast Protection Board

Initially established by a State and local government agreement, the Coast Protection Board was formalised by the *Coast Protection Act 1972* and undertakes to protect and restore and develop the coast for aesthetic and other purposes; manage and improve coastal facilities under the care and control of the board; provide advice to the Minister and undertake research regarding the protection, restoration or development of the coast. The board administers a \$350,000 grant program to assist councils with coastal hazards and also has a statutory role under the *Development Act 1993* to provide a response to development applications. The LGA actively contributed to the functions of the board during 2014–15 in an advisory capacity, attending most meetings and the regional field tours.

# Focusing on Outcomes (continued)

## 3: Building Council Capacity

### 3.1 Public Health

The LGA worked closely with the State Government to deliver training and development opportunities to support council work on public health planning, and implementation of the *Public Health Act*. This was complemented by comprehensive guidance materials, providing feedback and advice to councils regarding their Regional Public Health Plans, attendance and participation on a number of committees, presentations and workshops with councils and elected members, and ongoing communications via LGA Circular and email.

The LGA partnered with SA Health to host a Public Health and Wellbeing: Planning for the Future workshop, on 24 July 2014, featuring international public health and wellbeing expert and 2007 Adelaide Thinker in Residence, Professor Ilona Kickbusch who provided a keynote address on "The critical role of local government in public health planning and action – international experiences and trends".

The Asbestos Briefing Forum was held on 28 November 2014 to outline the roles and responsibilities of different agencies (Local Government, SA Health, Safework SA, Environmental Protection Authority) in relation to asbestos. In addition, this briefing forum promoted a new centralised website that local government could use to promote consistency of information to their communities regarding asbestos. The LGA participated with other State Government organisations to contribute, as part of a 90-day change program, to the website. Please see [www.asbestos.sa.gov.au](http://www.asbestos.sa.gov.au).

The LGA, in partnership with SA Health, held a forum on Regional Public Health Plan implementation on 1 December 2014. This forum aimed to inform, update and host local government discussion on issues and developments associated with the early stages of implementing Regional Public Health Plans.

A Public Health Partnerships Forum was held on 11 May 2015. The aims of the forum included to provide councils with an update on Public Health Partner Authorities (PHPA); highlight the interaction between Regional Public Health Plans and PHPA; clarify emerging questions regarding PHPA and public health partnerships; provide examples of successful partnerships, and to identify what makes them successful.

A series of information papers and other relevant links regarding the South Australian *Public Health Act* and its particular application to councils was published on the LGA website and circulated to councils.

### 3.2 Asset Management

The LGA has convened a three-person LGA Asset Management Advisory Committee to propose future directions for the LGA to further support councils in the area of asset management. The committee held its first meeting in June 2015.

### 3.3 Reconciliation

The LGA continued to assist the Kurna Local Government Leadership Group, which has led to 25 councils resolving to enter into Indigenous Land Use Agreements (ILUA) with the Kurna people.

The ILUA agreement incorporates:

- a protocol to simplify *Native Title Act* processes;
- an Aboriginal heritage protocol;
- a planning protocol;
- a liaison committee;
- establishment of a fund supported by participating councils.

Local government member appointments have been made in anticipation of establishment of the ILUA liaison committee. The 25 participating councils have collectively committed more than \$185,000 to establish and operate the committee. Work is proceeding to finalise the agreements.

### 3.4 Climate Change

#### Climate Change Action Plan

Work has begun on the activities outlined in the LGA Climate Change Action Plan 2015–2017. The plan was finalised in December 2014 and was developed in response to a review of the LGA Climate Change Strategy 2008–2012 and a detailed program of research and engagement with councils.

The plan identifies strategies that the LGA can implement to support councils in both their climate adaptation and mitigation efforts. This financial year has seen significant progress in several key areas (outlined below).

#### LGA Renewable Energy Pilot Program

The LGA Renewable Energy Pilot Program (REPP) raised more than \$280,000 for the LGA Solar Innovation Fund, which was used to fund 14 innovative local government renewable or low-emission energy technology projects.

With most projects now completed, funding has been secured to develop a long-term strategy to provide councils with ongoing support and advice on energy, renewables and low-emission technologies that will assist the sector to capitalise on cost-saving opportunities arising from innovations in the renewable energy market.

#### Coastal Adaptation Decision Pathways Tool

Last financial year, the LGA, University of South Australia and Mallala Council undertook extensive testing and application of the Coastal Adaptation Decision Pathways (CADP) tool by applying the method to an evaluation and options assessment process for the coastal settlements of Parham, Webb Beach, Thompson Beach and Middle Beach.

This financial year, testing of the tool has been undertaken on the Yorke Peninsula, with further testing planned for next financial year. In addition, the LGA is planning to expand the scope of the tool and has entered into discussions with National Climate Change Adaptation Research Facility (NCCARF) and the Federal Department of the Environment to identify opportunities for how this can be achieved.

# Focusing on Outcomes (continued)

## Regional Climate Adaptation Plans

Five regions have now completed their Regional Adaptation Plans (RAPs):

- Yorke and Mid North (Central LGA)
- Eyre Peninsula (Eyre Peninsula LGA)
- Resilient South (Cities of Onkaparinga, Marion, Holdfast Bay and Mitcham)
- Murray and Mallee (Murray and Mallee LGA)
- Barossa Valley

Western Adelaide (Adapt West) is close to completing its RAP, with plans for Northern and Eastern Adelaide and Fleurieu and Kangaroo

Island well under way. The remaining three regions (Adelaide Hills, Far North and South East) are due to start planning in the next financial year. It is anticipated that every council in SA will have participated in the RAP process by the end of 2016. Resilient South was awarded the National Adaptation Champions (Government) award at the NCCARF National Conference on the Gold Coast. This award was in recognition of implementation of the Regional Adaptation Planning process established by the LGA and State Government. The overarching RAP process and LGA/State Government partnership was the recipient of the NCCARF Adaptation Champions award in 2013–14.

## Regional Adaptation Planning Guidance

The LGA has been instrumental in coordinating the development of RAPs and in providing guidance and support for the planning process.

This financial year, updated Climate Adaptation Planning Guidelines were produced by the LGA, representing the most up-to-date methods, processes and scientific data for climate adaptation planning.

The guidelines have been extremely well received, and plans are already under way to develop climate adaptation guidance for a range of specific council disciplines. A web-based tool will also be created to support the series.

## Climate Change Impacts on Local Government Assets

Training on climate impacts overlay was developed in the last financial year (incorporated into the Institute of Public Works Engineering Australia's National Asset Management System Plus toolkit) and was undertaken in Adelaide, Perth and Melbourne this financial year.

Feedback from the training sessions has been positive, with local government asset managers already using the overlay to better determine the likely impact of climate change on roads. Due to the success of the overlay, the LGA is investigating funding mechanisms that will allow more asset classes to be added.

### Science to Solutions Program

Science to Solutions is a leading practice partnership between the LGA and State Government aimed at identifying the key barriers to the uptake of climate adaptation and the development of programs, tools and resources to facilitate uptake. The target stakeholders are Regional Development Australia boards, Natural Resources Management boards and local government authorities.

#### a) Stage One – Research and Engagement

The research and engagement tasks for the program were completed in 2014–15.

Stage one focused on developing a customised research methodology to guide a program of detailed engagement in which staff from 42 councils participated.

#### b) Stage Two – Implementation and Capacity Building

The outputs from stage one have been considered in the context of activities that will achieve joint outcomes for the project partners and implementation and capacity-building strategies have been developed for stage two.

A funding agreement detailing the aims and work areas of the strategies was signed by the project partners on 17 April 2015. Work will start in 2015–16 to develop the strategies in line with the agreement.

### Sea Level Rise Problem Definition Paper

The paper provides a comprehensive assessment of the nature and scale of the risks associated with sea level rise for communities, infrastructure and natural resources. The paper was jointly commissioned by the LGA, Coast Protection Board and DEWNR and completed in June 2014.

There has been extensive consultation on the paper and the main issues surrounding coastal zone management have been defined. For local government, it is clear that the main priority is for the development of a well-informed State Government strategic plan for the management of sea level rise.

The LGA Secretariat is developing a strategic plan and a governance-institutional framework for sea level rise management.

### 3.5 Greenhouse and Energy Efficiency

The LGA called for councils to participate in the Energy and Greenhouse Gas Reporting Standards pilot which began on 6 June 2014. The project's aim is to develop an emissions benchmarking program. From this, it is hoped to initiate a review of criteria for the Local Government Grants Commission's General Information Return, an economic study which will look at the business case for low energy/emissions technology, and work related to sustainable street lighting.

# Focusing on Outcomes (continued)

## 3.6 Ageing/Community Services

The LGA, with the Local Government Community Managers' Network, has monitored plans for the transition from HACC to the Commonwealth Home Support Program (CHSP) and the potential impacts on councils. The LGA made a submission on behalf of South Australian councils on several aspects of the CHSP, and a number of the issues raised have been addressed by the Federal Government, including extended funding agreements and a new funding package to assist councils and other providers with the transition to a new program.

The LGA has also worked with the Local Government Community Managers' Network to prepare a revised Local Government Ageing Strategy. The revised strategy will focus on how the needs of older people can be better integrated into the work that councils do and also includes

an implementation plan for future LGA activities. The research and consultation stages of this project have been completed.

The LGA played an instrumental role in securing the future of the Obesity Prevention and Lifestyle (OPAL) program following the withdrawal of Federal funding. The LGA and SA Health formed a joint working group to develop a sustainable and workable future for this important community program, including making OPAL resources available to all councils, not only those specifically participating in the program.

Other community services initiatives include revised Child Safe Environment Guidelines, a publication released during Anti-Poverty Week showcasing council initiatives, hosting a civic reception during Refugee Week and participating in the National Local Government Cultural Forum.

## 3.7 Code of Conduct

The LGA Governance Panel has handled 15 complaints referred by councils during the past financial year. The Governance Panel provides its own annual report which is available on the LGA website. The panel's funding arrangements are being reviewed.

## 3.8 LGA's Model Policies, Procedures and Guidelines

The LGA has a five-year rolling program for reviewing and revising its model policies, procedures and guidelines. The five-year period finished at the end of June 2015. Approximately 95 per cent of all model policies, procedures and guidelines were reviewed during that period and revised as necessary.

## 3.9 Workforce Planning

The LGA Education and Training (E&T) service continues to program a range of training options in the areas of need that were identified in the sector-wide Workforce Planning project. The LGA's Human Resources/Industrial Relations Panel is supporting councils directly with their workforce planning requirements, particularly with regard to updating and reviewing. The planned 2015 HR seminar includes topics relevant to the workforce planning needs of councils and the LGA has sought expressions of interest for "ageing workforce" and "HR metrics" projects.

### 3.10 Regional Collaboration

The LGA Outreach Program pilot has received final evaluation reports that were accepted by each region. The evaluation showed that the program delivered real outcomes for the two regions and the LGA Secretariat in terms of aligning needs with opportunity.

In January 2015, the LGA successfully gained funding through the Local Government Research and Development Scheme (LGR&DS) to extend the Outreach Program to each of the five regions.

Negotiated annual work plans were developed with each region and funds transferred to support the Outreach Program for the following 12 months, to be completed in mid-2016.

### 3.11 Human Resources

A discussion paper on options for award adjustments and a potential sector-wide enterprise bargaining approach was finalised and provided to council CEOs. Indications were that councils support work to modernise the award and address anomalies but there is not support for a sector-wide enterprise bargaining agreement.

A project has been established with LGR&DS funding to scope award improvements. A reference group including employer and employee representatives was established to provide advice.

The LGA chose to enter into a tender arrangement for the delivery of HR and IR services to member councils for the following three years. This process resulted in the appointment of a panel of seven of the State's most highly regarded legal, HR and recruitment firms to deliver the required services.

The firms selected each have significant experience working within the local government environment and councils have been appreciative of the high standard of advice and assistance provided.

Though the services provided to each council remain highly confidential, each firm maintains contact with the LGA regarding the broader trends and issues surrounding the scope of the service in order to assist the LGA in developing any policy matters which could impact on employee relations.

### 3.12 Economic Development

In 2014–2015, the LGA adopted an Economic Development Statement that describes the fundamental role local government plays in economic development and how that complements the roles of State and Federal governments. It also outlines 11 key economic development priorities for local government.

The Metropolitan Local Government Group (MLGG) ranked economic development as one of its top four priorities for both 2014 and 2015. In October 2014, the MLGG hosted an Economic Development Forum which featured presentations of best-practice case studies from nine metropolitan councils to facilitate shared learning and to promote the value of economic development to community wellbeing. A booklet capturing these learnings was distributed to participants and is available on the LGA website.

The MLGG has subsequently established an Economic Development Think Tank comprising a business leader from each council area to advise the MLGG and councils on economic development initiatives. The Think Tank is scheduled to meet at least twice in the second half of 2015.

# Focusing on Outcomes (continued)

## 3.12 Economic Development (continued)

The LGA co-hosted a delegation of 25 local government representatives representing 14 councils, accompanying the Premier's Mission to Shandong, South Australia's sister-state in China, in May 2015. The LGA President represented the local government sector at some key events, including as witness to the signing of a memorandum of understanding on strengthening business cooperation through collaboration between prefectures of Shandong and South Australia's local councils, which will manifest in the establishment of the Shandong-South Australia Local Government Economic Development Platform to facilitate and stimulate trade and investment between the regions.

## 3.13 Legislative Change

Sections 1.2 and 2.2 earlier highlight the key work done by the LGA on legislative changes related to local government elections and various other pieces of legislation.

During 2014–15 the LGA participated in an Environment Protection Authority working group to develop legislative drafting instructions for a Local Nuisance and Litter Control Bill. The LGA also used a local government reference group of metropolitan and regional council staff to inform this process and to respond to key issues arising from the process. A draft Bill and consultation was due in August 2015.

## 3.14 Training New Council Members

The LGA Education and Training service undertook a state-wide roll out of the Council Member Induction Training program following the introduction of the LGA Training Standard for Council Members in November 2014.

Thirty-five councils participated in the rollout, resulting in 310 council members (and some staff) successfully completing the training requirement. Feedback received during this training was complimentary and the program was universally well received in terms of value, structure and outcomes.

This training program was also released in an online format with great success. Twenty-seven councils bought the site licence, providing unlimited access for 12 months. The flexibility and accessibility of this approach was well received by the sector and has played a major role in enabling council members to complete this training requirement.

A training gap analysis and record-keeping template was also released to councils to assist with the management of the mandatory training requirements.

### 3.15 Review of Natural Resource Management Services

Following a notice of motion at the LGA Ordinary General Meeting in 2013, the LGA has reviewed NRM arrangements, in particular the *NRM Act* and how local government could approach a legislative review. The LGA continued to work with councils in 2014–15 on the development of this proposal, and options for NRM to be better aligned with other State and local government governance and regional planning processes. The LGA will pursue NRM reform consistent with the Local Excellence Expert Panel report and the Council of the Future work program.

### 3.16 Waste

Further to work with the State on the future of Zero Waste SA (refer 2.12 earlier) feedback was also provided on the draft State Waste Strategy 2015-2020 which will shape the future of waste management in the State. Local government is a critical stakeholder in the waste management sector and the LGA continued to lobby to ensure its high-performance waste management practices are recognised and future policy does not negatively affect the sector.

Lobbying for changes to the National Television Computer Scheme took place throughout the year to ensure councils were not disadvantaged by the increasing costs of e-waste recycling. The Federal Government accepted recommendations that will improve outcomes for the scheme and local government more broadly.

A work program for the LGA was endorsed by the board, which includes specific projects relating to green procurement and service efficiency/collaboration opportunities.

### 3.17 Water

Through the LGA's Water Issues Advisory Panel, there was work in the areas of capacity building, pricing of water and enhanced communication. Future work includes looking at governance arrangements and risk management. Parallel to this process is the continual lobbying for funding of priority projects. A submission was provided to the Senate Inquiry into Stormwater in April 2015. The LGA maintained a close working relationship with the Essential Services Commission of SA to ensure reporting for councils is as streamlined and effective as possible.

During 2014–15 the LGA Community Wastewater Management Scheme (CWMS) Management Committee was pleased to reach practical completion on the Beachport, Mount Compass, Gladstone and Tulka schemes, providing each of those communities with a significant asset.

The Truro and the Mallala schemes progressed well and were nearing practical completion.

Construction started at Cowell on the Eyre Peninsula with an innovative contractual approach to the risk associated with rock excavation, in lieu of the traditional rock bounty methodology.

With the current 10-year State/Local Government Funding Agreement nearing completion (June 2017), the LGA CWMS Management Committee has focused on obtaining firm cost estimates and/or tender prices for all other projects on the approved program list. These include schemes in Wirrabara, Penneshaw, Port Neill and Peterborough and a partial scheme in Arno Bay.

# Focusing on Outcomes (continued)

## 3.17 Water (continued)

Each of the above schemes is in various stages of design, public consultation, tender call and development approval and can only progress should the funds be available and the consultation process be in favour of construction. A design consultancy for a potential scheme in Coober Pedy was also initiated.

Support of the collaborative research project with Flinders University at the Kingston-on-Murray scheme continued, with the aim to achieve an approved design and drawing standard for high-rate algal ponds (HRAP) that promises to deliver a low-energy, low-carbon treatment process.

The LGA CWMS Management Committee continued its technical and seed-funding support of the Eyre Peninsula Joint CWMS Services User Group incorporating nine councils. An additional user group in the Central Region started negotiating with the committee in the first half of 2015 for support funding and advisory assistance. These groups join the South East User Group in seeking to achieve greater operational efficiencies and knowledge-sharing on a regional basis.

The LGA CWMS Management Committee continued work with ESCOSA and the Office of the Technical Regulator (OTR) to best align the capabilities and interests of the local government sector with the emerging regulatory requirements for the provision of water and wastewater services to South Australian communities.

## 3.18 Legal Services Pilot Program

A 12-month pilot program to assist councils with legal matters under the *Local Government Act* ended on 4 June 2015, with the resignation of the legal advisor. The purpose of the pilot program was to help councils to reduce overall legal expenditure and maximise value from required expenditure. The Legal Services Pilot Program attracted the involvement of 11 councils and was independently evaluated at the end of 12 months. Following the resignation of the legal advisor, the LGA decided not to extend the pilot program. No decision has been made about the future of the program.

## 3.19 Public Housing Transfer

The LGA worked closely with the Minister for Local Government during the year, seeking legislative backing to retain rate income on former SA Housing Trust properties. Draft legislative provisions were being considered at the end of the financial year.

## 3.20 Supports multiple Annual Priorities: Local Government Research and Development Scheme

The Local Government Research and Development Scheme is a primary source of funding for research in local government. Funded through tax-equivalent payments by the Local Government Finance Authority, it is overseen by an advisory committee comprising representatives from the LGA Board, metropolitan CEOs, country CEOs, local government trade unions, South Australian universities and the LGA Secretariat. The scheme has approved 596 projects since its inception in 1997, with \$25.3 million in approved funding. This has attracted significant matching funds and in-kind support from other sources.

Projects funded during 2014–15 were:

2014.22	Local Government Infrastructure Damage Assessment Tool
2014.23	Fleurieu Futures
2014.24	Investigation into the development of a Local Government NRM legislative proposal
2014.26	Enhance the "My Local Services" App 'Report It' function
2014.29	Murraylands Councils Regional Collaboration Pilot
2014.30	Central LG Region Future Directions Review
2014.32	SA Infrastructure design guidelines/standards
2014.33	Developing a revised Local Government Ageing Strategy
2014.35	Local Government Led Community Housing
2014.36	Barossa Region Secretariat – Shared Service Project
2014.38	Women, Executive Careers and Local Government
2014.40	Water Sensitive South Australia
2014.42	Environmental Health Knowledge Base – legal review and safety templates
2014.45	ADAC Implementation Benefits for South Australia
2014.49	Transition to Safe and Sustainable Public Lighting in South Australia – Stage 1
2014.54	New Business Development – A Guideline for South Australian Councils
2014.55	Development of a procurement manual for councils
2014.56	Engagement protocol or code for mining and resources development in regional SA
2014.57	Identifying financial gains for councils achieved through indexation of fees and charges
2014.58	Remuneration Tribunal – Determination of Council Member Allowances
2014.59	Abolition of Boards and Committees
2014.60	Evaluating the development of a Better Practice Model – Strategic and Operational Risks and Controls
2014.61	Practice Guidelines – Engagement between Local Government and the Development Sector
2014.62	China Strategy and Guide
2014.63	Urban Renewal Precincts – Guidelines
2014.64	Guide to reporting Council Operating Expenditure
2015.01	Review of potential long-run impact of postponement of rates by eligible ratepayers
2015.02	Elections Review – Stage 1
2015.04	Online Training Resource Development
2015.05	Developing Model Outdoor Dining Guidelines
2015.06	Council Emergency Management Capacity
2015.07	Planning Reform Implementation Project
2015.08	Implementing green procurement in South Australian councils
2015.09	Supporting Implementation of Regional Adaptation Plans
2015.10	Guideline for Fee Setting under the <i>Safe Drinking Water Act 2011</i>
2015.12	LGA Outreach Services Program
2015.13	Legislative Reforms for the <i>Local Government Act</i>
2015.14	Legal Advisory Service – Pilot Program
2015.15	Bushfire Management Area Planning

# Focusing on Outcomes (continued)

## 4: Improving LGA Governance

### 4.1 Support Key Meetings

The LGA Board and the LGA Management Group, the South Australian Regional Organisation of Councils (SAROC) committee and the Metropolitan Local Government Group (MLGG) continued to meet regularly in 2013–14. The LGA Board and SAROC committees were hosted by Clare & Gilbert Valleys Council (November 2014) and Northern Areas (May 2015). This gave those councils and their regions the opportunity to showcase their areas to board members. Board meeting agendas now incorporate a section to deal with Motions on Notice from board members.

An amendment has been made to the LGA constitution to give the MLGG more flexibility in its meeting schedule. Changes to the MLGG Executive Committee meetings are also being investigated to enhance the role of the executive in considering and progressing the MLGG Annual Priorities. A process for MLGG members to request items to be included in the agenda has also been developed and distributed.

### 4.2 General Meetings

A Resolutions of Previous Meetings report is provided to each board meeting and LGA staff can provide further advice on progress as requested. The report includes resolutions from earlier meetings until the issue has been finalised.

### 4.3 Long-Term Financial Plan

A draft Long-Term Financial Plan was submitted to the board during the year. Further development to cover information gaps was continuing at the end of the financial year.

### 4.4 Review of Scheme Governance

The LGA continued to monitor governance issues for the schemes under its control – including implementation of recommendations of the KPMG review of 2013 and for LGA Procurement (LGAP).

The new LGAP Board has been in operation for a full year. Over this time, the board has reviewed the business unit's operations and found council take-up of LGAP contracts and services is significantly less than other procurement entities owned by local government associations in WA, Victoria, NSW and Queensland. But there is also recognition that these other jurisdictions have achieved market share over a five to six-year period with considerably greater resources and support, and that as a result their shareholders are now obtaining the benefit of positive dividends. Approval has been given to recruit a business relationship manager to increase communication and engagement with all councils, in line with business models adopted in these jurisdictions.

The Procurement Roadmap program continues to provide pathways for councils to enhance procurement practices and explore regional procurement and collaboration options consistent with the Local Excellence Expert Panel's recommendations. Central Region and the Barossa Regional Procurement Group identified wide-ranging savings and efficiency gains from their participation. For Central Region, with a combined spend of around \$110 million, the program will seek to bring about savings in the range of 3 to 5 per cent of total spend. The major barrier to successful implementation of these programs is obtaining the additional skilled resources

required to support each council group or region. LGAP has this capacity and can now support this crucial phase but additional funds are required to increase the ability to capture spend data and identify savings and benefits at regional and sector level.

The LGAP team will implement significant changes to the manner in which electricity and other energy categories are market-tested during 2015. The creation of a fuel category management service offers all councils the opportunity to increase efficiency and reduce costs in relation to the purchase and management of fuel, including fuel cards.

LGAP's procurement consulting service has assisted Coober Pedy Council achieve large benefits in the procurement (replacement) of the town water pre-treatment plant as well as managing the runway widening project, which has lowered the cost of maintenance and extended the life of the asset by many years. Several other projects have been carried out for councils, including outsourcing of forestry assets and management of caravan parks.

#### 4.5 Anti-Corruption Strategies

The LGA's Procurement Policy was adopted at the September board meeting. Work has started on the staff code of conduct to reflect the code already adopted by the board for its members. This code will be considered as part of the work of the relevant staff committees formed as part of the LGA's organisational culture survey recommendations.

#### 4.6 Staff Development

The Secretariat established a review of its policies, procedures and practices to enhance its response to human resource management issues and training and development of staff. LGA staff members continued to attend all regional LGA and Metropolitan Local Government Group meetings to familiarise themselves with the issues in the field and to respond to matters raised by member councils at these meetings. Staff also attended key local government seminars and conferences for professional development and also to interact and network with council members and staff from across South Australia and interstate.

#### 4.7 Major Events

Three successful major events were held: August 2014 (Roads and Works Conference), October 2014 (AGM) and April 2015 (Showcase and Ordinary General Meeting). The Roads and Works Conference was successfully hosted by the City of Port Lincoln. As the AGM coincided with the caretaker period for local government elections, a streamlined function saw Professor Charles Landry as the sole keynote speaker. At the 2015 Showcase there were 24 council case study presentations. Registrations for each event met targets and sponsorships ensured excellent content at modest prices.

#### 4.8 Promote LGA's Role

The LGA Marketing Review progressed during the year with a survey report providing considerable insight into members' communication needs. It showed considerable recognition of the LGA, highlighting some important areas for improvement.

# Focusing on Outcomes (continued)

## 4.9 Education and Training

The LGA's Education and Training service (E&T) has followed a continuous improvement strategy and increased its consultation with the sector to better understand current training requirements, continued to deliver high-quality, cost-effective training programs and focused on flexible delivery options.

The process also included a thorough review of current training programs to improve relevancy and currency of information. Continued focus on value for money resulted in the cost-competitive roll-out of the Council Member Induction Training program.

The E&T service increased the number of programs offered in regional areas by about 70 per cent, in line with demand. This followed the development of Regional Training Plans in conjunction with LGA Outreach Officers.

Following the release of the LGA Training Standard for Council Members in November 2014, the E&T service rolled out a state-wide Council Member Induction Training program. (See 3.14 earlier)

The myLearning portal site licence hosted the release of the maladministration training resource.

In the past 12 months the E&T i-Responda program and bushfire support program, developed to assist councils in the planning and implementation of their response to emergency incidents, was delivered as a pilot program to the sector with the following results:

- Number of councils participated in training: 55
- Number of council staff trained in i-Responda: 600 (approx.)
- Number of council staff trained in bushfire support: 500 (approx.)
- Number of training session conducted: 42
- Approximate kilometres travelled: 15,000

E&T continues to promote its training options widely,

making use of a variety of promotional techniques.

Regional Training Plans developed with LGA Outreach Officers are proving to be beneficial in delivering high-quality training locally and councils are enjoying the increased opportunities and lower costs due to reduced need for travel and accommodation.

## 4.10 Software

Technology One has been appointed as the successful tenderer. The go-live was set for 1 July 2015. These timeframes are short and the progress against the implementation plan is being monitored closely.

## 4.11 Marketing Review

A comprehensive marketing review was received by the end of the financial year but had yet to be considered by the LGA Board. The review incorporated a broad survey of members and senior officers and a series of stakeholder interviews as well as desktop research. It showed the LGA in a strong position but with a need to tailor more communication to specific groups and to embrace more communication channels.

## 4.12 & 4.13 Communications Plan and Reporting

Work on a revised communications plan and reporting mechanisms was awaiting board consideration of the marketing review at the end of the year.

# 2014–15 LGA Annual Priorities

## KRA Number 1: Encouraging Understanding of Local Government

- 1.1 Support councils with an annual promotional program to encourage greater community understanding of local government (with a 2014 focus on elections).
- 1.2 Provide specific support for councils in relation to the 2014 local government elections including meeting the LGA's statutory responsibility for the candidates' website.
- 1.3 Provide support to local government (in consultation with councils) regarding website capabilities, mobile applications, community engagement, social media and open data.
- 1.4 Work with councils to define and outline the role of local government and the LGA in facilitating and supporting local and regional economic development opportunities.

## KRA Number 2: Achieving Influence for Local Government

- 2.1 Continue the LGA's program for the President briefing the Premier, Cabinet, the Opposition, minor parties and independents in State and Federal Parliaments on key issues.
- 2.2 Implement the State/Local Government Relations Agreement and continue the work associated with the Premier's State/ Local Government Forum.
- 2.3 Review the LGA regional development agenda and keep under review State and Federal Government activities in regions.
- 2.4 Identify key reform initiatives envisaged under the new library funding agreement and deliver priority areas while continuing to support and monitor the roll-out of the One Library management system.
- 2.5 Engage and Influence the State Government's Integrated Transport and Land Use Plan (ITLUP) to ensure it aligns, and is consistent with, the needs of local government by having regard to the work carried out by both the Metropolitan Local Government Group and regional councils.
- 2.6 Work with the State Government to address any large funding gaps that councils may be exposed to in the event of a significant natural disaster.
- 2.7 Partner with State and Federal Governments, ESCOSA and the private sector to ensure that the best possible outcomes are delivered for local government stormwater management programs.
- 2.8 Work with the development industry peak bodies towards the objectives of the Supporting Economic Growth MoU and engage with the State Government to progress outcomes.

# 2014–15 LGA Annual Priorities

(continued)

## KRA Number 2: Achieving Influence for Local Government (continued)

- 2.9 Engage with the State Government's Expert Panel on Planning Reform and the Minister for Planning to achieve local government's objectives in the Planning Improvement Project and subsequent planning legislation reform.
- 2.10 Consult with the sector on the recommendations from the Local Excellence Panel's report and initiate a change process including legislative change, research, education and training and other strategies.
- 2.11 Continue to engage with the State public service and enhance its understanding of the role and functions of local government and the LGA and the best way to work together.
- 2.12 Work with the State Government and the waste sector to address the implications of the cessation of Zero Waste SA and influence the work program for the new body Green Industries, including securing the ongoing existence and expenditure within the waste resources fund.
- 2.13 Maintain the LGA's commitment to the Volunteering Strategy for South Australia and implement the actions that will enhance volunteering in local government.
- 2.14 Influence the work of the Federal Government, in consultation with councils and the ALGA, on the Federation White Paper, Commission of Audit Proposals and the Taxation Review.
- 2.15 Prepare a strategy and action plan for the strategic collection and publication of data about local government that responds to the needs of councils and the LGA.
- 2.16 Implement a strategy and action plan to lobby the Federal Government to reinstate Supplementary Road Funding for SA councils.

## KRA Number 3: Building Council Capacity

- 3.1 Deliver appropriate resources to assist councils to undertake new regulatory requirements of the *Public Health Act* including development of Regional Public Health Plans.
- 3.2 Conduct a pilot program to scope, test and evaluate the potential for an asset management support program for councils.
- 3.3 Encourage ILUAs between councils and Aboriginal communities and enhance the adoption of Aboriginal reconciliation plans in councils in collaboration with Reconciliation SA.
- 3.4 Continue to support councils to understand and adapt to the effects of climate change on key local government functions and propose legislative, strategies and policy changes to facilitate this work, including with the other spheres of government.
- 3.5 Assist councils to measure and manage their greenhouse gas emissions and understand the role of energy generation and efficiency in a shifting scientific and political environment.
- 3.6 Update and revise the LGA Ageing Strategy in collaboration with the Community Managers Network, having regard to HACC program reforms.
- 3.7 Support the Local Government Governance Panel in the review of low-level code of conduct complaints under the *Local Government Act*.
- 3.8 Continue to review and revise the LGA's model policies, procedures and guidelines relevant to the *Local Government Act* and other key legislation, for use by councils.

- 3.9 Work with councils to consider the recommendations of the Workforce Planning final report and determine the future requirements of the sector.
- 3.10 Work with councils to explore regional collaboration and cross-council boundary activities to enhance capacity and service delivery to communities, including through attracting additional funding from the other spheres of government.
- 3.11 Work with councils and the unions to achieve award changes to enhance the classification criteria and the application of the Municipal Officers Award to senior officers.
- 3.12 Develop and implement a program for assisting councils to realise the benefits of positive economic development initiatives through facilitation, education and training with a particular emphasis on the benefits of establishing relations with foreign markets, especially China.
- 3.13 Work with the State Government to implement changes to the *Local Government Act* and *Local Government (Elections) Act* and respond to/initiate legislative changes in other areas as identified, with the support of councils.
- 3.14 Implement a comprehensive program to assist councils induct, inform and train new council members following the November elections.
- 3.15 Undertake a review of the *NRM Act* and delivery of natural resource services, including native vegetation and other statutory services in the context of the Councils of the Future (LEEP) report.
- 3.16 In partnership with the State Government and private sector, prioritise and start implementation of the recommendations in the 2014 review of council waste management services, particularly relating to procurement, contract management and commercial approaches to waste management.
- 3.17 Through the LGA's Water Issues Advisory Panel and in partnership with the State Government, maximise opportunities for councils to gain funding for key water management initiatives while improving councils' capacity to work within the ESCOSA regulatory framework in areas such as financial reporting and compliance reporting.
- 3.18 Conduct a legal services pilot program to scope, test and evaluate the potential for an ongoing legal services program.
- 3.19 Work with councils to mitigate any loss of rateable income from rebates to housing associations, including any transfer of public housing stock to the not-for-profit sector; and clarify the longer-term role of local government as it relates to community housing.

# 2014–15 LGA Annual Priorities

(continued)

## KRA Number 4: Improving LGA Governance

- 4.1 Undertake a review of executive support, meeting schedules and other administrative arrangements for the LGA Board, SAROC, MLGG and other LGA committees, making improvements when appropriate.
- 4.2 Undertake a review of the approach of the Secretariat in advising councils of the long-term progress of resolutions of Ordinary and Annual General Meetings.
- 4.3 Adopt long-term financial and asset management plans for the LGA, including quarterly reporting arrangements and upgrade of the financial software.
- 4.4 Implement with the LGA schemes recommendations resulting from the 2014 governance review and support the formation of the new LGA Procurement Board.
- 4.5 Continue to review ICAC recommendations related to key business activities of the LGA and its schemes and associated bodies.
- 4.6 Continue to review the management and development of LGA staff, and changes to operational systems used by the Secretariat, including the adoption of an annual staff training plan.
- 4.7 Undertake a review of the nature, management and promotion of the LGA's major events.
- 4.8 Undertake a program to enhance the understanding among council members of the role, functions and influence of their LGA on building capacity in councils, enhancing intergovernmental relations and providing services via our schemes and other entities.
- 4.9 Actively promote and monitor the uptake of Education and Training programs, with a focus on:
  - Continuing to grow regional training opportunities;
  - Developing flexible training options through video conferencing and online options;
  - Development of new training programs in line with sector needs;
  - Review and update existing courses for relevancy and vibrancy;
  - Develop and manage partnerships with registered training organisations.
- 4.10 Conduct a review of LGA software and plan for future requirements. Rationalise and centralise/ converge where possible to meet organisational needs. Investigate this in conjunction with selection of new financial software.
- 4.11 Complete the LGA marketing review and implement board-approved improvements to communication strategies aimed at councils (particularly to council members) and incorporating the website review.
- 4.12 Plan, following the marketing review, a comprehensive communications data/reporting framework including enhanced board reporting.
- 4.13 Support communications strategies across the organisation designed to support other Strategic Plan and Annual Priorities outcomes.



## Nominees to Local Government and Outside Bodies



# Nominees to Local Government and Outside Bodies

The LGA has numerous nominees on working parties, boards and committees including many State Government bodies. Most representatives are council members or members of staff.

Through our nominees, the Association is kept abreast of and helps influence changes in plans, programs, projects and initiatives. At the same time, local government's views on policy and proposals for amendments to legislation are also addressed.

The LGA thanks all of those who have given their time (in most cases without reward) for contributing to these bodies in the interests of local government. Key bodies pursuant to Acts of Parliament and nominees at 30 June 2015 include:

## **Adelaide Cemeteries Authority**

Cr Sue Clearihan, Adelaide City Council

## **Aquaculture Advisory Committee**

Mr Stewart Payne,  
Corporation of the City of Whyalla

Proxy: Mayor Lorraine Rosenberg,  
City of Onkaparinga

## **Board of Trustees of Country Arts SA Board**

Cr Peter Dunn, Regional Council of Goyder

## **Coast Protection Board**

Ms Anita Crisp, Central Local Government Region

## **Consumer Advisory Committee – Electricity**

Cr Jill Whittaker, Campbelltown City Council

## **Development Assessment Commission**

Mayor David O'Loughlin, City of Prospect

## **Dog & Cat Management Board**

Mr John Darzanos, City of Salisbury

Cr Gail Kilby, City of Onkaparinga

## **Environment Protection Authority Board**

Dr Helen Macdonald, Naracoorte Lucindale Council

Mr Mark Withers, City of Charles Sturt

## **Energy Consumers' Council**

Ms Helen Nichols,  
formerly of Campbelltown City Council

## **Libraries Board of SA**

Ms Lynn Spurling, District Council of Copper Coast

## **Local Government Association Mutual Liability Scheme**

Cr Max Amber OAM, Campbelltown City Council

Mr Mark Searle, Local Government Association

Mr Mario Barone, City of Norwood,  
Payneham & St Peters

Mr Shaun Kennedy, City of Playford

Cr John Ross AM, Tatiara District Council

Mayor Bruce Green, City of Port Lincoln

## **Local Government Association Workers Compensation Scheme**

Cr Max Amber OAM, Campbelltown City Council

Mr Mark Searle, Local Government Association

Mr Tim Jackson, City of Playford

Mr Charles Mansueto, District Council of Mallala

Cr John Ross AM, Tatiara District Council

Mayor Bruce Green, City of Port Lincoln

Mr Michael Sedgman, Rural City of Murray Bridge

#### **Local Government Finance Authority**

Mr Tony Pederick, nominated by City of Mitcham  
Cr Raj Sajamani, City of Whyalla

#### **Local Government Research & Development Scheme Advisory Committee**

Cr Jill Whittaker, City of Campbelltown (Chairperson)  
Mayor Peter Hunt, Berri Barmera Council  
Mayor Bill Spragg, Adelaide Hills Council  
Mr Tony Siviour, LG Pro  
Mr Marion Barone,  
LG Pro/Metropolitan CEOs Committee  
Ms Alex Hart, OLG  
Mr Joseph Scales, ASU  
Professor Andrew Beer, Adelaide University  
Mr Mark Searle, Acting LGA CEO

#### **Local Government Transport Advisory Panel**

Mayor Ray Agnew OAM, Yorke Peninsula Council  
(Chairperson)  
Mr Richard Dodson, Light Regional Council  
Mr Wally Iasiello, City of Port Adelaide Enfield  
Mr David Hitchcock, Local Government Association

#### **Native Vegetation Council**

Mayor Kym McHugh OAM, Alexandrina Council  
Proxy: Dr Helen Macdonald,  
Naracoorte Lucindale Council

#### **Natural Resources Management Council**

Mayor Peter Riseley, District Council of Robe  
Proxy: Dr Grant Gartrell, Alexandrina Council

#### **Power Line Environment Committee**

Mayor Lachlan Clyne, City of Unley

#### **Premier's Climate Change Council**

Ms Michelle Tucker, City of Salisbury

#### **SA Local Government Grants Commission**

Ms Mary Patetsos (Presiding Member)  
Cr John Ross AM, Tatiara District Council  
Deputy Mayor Luke Hutchinson, City of Marion

#### **SA Power Networks Customer Consultative Panel (Formerly ETSA Utilities)**

Cr Garth Palmer, City of West Torrens

#### **South Australian Heritage Council**

Cr Carolyn Wigg,  
Corporation of the Town of Walkerville  
Mr Rob Donaldson, City of Port Lincoln

#### **South Australian Public Health Council**

Mr Declan Moore, City of West Torrens  
Cr Sue Whittington, City of Norwood,  
Payneham & St Peters  
Proxy: Mr Stuart Boyd, Adelaide Hills Council  
Proxy: Ms Louise Frost, City of Burnside

#### **Statewide Superannuation Pty Ltd Board**

Mayor Brian Hurn OAM, Barossa Council  
Ms Michelle Hammond, Campbelltown City Council

#### **State Bushfire Coordination Committee**

Cr Katherine Stanley-Murray, Alexandrina Council  
Proxy: Cr Bruce Hull, City of Marion

#### **State Emergency Management Committee**

Wendy Campana, Local Government Association/Mr  
Mark Searle, Local Government Association  
Proxy: Ms Pauline Koritsa, City of West Torrens

#### **State Response Advisory Traffic Incident Management Working Group**

Cr George Demetriou, City of West Torrens

#### **Zero Waste SA Board**

Mr Mark Withers, City of Charles Sturt  
Ms Marina Wagner,  
Fleurieu Regional Waste Authority



# Abridged Financial Reports

Parent Entity

2014/2015



The following abridged Financial Report is for the LGA Parent entity only.

The LGA's Consolidated Accounts will be available at the LGA Annual General Meeting and on [www.lga.sa.gov.au/corpdocs](http://www.lga.sa.gov.au/corpdocs) when finalised."

# Statement of Profit or Loss and Other Comprehensive Income

## Parent Entity

For the year ended 30 June 2015

	Note	2015	2014
		\$	\$
Revenue from ordinary activities	1	6,761,827	6,791,477
Project income	2	7,604,277	7,291,649
Employee expenses		(3,526,640)	(3,470,032)
Depreciation expense		(747,243)	(757,986)
Project expenditure	2	(10,854,593)	(6,199,491)
Other expenses from ordinary activities		(2,115,334)	(2,429,328)
<b>Profit/(loss) from ordinary activities</b>		<b>(2,877,706)</b>	<b>1,226,289</b>
Income tax expense		–	–
<b>Profit/(loss) from ordinary activities after tax</b>		<b>(2,877,706)</b>	<b>1,226,289</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified subsequently to profit or loss</b>			
Revaluation gain on land and buildings		–	–
<b>Total comprehensive income for the year</b>		<b>(2,877,706)</b>	<b>1,226,289</b>

The accompanying notes form part of the abridged financial statements

# Statement of Financial Position

## Parent Entity

For the year ended 30 June 2015

	Note	2015	2014
		\$	\$
Cash and cash equivalents	3	9,317,909	8,173,357
Trade and other receivables	4	2,153,701	5,578,390
<b>Other current assets</b>		33,654	33,705
<b>Total Current Assets</b>		11,505,264	13,785,452
<b>Non-current assets</b>			
Financial assets		4	4
Property, plant and equipment	5	21,073,924	21,644,076
<b>Total Non-Current Assets</b>		21,073,928	21,644,080
<b>Total Assets</b>		32,579,192	35,429,532
<b>Current liabilities</b>			
Trade and other payables	6	776,027	809,423
Short-term provisions		735,583	659,720
<b>Total Current Liabilities</b>		1,511,610	1,469,143
<b>Non-current liabilities</b>			
Long-term provisions		83,410	98,511
<b>Total Non-Current Liabilities</b>		83,410	98,511
<b>Total Liabilities</b>		1,595,020	1,567,654
<b>Net Assets</b>		30,984,172	33,861,878
<b>Equity</b>			
Reserves	7	24,251,774	26,693,394
Retained profits		6,732,398	7,168,484
<b>Total Equity</b>		30,984,172	33,861,878

The accompanying notes form part of the abridged financial statements

# Statement of Changes in Equity

## Parent Entity

For the year ended 30 June 2015

	Opening Equity	Comprehensive Income	Transfers to/ (from) reserve	Closing Equity
	\$	\$	\$	\$
<b>2015</b>				
Retained Profits	7,168,484	(2,877,706)	2,441,620	6,732,398
Building Mtce & Equip Reserve	2,019,160	–	665,012	2,684,172
Employee Entitlement Reserve	758,230	–	60,762	818,992
Project Reserves	19,314,575	–	(3,167,394)	16,147,181
Asset Revaluation Reserve	4,601,429	–	–	4,601,429
<b>Total</b>	<b>33,861,878</b>	<b>(2,877,706)</b>	<b>–</b>	<b>30,984,172</b>

	Opening Equity	Comprehensive Income	Transfers to/ (from) reserve	Closing Equity
	\$	\$	\$	\$
<b>2014</b>				
Retained Profits	7,838,399	1,226,289	(1,896,204)	7,168,484
Building Mtce & Equip Reserve	1,258,300	–	760,860	2,019,160
Employee Entitlement Reserve	683,664	–	74,566	758,230
Project Reserves	18,253,797	–	1,060,778	19,314,575
Asset Revaluation Reserve	4,601,429	–	–	4,601,429
<b>Total</b>	<b>32,635,589</b>	<b>1,226,289</b>	<b>–</b>	<b>33,861,878</b>

The accompanying notes form part of the abridged financial statements

# Statement of Cash Flows

## Parent Entity

For the year ended 30 June 2015

	Note	2015	2014
		\$	\$
<b>Cash from operating activities:</b>			
Receipts from operations		9,868,092	2,522,236
Payments to suppliers and employees		(5,578,854)	(6,181,193)
Project funding received		7,604,277	7,291,649
Project funding expensed		(10,854,593)	(6,199,491)
Interest received		326,543	308,075
<b>Total cash from/(used in) operating activities</b>		<b>1,365,465</b>	<b>(2,258,724)</b>
<b>Cash from investing activities:</b>			
Proceeds from financial assets		–	3
Payment for property, plant and equipment		(304,082)	(133,473)
Proceeds on sale of property, plant and equipment		83,169	29,864
<b>Total cash used in investing activities</b>		<b>(220,913)</b>	<b>(103,606)</b>
<b>Cash from financing activities:</b>			
Repayment of borrowings		–	(11,500,000)
<b>Total cash (used in)/from investing activities</b>		<b>–</b>	<b>(11,500,000)</b>
<b>Net cash increase/(decrease) in cash and cash equivalents</b>		<b>1,144,552</b>	<b>(13,862,330)</b>
Cash and cash equivalents at beginning of the year		8,173,357	22,035,687
<b>Cash and cash equivalents at end of the year</b>	3	<b>9,317,909</b>	<b>8,173,357</b>

The accompanying notes form part of the abridged financial statements

# Notes to the financial statements

## Parent Entity

For the year ended 30 June 2015

### Note 1 Revenue

	2015	2014
	\$	\$
<b>Operating activities</b>		
Subscriptions	2,068,561	2,010,261
Refunds	(87,091)	–
	<b>1,981,470</b>	<b>2,010,261</b>
<b>Non-operating activities</b>		
Interest received	326,542	308,075
Administration charges	2,158,844	2,063,801
Rent and outgoings	1,919,914	1,872,150
Other revenue	375,057	537,190
	<b>4,780,357</b>	<b>4,781,216</b>
	<b>6,761,827</b>	<b>6,791,477</b>

# Notes to the financial statements

## Parent Entity

For the year ended 30 June 2015 (continued)

### Note 2 Project income and expenditure

The Local Government Association of South Australia Incorporated receives project funding from external sources, including State and Federal Governments. These funds are then either retained and spent by the Local Government Association or distributed to and spent by Council's and other Local Government Authorities in accordance with the funding agreements in place.

Project funds received and paid during the year including those projects funded by the Local Government Association and the effect this has had on the operating result is set out below:

	2015	2014
	\$	\$
Opening balance 1 July	19,314,575	18,253,797
Income	7,604,277	7,291,649
Employee Expenses	(648,334)	(625,617)
Depreciation	(35,757)	(36,448)
Other Expenses	(10,170,502)	(5,537,426)
	<b>(3,250,316)</b>	<b>1,092,158</b>
Adjustment for internal charges	82,922	(31,380)
	<b>(3,167,394)</b>	<b>1,060,778</b>
Closing balance 30 June	<b>16,147,181</b>	<b>19,314,575</b>

### Note 3 Cash and Cash Equivalents

	2015	2014
	\$	\$
Cash and cash equivalents	9,317,909	8,173,357

### Note 4 Trade and Other Receivables

	2015	2014
	\$	\$
<b>Current</b>		
Trade and other receivables	539,898	376,965
Accrued income	1,613,803	5,201,425
	<b>2,153,701</b>	<b>5,578,390</b>

# Notes to the financial statements

## Parent Entity

For the year ended 30 June 2015 (continued)

### Note 5 Property, Plant and Equipment

	2015	2014
	\$	\$
<b>Land and buildings</b>		
Freehold land		
– at valuation	2,915,806	2,915,806
<b>Buildings</b>		
– at valuation	16,734,194	16,734,194
Less: accumulated depreciation	(836,710)	(418,355)
	<b>15,897,484</b>	<b>16,315,839</b>
<b>Total land and buildings</b>	<b>18,813,290</b>	<b>19,231,645</b>
<b>Plant and equipment</b>		
Building improvements		
At cost	290,996	290,996
Less: accumulated depreciation	(149,417)	(120,317)
	<b>141,579</b>	<b>170,679</b>
<b>Office furniture &amp; equipment</b>		
At cost	3,426,009	3,405,199
WIP	83,297	–
Less: accumulated depreciation	(1,645,761)	(1,358,025)
	<b>1,863,545</b>	<b>2,047,174</b>
<b>Motor vehicles</b>		
At cost	307,795	317,042
Less: accumulated depreciation	(52,285)	(122,464)
	<b>255,510</b>	<b>194,578</b>
<b>Total plant and equipment</b>	<b>2,260,634</b>	<b>2,412,431</b>
<b>Total property, plant and equipment</b>	<b>21,073,924</b>	<b>21,644,076</b>

The Association's land and buildings were revalued at 30 June 2013 by independent valuers, Maloney Field Services. Valuations were made on the basis of open market value. The revaluation surplus was credited to a revaluation reserve.

## Note 6 Trade and Other Payables

	2015	2014
	\$	\$
<b>Current</b>		
Trade payables	502,690	539,650
Sundry creditors and accruals	172,716	131,451
ATO Payable	26,316	55,710
The Jim Crawford Award Trust	74,305	82,612
	<b>776,027</b>	<b>809,423</b>

## Note 7 Reserves

### (a) Building maintenance and equipment reserve

The building maintenance and equipment reserve records the association's accumulated depreciation of the property, plant and equipment.

### (b) Employee entitlement reserve

The employee entitlement reserve records the association's annual and long service leave entitlement liability.

### (c) Asset revaluation reserve

The asset revaluation reserve records realised gains on the revaluation of land and buildings.

### (d) Project reserves

The project reserves records funds received by the Local Government Association of South Australia Inc. from external providers. These funds are then distributed as per the relevant funding agreement. Also included are LGA funded projects with carry forward balances. The majority of the reduction in project reserves for the 2014/15 financial year can be attributed to reduced carry forward balances for the Community Waste Water Management project \$2.1m.

	2015	2014
	\$	\$
Project Reserves	16,147,181	19,314,575



# LGA Members



# LGA Members

Adelaide City Council	District Council of Kimba	Port Pirie Regional Council
Adelaide Hills Council	Kingston District Council	City of Prospect
Alexandrina Council	Light Regional Council	Renmark Paringa Council
Anangu Pitjantjatjara Yankunytjatjara	The District Council of Lower Eyre Peninsula	District Council of Robe
The Barossa Council	District Council of Loxton Waikerie	Municipal Council of Roxby Downs
District Council of Barunga West	District Council of Mallala	City of Salisbury
Berri Barmera Council	City of Marion	Southern Mallee District Council
City of Burnside	Mid Murray Council	District Council of Streaky Bay
Campbelltown City Council	City of Mitcham	Tatiara District Council
District Council of Ceduna	The District Council of Mount Barker	City of Tea Tree Gully
City of Charles Sturt	City of Mount Gambier	District Council of Tumby Bay
Clare & Gilbert Valleys Council	District Council of Mount Remarkable	The City of Unley
District Council of Cleve	The Rural City of Murray Bridge	City of Victor Harbor
District Council of Coober Pedy	Naracoorte Lucindale Council	Wakefield Regional Council
Coorong District Council	Northern Areas Council	The Corporation of the Town of Walkerville
District Council of the Copper Coast	City of Norwood Payneham & St Peters	Wattle Range Council
District Council of Elliston	City of Onkaparinga	City of West Torrens
The Flinders Ranges Council	District Council of Orroroo Carrieton	The City of Whyalla
District Council of Franklin Harbour	The District Council of Peterborough	Wudinna District Council
Town of Gawler	City of Playford	District Council of Yankalilla
Regional Council of Goyder	City of Port Adelaide Enfield	Yorke Peninsula Council
District Council of Grant	Port Augusta City Council	
City of Holdfast Bay	City of Port Lincoln	
Kangaroo Island Council		
District Council of Karoonda East Murray		



# LGA Staff

as at 30 June 2015



# LGA Staff

as at 30 June 2015

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Carina Boyce  
Victoria Brown  
Kathleen Brown  
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**Local Government Association**  
of South Australia

The voice of local government.



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