



## **AGENDA**

### **FOR RESOURCES AND GOVERNANCE COMMITTEE MEETING TO BE HELD ON**

**16 MAY 2016 AT CONCLUSION OF BUDGET AND FINANCE COMMITTEE**

**IN COMMITTEE ROOM 1, 12 JAMES STREET, SALISBURY**

#### **MEMBERS**

Cr B Vermeer (Chairman)  
Mayor G Aldridge (ex officio)  
Cr D Balaza  
Cr S Bedford  
Cr D Bryant  
Cr L Caruso  
Cr R Cook (Deputy Chairman)  
Cr D Pilkington  
Cr D Proleta

#### **REQUIRED STAFF**

General Manager Business Excellence, Mr C Mansueto  
General Manager City Development, Mr T Sutcliffe  
Manager Governance, Ms T Norman  
Manager Communications and Customer Relations, Mr M Bennington

#### **APOLOGIES**

#### **LEAVE OF ABSENCE**

#### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the Resources and Governance Committee Meeting held on 18 April 2016.

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## OTHER BUSINESS

## CLOSE



## **MINUTES OF RESOURCES AND GOVERNANCE COMMITTEE MEETING HELD IN COMMITTEE ROOM 1, 12 JAMES STREET, SALISBURY ON**

**18 APRIL 2016**

### **MEMBERS PRESENT**

Cr B Vermeer (Chairman)  
Mayor G Aldridge (ex officio)  
Cr D Balaza  
Cr S Bedford  
Cr D Bryant  
Cr L Caruso  
Cr D Pilkington  
Cr D Proleta

### **STAFF**

General Manager Business Excellence, Mr C Mansueto  
General Manager City Development, Mr T Sutcliffe  
Manager Governance, Ms T Norman

The meeting commenced at 10.20 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

### **APOLOGIES**

Apologies were received from Cr Cook.

### **LEAVE OF ABSENCE**

Nil

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## PRESENTATION OF MINUTES

Moved Cr D Pilkington  
Seconded Cr D Bryant

The Minutes of the Resources and Governance Committee Meeting held on 21 March 2016, be taken and read as confirmed.

**CARRIED**

Moved Cr D Pilkington  
Seconded Cr D Balaza

The Minutes of the Confidential Resources and Governance Committee Meeting held on 21 March 2016, be taken and read as confirmed.

**CARRIED**

## REPORTS

### *Administration*

#### **3.0.1 Future Reports for the Resources and Governance Committee**

Moved Cr D Pilkington  
Seconded Cr D Balaza

1. The information be received.

**CARRIED**

### *External Relations*

#### **3.4.1 Nominations Sought for the Development Assessment Commission**

Moved Cr D Pilkington  
Seconded Cr D Proleta

1. Cr. L Caruso be nominated for the Development Assessment Commission.

**CARRIED**

*Mayor G Aldridge entered the meeting at 10:22 pm.*

## Corporate Management

### 3.5.1 Request to Attend Interstate Activity - National General Assembly of Local Government, Canberra

Moved Mayor G Aldridge  
Seconded Cr D Proleta

1. Approval be given for Cr Betty Gill to attend Day 1 of the National General Assembly of Local Government on 20 June 2016.
2. Cr Gill be the City of Salisbury voting delegate at the National General Assembly of Local Government in Canberra while in attendance.
3. Council endorse:
  - a) The CEO and Mayor meet with the voting delegate and provide guidance on voting for NGA motions that is in the best interest of the City of Salisbury.

**CARRIED**

## Corporate Governance

### 3.6.1 Variations to Delegations

Moved Cr D Pilkington  
Seconded Cr S Bedford

1. Having conducted a review of Delegations in accordance with Section 44(6) of the *Local Government Act 1999*, the Council hereby revokes its previous delegations to the Chief Executive Officer, effective from 16 May 2016 of those powers and functions under the following:
  - 1.1 *Local Government Act 1999*
    - Sections 48(1), 50(4), 50(6), 90(8a)(a), 90(8c), 92(5), 123(5), 123(9), 132(3), 169(15)(b), 202(4), 219(7), 237(4), 270(a1) and 299
2. Council makes the following delegations under the Local Government Act 1999:
  - 2.1 In exercise of the power contained in Section 44 of the *Local Government Act 1999* the powers and functions under the following Acts and Regulations and specified in the proposed 'Instruments of Delegation', are hereby delegated from Tuesday 17 May 2016 to the person occupying the office of Chief Executive Officer, subject to the conditions and or limitations specified within the Delegations Register.
    - 2.1.1 Local Government Act 1999
      - Sections 48(1), 50(4), 50(6), 90(8a)(a), 90(8c), 92(5), 123(5), 123(9), 132(3), 169(15)(b), 202(4), 219(7), 237(4), and 270(a1).

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3. Such powers and functions may be further delegated by the Chief Executive Officer as the Chief Executive Officer sees fit and in accordance with the relevant legislation unless otherwise indicated in the conditions and/or limitations specified in the Delegations Register.

**CARRIED**

**OTHER BUSINESS**

Nil

The meeting closed at 10:26 pm.

CHAIRMAN.....

DATE.....

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<b>ITEM</b>	3.0.1
	<b>RESOURCES AND GOVERNANCE COMMITTEE</b>
<b>DATE</b>	16 May 2016
<b>HEADING</b>	Future Reports for the Resources and Governance Committee
<b>AUTHOR</b>	Michelle Woods, Projects Officer Governance, CEO and Governance
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	This item details reports to be presented to the Resources and Governance Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

#### **RECOMMENDATION**

1. The information be received.

#### **ATTACHMENTS**

There are no attachments to this report.

#### **1. BACKGROUND**

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

#### **2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 Report authors and General Managers.
- 2.2 External
  - 2.2.1 Nil.

### 3. REPORT

3.1 The following table outlines the reports to be presented to the Resources and Governance Committee as a result of a Council resolution:

Meeting - Item	Heading and Resolution	Officer
22/06/2015 3.3.2 <b>Due:</b>	<b>Amendments to the Dog and Cat Management Act</b> 3. Council note that staff will review the need for a cat by-law 12 months after the implementation of the proposed Bill and provide a further report to Council. December 2016	John Darzanos
28/09/2015 3.6.1 <b>Due:</b>	<b>Review of Provision of Elected Member IT Equipment</b> 2. A revised Elected Member Allowances, Facilities and Support Policy be brought back to Council in July 2018. July 2018	Joy Rowett
23/11/2015 NOM2 <b>Due:</b>	<b>Local Government Association of SA Governance Review and City of Salisbury Membership status</b> 2. That the City of Salisbury write to the President and Chief Executive of the LGA: <ul style="list-style-type: none"> <li>• Reaffirming its commitment to working with the LGA as the peak representative group for Local Government</li> <li>• Seeking confirmation that concerns raised by the City of Salisbury in relation to regional representation on the LGA Board will be incorporated within the Governance Review scope;</li> <li>• seeking the opportunity to actively participate in the Governance Review to provide a northern region perspective to the process;</li> <li>• requesting the attendance of the LGA President and CEO at an informal gathering to provide Elected Members with details on the scope, committee structure and timeframes for the Governance Review.</li> </ul> with a further report to be presented to Council setting out the information provided in response to the above dot points. July 2016	Charles Mansueto
23/11/2015 NOM2 <b>Due:</b>	<b>Local Government Association of SA Governance Review and City of Salisbury Membership status</b> 3. That following release of the adopted recommendations of the LGA Governance Review, the City of Salisbury will consider the role it plays within the Local Government Association, including consultation with other Northern Region Councils on strategies to ensure appropriate representation of the region. July 2016	Charles Mansueto



14/12/2015 OB4	<b>Civic Chain and Robes</b> 1. Staff report back on the costs associated with: a. The design and production of a simple civic chain, bearing the City of Salisbury Crest, to be worn by the Deputy Mayor when representing the Mayor at formal ceremonies such as Citizenship Ceremonies; b. The modification of existing Elected Member robes to allow for some sort of fastening to be fitted to the front to assist with the way robes hang when worn.  <b>Due:</b> May 2016 <b>Deferred to:</b> June 2016 <b>Reason:</b> Staff are still in the process of trying to obtain quotes.	Joy Rowett
22/02/2016 OB3	<b>Lost Dog and Cat Information</b> 1. That staff report back on the number of stray and lost dogs and cats captured by Council over the last three financial years and how many of those animals were eventually euthanased. 2. The report to address potential strategies to reduce the number of captured animals that are euthanased and the potential for achieving a zero kill rate.  <b>Due:</b> June 2016	John Darzanos

#### 4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Resources and Governance Committee have been reviewed and are presented to Council for noting.

#### CO-ORDINATION

Officer:	Executive Group	GMCID	GMBE
Date:	09/05/16	05/05/16	05/05/16



<b>ITEM</b>	3.4.1
	<b>RESOURCES AND GOVERNANCE COMMITTEE</b>
<b>DATE</b>	16 May 2016
<b>HEADING</b>	Nominations Sought for the State Bushfire Coordination Committee
<b>AUTHOR</b>	Joy Rowett, Governance Coordinator, CEO and Governance
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	Three nominations are sought for a Local Government Member and Deputy Member on the State Bushfire Coordinating Committee (SBCC).

### RECOMMENDATION

1. The information be received.
2. \_\_\_\_\_ be nominated to the State Bushfire Coordination Committee.

### ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Part A - Selection Criteria - State Bushfire Coordination Committee
2. Summary for Nomination to SBCC - Cr Reardon

### 1. BACKGROUND

- 1.1 The Local Government Association has advised it is seeking three nominations for a Local Government Member and Deputy Member on the State Bushfire Coordinating Committee (SBCC).
- 1.2 Nominations must be forwarded to the LGA by COB on Thursday 9 June 2016.

### 2. CONSULTATION / COMMUNICATION

- 2.1 Internal
  - 2.1.1 LGA Circular 17.6, dated 28 April 2016, was emailed to Elected Members, the Executive Group and the Duty Manager, Civil and Waste on 28 April 2016.
  - 2.1.2 Deputy Mayor David Balaza, Cr Shiralee Reardon and Cr David Bryant have registered an interest in being nominated for the SBCC.
- 2.2 External
  - 2.2.1 Nil

**3. REPORT**

- 3.1 Three nominations are sought for a Local Government Member and Deputy Member on the State Bushfire Coordinating Committee (SBCC). Nominations must be forwarded to the LGA by COB on Thursday 9 June 2016.
- 3.2 The SBCC is the peak bushfire management committee that has responsibility for all aspects of bushfire management in South Australia.
- 3.3 The *Fire and Emergency Services Act 2005* assigns the following general functions to the committee:
  - 3.3.1 to advise the Minister on bushfire prevention in the country and in designated urban bushfire risk areas;
  - 3.3.2 to advise the Minister on matters related to bushfire management;
  - 3.3.3 as far as is reasonably practicable to promote the State-wide coordination and integration of policies, practices and strategies relating to bushfire management activities;
  - 3.3.4 to provide guidance, direction and advice to bushfire management committees;
  - 3.3.5 to prepare, and to keep under review, the State Bushfire Management Plan;
  - 3.3.6 to oversee the implementation of the State Bushfire Management Plan and to report to the Minister on any failure or delay in relation to the implementation of the plan;
  - 3.3.7 to prepare, or initiate the development of, other plans, policies, practices, codes of practice or strategies to promote effective bushfire management within the State;
  - 3.3.8 to convene forums to discuss bushfire management issues, and to promote public awareness of the need to ensure proper bushfire management within the State;
  - 3.3.9 at the request of the Minister, or on its own initiative, to provide a report on any matter relevant to bushfire management.
- 3.4 Appointments to the SBCC are for a term of three years, commencing 1 July 2016. The LGA is currently represented by Cr Katherine Stanely-Murray (Alexandrina Council) as Member, and Cr Bruce Hull (Marion) as Deputy Member. Their terms on the SBCC expire on 30 June, and they are eligible for re-appointment.
- 3.5 Sitting Fees of \$206 per 4 hour session are payable, plus travel expenses.
- 3.6 The SBCC meets for 2-3 hours during business hours, quarterly, at a metropolitan location.
- 3.7 LGA nominations on outside bodies will, unless determined otherwise by the LGA Board or Executive Committee, be currently serving Council Members or Council Staff.
- 3.8 A number of Elected Members, Cr Reardon, Cr Bryant and Cr Balaza, have expressed an interest in being nominated for the State Bushfire Coordination Committee. In order that an informed decision can be made by Council as to who

it nominates, a request was made to the those that expressed an interest in being nominated to provide a brief summary (not exceeding one page) addressing the selection criteria which could then be attached as part of the report to be presented to the Resources and Governance Committee where this matter is to be discussed and subsequently Council for endorsement of the Committee's recommendation. At the time of writing this report, Cr Reardon has submitted a summary which is attached for consideration.

- 3.9 Nominations addressing the Selection Criteria provided in Part A (attached) for the SBCC must be forwarded to the Local Government Association by COB 9 June 2016.
- 3.10 The LGA Executive Committee will consider nominations received at its meeting on Thursday 16 June 2016.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 Council is asked to determine if a nomination is to be made for the State Bushfire Coordinating Committee.
- 4.2 It should be noted that Council is not obliged to submit a nomination.

#### **CO-ORDINATION**

Officer:	Executive Group	MG
Date:	10/05/2016	02/05/2016



**Nominations to Outside Bodies****PART A**

<b>Name of Body</b>	State Bushfire Coordination Committee (SBCC)
<b>Legal Status of Body</b>	Committee established pursuant to s71 of the Fire and Emergency Services Act 2009
<b>Summary Statement</b>	The SBCC is the peak bushfire management committee that has responsibility for all aspects of bushfire management in South Australia. The LGA has a member and deputy member appointed to the Committee.

**SELECTION CRITERIA FOR MEMBERSHIP ON OUTSIDE BODIES**

The following selection criteria must be addressed when completing Part B

<b>Qualifications Required</b> <i>(formal qualifications relevant to the appointment)</i>	N/A
<b>Industry Experience</b>	Preferable: Volunteer fire fighter, membership on a Bushfire Management Committee, bushfire response operations, bushfire prevention planning.
<b>Board / Committee Experience</b>	Membership on high level intergovernmental committees. Member on Bushfire Management Committee Membership of Council or Council Committees
<b>Key Expertise</b> <i>(other relevant experience i.e. those requirements established for a Board/Committee under an Act)</i>	Knowledge of legislation appropriate to the position. Understanding of current best practice bushfire management principles Understanding of Local Government and its relationship with the emergency services.

**LIABILITY AND INDEMNITY COVER**

The LGA requires that representatives on outside bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by that organisation (on an annual basis)

<b>Insurance information (Certificates of Currencies or equivalent) supplied by the Outside Body</b>	<b>Yes</b>
<b>Insurance Policies are Valid &amp; Current</b>	<b>Yes</b>

ECM 637400





## Councillor SHIRALEE A. REARDON JP

**Qualifications:** N/A However I have successfully completed several residential courses, including Counter Disaster Planning and Disaster Management at the Australian Counter Disaster College, Australian Management Institute and the Emergency Management Australia, at Mt. Macedon, Victoria. Bushfire management was a component of these courses.

**Industry Experience:** 13 years' service to the State Emergency Service (SES) as an active rescue volunteer, in such roles as Team Leader-Rescue, Unit Training Officer, Rescue Officer, Operations Officer, Deputy controller and acting Controller (Unit Manager).

During this period I also became part of the State Training group and travelled to Metropolitan and Country Units to conduct training courses. I was also part of the Planning committee (and Judge) responsible for conducting the State Rescue competitions (winner to represent SA in National competition).

I have also participated in several joint exercises with CFS, and have indeed worked side by side on many multforce taskings and callouts. During the Gawler/Two Wells floods I was solely responsible, for the welfare and coordination of the tasking's of several hundred volunteer and paid staff from Units of the SES and CFS, over a three week period.

**Board/Committee Experience:** At last count I have been a member, Deputy Chair or Chair of at least 15 Council committees (can provide full list if required) including Chair of the Council's District Bushfire Prevention Sub-committee.

In addition I have represented Local Government as a member of the following Committees:-

State Disaster Committee	SAFECOM (South
Australia Fire and Emergency Services) Advisory Board	State Disaster Committee's
Subcommittee relating to Recovery	Northern Districts State Emergency
service	SA Country Fire Service Region 2 Bushfire
Prevention Committee	Australia Day Council (SA) Board Member

**Key Expertise:** Having been involved with the above committees I believe I have a good working knowledge of several of the legislation components covering the subject, and I have a very good understanding of the current best practice bushfire management principles, and in particular the Local Government and its relationship with the emergency services.

I believe my wide ranging experience as a former volunteer rescue member as well as having had a close working relationship with the CFS members has enabled me to develop a unique overview, and understanding of the Bushfire Management techniques.

In summary, I believe after such a wide ranging and vast experience as a SES Volunteer, and with my experience on numerous Government Committees and Boards I can make a positive and unique contribution to the State Bushfire Coordination Committee.



<b>ITEM</b>	3.6.1
	<b>RESOURCES AND GOVERNANCE COMMITTEE</b>
<b>DATE</b>	16 May 2016
<b>PREV REFS</b>	Resources and Governance 3.6.3 Committee 15/02/2016
<b>HEADING</b>	Representation Review - Options Paper
<b>AUTHOR</b>	Joy Rowett, Governance Coordinator, CEO and Governance
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	This report provides information with respect to the status of the City of Salisbury Representation Review and seeks Council's endorsement of the Representation Options Paper to release for community consultation.

## RECOMMENDATION

1. The information be received.
2. The Representation Options Paper document (Item No. 3.6.1, Resources and Governance Committee, 16/05/2016, Attachment 1) be endorsed to release for community consultation, containing options 1-6.

## ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Representation Options Paper - May 2016

## 1. BACKGROUND

- 1.1 Section 12(4) of the *Local Government Act 1999* requires each council to undertake a review of all aspects of its composition and the division (or potential division) of the council area into wards, as prescribed by the Minister from time to time by a notice published in the Government Gazette.
- 1.2 The City of Salisbury last completed an "elector representation review" in 2009.
- 1.3 Since that time, amendments to the *Local Government (General) Regulations 1999* in 2012 introduced a schedule, which specifies when the various councils in South Australia must undertake an elector representation review. This schedule, published in the Government Gazette on 31 May 2012, states that the City of Salisbury is scheduled to undertake a review during the period April 2016 – April 2017.
- 1.4 At its February meeting (Council, 22 February 2016, Item No. 3.6.3 – Resolution No 0907/2016), Council resolved:

*“The Chief Executive Officer be delegated the power to appoint a qualified Independent Person to prepare the Representation Options Paper, following the conduct of a procurement process in accordance with Council’s Procurement Policy.”*

- 1.5 Following a select tender process, consultant Craig Rowe of CL Rowe and Associates was appointed to coordinate the representation review and to write the Representation Options Paper.

## **2. CONSULTATION / COMMUNICATION**

### **2.1 Internal**

- 2.1.1 Elected members were consulted via attendance at two workshops facilitated by Craig Rowe.

### **2.2 External**

- 2.2.1 Nil

## **3. REPORT**

- 3.1 A representation review is a mechanism for examining the existing composition and electoral structure, assessing the advantages and disadvantages of various options available for the composition and structure of the elected Council, and ensuring structures will be in place to ensure effective and efficient governance to meet future community requirements.
- 3.2 A representation review also gives the community an opportunity, on a regular basis, to have input into the optimum number of elected representatives on Council and the structure of the Council which best meets the needs of the community and which takes into account specific communities of interest.
- 3.3 The main principles the review must take into account are:
  - 3.3.1 Changes should benefit ratepayers.
  - 3.3.2 Arrangements should reflect communities of interest, values and aspirations, and avoid significant dislocations with the community.
  - 3.3.3 Community members should be able to participate effectively in decisions about local matters.
  - 3.3.4 The Council is able to cooperate with other Councils and provide effective local governance.
- 3.4 An initial Elected Member briefing was conducted by Craig Rowe on 6 April 2016, at which he outlined a range of matters which must be considered in a representation review.
- 3.5 A subsequent Elected Member workshop was conducted by Craig Rowe on 3 May 2016, at which he presented Elected Members with a range of options to decide from which are to be included in the Options Paper to go out for the first round of public consultation.
- 3.6 The Draft Representation Options Paper provides information on the following:
  - 3.6.1 Composition of the Council;

- 3.6.2 Elector representation – with regard to elector ratios and number of councilors;
- 3.6.3 Demographic trends – taking into account current elector numbers and population projections;
- 3.6.4 Ward structure – which considers having no wards, and variations for ward representation and number of wards.
- 3.7 It should be noted that section 12(6) of the *Local Government Act 1999* requires that where there are more than 12 members of council, the review must give consideration to reducing the number of members. Furthermore, where the council is divided into wards, the review must consider whether wards should be abolished.
- 3.8 The Paper therefore provides six different options:
- Option 1 Sixteen councillors/eight wards (current structure adjusted)
- Option 2 Sixteen councillor/eight wards
- Option 3 Fourteen councillors/seven wards
- Option 4 Twelve councillors/six wards
- Option 5 Twelve or sixteen councillors/four wards
- Option 6 No wards
- 3.9 Members are not limited to considering just these options. Other combinations can be proposed for the consultant to prepare.
- 3.10 As requested at the second Elected Member workshop, a preliminary investigation of the councils of a similar size to that of Salisbury contained within the Options Paper has been carried out in terms of allowances paid to elected members. The results are as follows:

Salisbury	\$21500
Campbelltown (NSW)	\$17,110 – \$28,240
Joondalup (WA)	\$24,360 – \$31,364
Greater Dandenong (VIC)	\$12,065 – \$28,907
Cairns Regional (QLD)	\$99,638 (full time positions)
Redland Queensland (QLD)	\$99,638 (full time positions)
Moonee Valley (VIC)	\$12,065 – \$28,907
Canterbury (NSW)	\$8,540 – \$18,840
Manningham (VIC)	\$10,033 – \$24,127
Knox (VIC)	\$12,065 – \$28,907

- 3.11 The next stage in the process includes:
- 3.11.1 Releasing the Representation Review Options Paper for community comment.
- 3.11.2 Providing a period of not less than 6 weeks for community consultation.
- 3.11.3 Inviting submissions from the public by placing publications in the SA Government Gazette and newspapers circulating in the area.

- 3.11.4 Providing copies of the Options Paper for inspection on the City of Salisbury website and at the principal office of the Council.
- 3.12 Whilst the conduct of the City of Salisbury Representation Review is a legislative requirement, the review provides a positive opportunity for reform and meaningful community engagement and participation.
- 3.13 Unless further time is required to develop up more options, it is anticipated that the public consultation period will be from approximately 2 June 2016 until 14 July 2016, which allows for the mandatory six week consultation period.
- 3.14 A report will then be presented to Council which will contain information on the public consultation, a response on the issues arising from the consultation and a proposal that will satisfy the requirements of section 12 of the Act as outlined above.
- 3.15 Elected Members are able to determine the final content of the Representation Options Paper with regard to the number and type of options provided in the Paper, before it is released for public comment.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 Council is asked to endorse the Representation Options Paper containing Options 1-6 which will then be subject to a mandatory six week public consultation phase. The results of the consultation will inform Council's eventual Representation Review proposal.

#### **CO-ORDINATION**

Officer: Executive Group  
Date: 10/05/2016



## **Representation Options Paper**

### **ELECTOR REPRESENTATION REVIEW**

**May 2016**

**Prepared for the City of Salisbury by C L Rowe and Associates Pty Ltd, April 2016**

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## 1. Introduction

Section 12(4) of the Local Government Act 1999 (the Act) states:

*"A review may relate to a specific aspect of the composition of the council, or of the wards of the council, or may relate to those matters generally – but a council must ensure that all aspects of the composition of the council, and the issue of the division, or potential division, of the area of the council into wards, are comprehensively reviewed under this section at least once in each relevant period that is prescribed by the regulations".*

The City of Salisbury last completed an "elector representation review" in 2009 and is scheduled to undertake another review during the period April 2016 – April 2017.

This paper has been prepared in accordance with the requirements of Section 12(5) and (6) of the Act and examines the advantages and disadvantages of the various options that are available to Council in respect to its future composition and structure. It contains information pertaining to the review process; elector distribution and ratios; comparisons with other councils; demographic trends; population projections; residential development opportunities which may impact upon future elector numbers; and alternative ward structure options.

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

- the principal member of Council, more specifically whether it should be a mayor elected by the community or a chairperson selected by (and from amongst) the elected members;
- the composition of Council, including the number of elected members required to provide fair and adequate representation to the community and the need for area councillors in addition to ward councillors (where the council area is to be divided into wards);
- the division of the council area into wards or the abolition of wards; and
- the level of ward representation within, and the name of, any future proposed wards.

At the end of the review process, any proposed changes to Council's composition and/or the ward structure (and/or the abolition thereof) must serve to uphold the democratic principle of "one person, one vote, one value". Bearing this in mind, it is highly likely that any potential ward structure of Council will, in the main, be determined by the requirement for an equitable distribution of elector numbers between wards, rather than be based specifically on any socio-economic, regional or topographic factors.

## 2. Review Process

Sections 12(5) - 12(12a) of the Act outline the process that Council must adhere to when undertaking its review. A brief summary of this process is as follows.

### 2.1 Representation Options Paper

The review is commenced with the preparation of a "Representation Options Paper" by a person who, in the opinion of Council, is qualified to address the representation and governance issues that may arise during the course of the review.

The "Representation Options Paper" must examine the advantages and disadvantages of the options available in respect to a range of issues relating to the composition and structure of Council. The provisions of the Act specifically require Council to examine issues such as the need for more than twelve elected members and whether the division of the council area into wards should be retained or abolished.

### 2.2 First Public Consultation

Council is currently advising the community that the review is being undertaken and that the "Representation Options Paper" is available for consideration. An invitation is being extended to any interested member of the community to make a submission to Council by **(date to be inserted)**.

Section 12(7)(a)(ii) of the Act specifies that the consultation period shall be at least six (6) weeks in duration.

### 2.3 Representation Review Report

At the completion of the first of the prescribed public consultation stages Council will consider the available options in respect to its future composition and structure, as well as the submissions received from the community, and will make "in principle" decisions regarding the elector representation arrangements it favours and desires to be effected at the next Local Government elections. Council will then prepare a "Representation Review Report" which will outline its proposal and the reasons for such, as well as provide details of the submissions that were received during the first public consultation period and its responses thereto.

### 2.4 Second Public Consultation

Council will initiate a second public consultation (by means of public notices) seeking written comments on the "Representation Review Report" and the preferred proposal.

Section 12(9)(b)(ii) of the Act specifies that the second consultation period shall be at least three (3) weeks in duration.



## 2.5 Final Decision

Council will consider the submissions received in response to the second public consultation; hear from the individual community members who may wish to address Council in support of their submission; finalise its decision; and prepare a report for presentation to the Electoral Commissioner.

## 2.6 Certification

The final stage of the review involves certification of the Council proposal by the Electoral Commissioner and gazettal of any amendments to Council's composition and/or ward structure.

Any changes to Council's composition and/or ward structure as a consequence of the review will come into effect at the next Local Government election (scheduled for November 2018).

### 3. Current Structure

Council currently comprises the Mayor and sixteen ward councillors. The council area is divided into eight wards (refer Map 1), with each ward being represented by two councillors. The current structure was adopted by Council during the elector representation review that was undertaken in 2008/2009 and came into effect at the 2010 Local Government elections.

Table 1 provides data pertaining to the number of electors within each of the current wards and demonstrates the variance between the ward elector ratios and the elector ratio for the city.

Table 1: Elector data per ward and variance to quota

Ward	Crs	H of A Roll	Council Roll	Electors	Ratio	% Variance
Central	2	10,023	12	10,035	1:5,018	- 11.4
East	2	10,811	2	10,813	1:5,407	- 4.5
South	2	11,147	2	11,149	1:5,575	- 1.5
Hills	2	11,249	5	11,254	1:5,627	- 0.6
Para	2	12,742	5	12,747	1:6,374	+12.6
North	2	11,038	2	11,040	1:5,520	- 2.5
Levels	2	12,202	16	12,218	1:6,109	+ 7.9
West	2	11,320	5	11,325	1:5,663	+ 0.0
<b>Total</b>	16	90,532	49	90,581		
<b>Average</b>					1:5,661	

Source: Electoral Commission SA , House of Assembly Roll (February 2016)  
Council Voters Roll (February 2016)

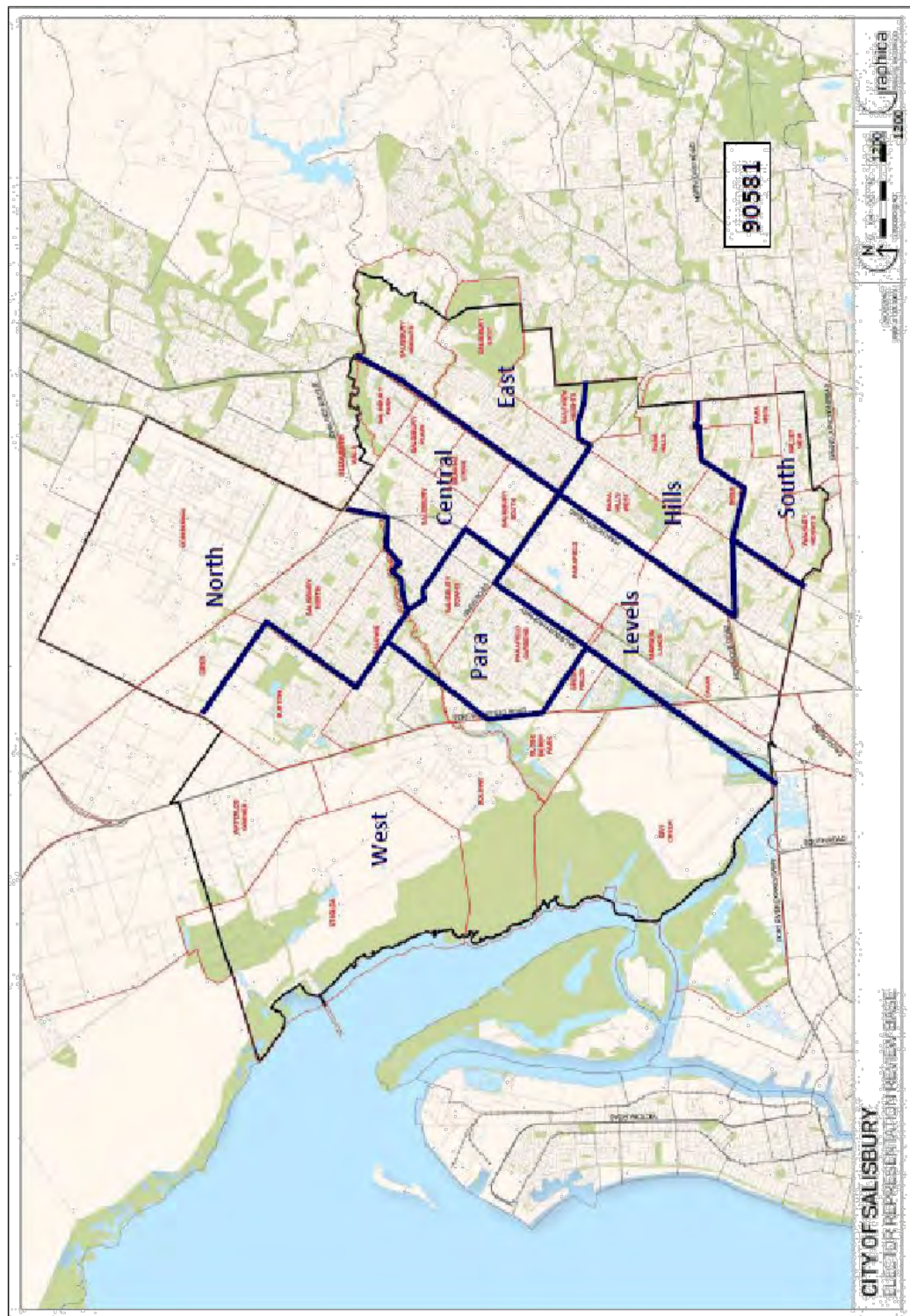
The current structure cannot be retained because the elector ratio (i.e. the average number of electors represented by a councillor) within the Para and Central wards lay outside the specified 10% quota tolerance limit prescribed under Section 33(2) of the Act (refer 7.3 Quota). Accordingly, a variation of the existing ward structure and/or alternative ward structure options must be considered with the view to identifying a structure that:

- provides a more equitable balance of electors (which can be maintained, within tolerance, over the extended period between reviews);
- allows for likely fluctuations in elector numbers, primarily as a consequence of future population growth and residential development; and
- exhibits an elector ratio that is similar, by comparison, to that exhibited by other councils of a similar size and type (i.e. avoids over-representation).

Alternative ward structure options have been presented later in this paper (refer 8. Ward Structure Options, page 19).



Map 1: Current Ward Structure



## 4. Composition of Council

Section 51 of the Act indicates that a council may constitute a mayor or chairperson, with all other elected members being known as councillors, whether they represent the council area as a whole or a ward. The key issues relating to the future composition of Council are as follows.

### 4.1 Mayor/Chairperson

The roles and responsibilities of a mayor and a chairperson are identical in all respects, however, there are differences in their election/selection and their voting rights in chamber.

A mayor is elected by all of the electors for a period of four years and, as such, provides stable community leadership. By contrast, a chairperson is chosen by (and from amongst) the elected members of council for a term of one to four years (as determined by Council). The latter provides flexibility and the opportunity for a number of elected members to gain experience as the principal member over the term of a council.

In addition, a mayor does not have a deliberative vote on a matter before council, but in the event of a tied vote, has a casting vote. On the other hand, the chairperson has a deliberative vote at a council meeting but does not have a casting vote.

Further, as an election (or supplementary election) for an elected mayor must be conducted across the whole of the council area, a significant cost can be incurred by council on every occasion the position is contested. The selection of a chairperson is not reliant upon an election and, as such, costs will only be incurred by council where the incumbent's position as a councillor is contested.

It should also be noted that:-

- at present all of the metropolitan councils have an elected mayor and only sixteen regional councils have a chairperson;
- candidates for the office of mayor cannot also stand for election as a councillor and as such, the experience and expertise of unsuccessful candidates will be lost to council;
- there is a perception that the position of chairperson lacks the status of an elected mayor, and this in turn may reflect detrimentally on the status of a council;
- where the principal member of council is chosen by the elected members rather than elected by the community (i.e. a chairperson), council can decide on the title of the office (e.g. mayor) pursuant to Section 51(1)(b) of the Act; and
- any proposal to change the principal member from an elected mayor to a selected chairperson (and vice versa) cannot proceed unless a poll of the community has been conducted in accordance with the requirements of Section 12 (11a-d) of the Act and the result of the poll favours the proposed change.

### 4.2 Area Councillors (in addition to ward councillors)

Section 52 of the Act indicates that councillors can be elected as a representative of a ward, or alternatively, to represent the council area as a whole (whether or not the council area is divided into wards).



Where the council area is divided into wards, an area councillor adopts a similar role to that of the former office of alderman and focuses of the council area as a whole rather than a ward.

The arguments in favour of the area councillor (in addition to ward councillors) are that:-

- the area councillor is free of parochial ward attitudes and responsibilities;
- the councillor is generally an experienced elected member who can share his/her knowledge and experience with the ward councillors;
- the area councillor is free to assist the mayor and ward councillors, if required; and
- the lines of communication between council and the community are improved, as the community have the area councillors and their ward councillors to approach for assistance.

The opposing view is that an area councillor holds no greater status than a ward councillor; has no greater responsibilities than a ward councillor; and need not comply with any extraordinary or additional eligibility requirements.

In addition, it should be noted that:-

- additional elected members ("area councillors") will create additional expense (e.g. elected member's allowances and administration costs);
- any contested election for area councillors must be conducted across the whole of the council area at considerable cost;
- area councillors are considered to be an unnecessary tier of representation and therefore are not a popular option amongst councils (i.e. only the City of Adelaide has "area councillors" in addition to councillors);
- ward councillors do not have to reside in the ward which they represent and, as such, the traditional role and/or basis for the ward councillor has changed to a council-wide perspective;
- ward councillors generally consider themselves to represent not only their ward, but the council area as a whole (like an area councillor), and it is suggested that their role and actions within the council chamber, and the functions they perform on behalf of council, generally reflect this attitude and circumstance; and
- the task and expense of contesting council-wide elections for an area councillor can be prohibitive, and may deter appropriate/quality candidates.

#### 4.3 Ward Councillors

Section 52(2)(b) of the Act indicates a councillor will, if the council area is divided into wards, be elected by the electors of a particular ward, as a representative of that ward.

As a person elected to the council, a ward councillor is required to represent the interests of residents and ratepayers, to provide community leadership and guidance, and to facilitate communication between the community and the council.



## 5. Elector Representation (number of councillors)

Council must provide adequate and fair representation and generally adhere to the democratic principle of "one person, one vote, one value".

Section 33(1)(f) of the Act indicates *"the need to ensure adequate and fair representation while at the same time avoiding over-representation in comparison to other councils of a similar size and type (at least in the longer term)."* Similarly, Section 26(1)(xi) of the Act states *"residents should receive adequate and fair representation within the local government system, while over-representation in comparison with councils of a similar size and type should be avoided (at least in the longer term)".*

The comparison of councils is not a straightforward exercise, given that no two councils are identical in terms of their size (elector numbers and/or area), population, topography, communities of interest and/or predominant land uses. However, it can provide some guidance in regards to an appropriate elector ratio or level of representation (number of councillors).

Table 2 provides (for comparison purposes) the elector data pertaining to the ten largest (elector number) metropolitan councils in South Australia. The data indicates that the City of Salisbury is the third largest in area; has the second highest number of electors; comprises the third highest number of councillors; and exhibits the third highest elector ratio (i.e. the average number of electors represented by a councillor).

Table 2: Elector data and representation (metropolitan councils with similar elector numbers)

Council	Councillors	Electors	Ratio
West Torrens (37.1km <sup>2</sup> )	14	39,994	1:2,856
Campbelltown (24.4km <sup>2</sup> )	10	34,700	1:3,470
Mitcham (75.6km <sup>2</sup> )	13	47,661	1:3,666
Playford (346km <sup>2</sup> )	15	56,087	1:3,739
Pt Adelaide Enfield (97km <sup>2</sup> )	17	79,099	1:4,653
Charles Sturt (52.1km <sup>2</sup> )	16	74,602	1:4,994
Marion (55.5km <sup>2</sup> )	12	62,486	1:5,207
<b>Salisbury (158.1km<sup>2</sup>)</b>	<b>16</b>	<b>90,581</b>	<b>1:5,661</b>
Onkaparinga (518.4km <sup>2</sup> )	20	117,896	1:5,895
Tea Tree Gully (95.2km <sup>2</sup> )	12	72,232	1:6,019

Source: Electoral Commission SA, House of Assembly Roll (February 2016)  
Council Voters Roll (3rd March 2016)

Table 3 demonstrates the difference in the levels of representation and elector ratios between the City of Salisbury and various interstate councils of a similar size (elector numbers). All of the cited interstate councils have fewer elected members and higher elector ratios, and most are smaller in area.

Table 3: Elector data and representation (interstate councils with similar numbers)

Council	Councillors	Electors	Ratio
<b>Salisbury (158km<sup>2</sup>)</b>	<b>16</b>	<b>90,581</b>	<b>1:5,661</b>
Campbelltown (NSW - 312km <sup>2</sup> )	15	97,031	1:6,469
Joondalup (WA - 99km <sup>2</sup> )	12	86,090	1:7,174
Greater Dandenong (Vic - 130km <sup>2</sup> )	11	95,503	1:8,682
Cairns Regional (Qld - 4,135km <sup>2</sup> )	10	91,764	1:9,176
Redland (Qld - 537km <sup>2</sup> )	10	93,402	1:9,340
Moonee Valley (Vic - 44km <sup>2</sup> )	9	84,740	1:9,416
Canterbury (NSW - 34km <sup>2</sup> )	9	86,974	1:9,664
Manningham (Vic - 114km <sup>2</sup> )	9	87,331	1:9,703
Knox (Vic - 114km <sup>2</sup> )	9	90,758	1:10,084

Source: Various State Electoral Commissions, 2011 and 2012 data

In addition to examining the elector representation arrangements of other councils, Section 12(6)(a) of the Act requires that where a council is constituted of more than twelve (12) members, the question of whether the number of members should be reduced must be examined. It is therefore considered that the current number of elected members should be reviewed.

When considering a reduction in the number of councillors, care must be taken to ensure that:

- sufficient elected members are available to manage the affairs of Council;
- the elected member's workloads do not become excessive;
- there is an appropriate level of elector representation;
- a diversity in member's skill sets, experience and backgrounds is maintained; and
- adequate lines of communication will exist between a growing community and Council.

On the other hand, any move to increase the number of councillors will have to be justified in terms of benefits to the community and electors. Arguments in favour of an increase in elector members include:

- enhancing the lines of communication between Council and the community;
- the greater the number of elected members, the greater the likelihood that the elected members will be more familiar with the experiences of, and issues confronting, the local community;
- the greater the number of elected members, the more diverse the skill sets, expertise, experience and opinions; and
- an increase in the number of elected members may provide greater opportunity for community scrutiny and can make the elected members more accountable to their immediate constituents.

Given the requirements of the Act in respect to over-representation and justification of twelve or more elected members, it may be difficult to mount a sustainable argument to increase the number of elector members, despite the likelihood of significant population growth in the foreseeable future.

Finally, there are no inherent disadvantages in having an even or odd number of councillors. An odd number of councillors may serve to reduce the incidence of the Mayor casting a deciding vote, however, it may also require the development/implementation of a ward structure which exhibits a varying level of representation between wards. The latter can be perceived as an imbalance.

## 6. Ward Structure

Section 12(1)(b) of the Act indicates that Council can *"divide, or redivide, the area of the council into wards, alter the division of the area of the council into wards, or abolish the division of the area of a council into wards"*.

### 6.1 Wards/No Wards

Arguments in favour of a ward structure include:

- wards guarantee some form and level of direct representation to all existing communities of interest;
- ward councillors can focus on local issues;
- under the "no wards" structure a single interest group could gain considerable representation on Council;
- concern council-wide elections under a "no wards" structure will not guarantee that elected members will have any empathy for, or affiliation with, all communities across the whole council area;
- the task and expense of contesting council-wide elections could be prohibitive, and therefore may deter appropriate/quality candidates;
- under the "no wards" structure Council has to conduct elections and supplementary elections across the whole of the council area (at a significant expense); and
- under the "no wards" structure the more popular or known councillors may receive more enquiries from the public (i.e. inequitable workloads).

Arguments supporting the abolition of wards include:-

- "no wards" is the optimum form of democracy as the electors vote for all of the vacant positions on Council;
- the most supported candidates from across the council area will likely be elected, rather than candidates who may be favoured by the peculiarities of the ward based electoral system (e.g. candidates elected unopposed or having attracted less votes than defeated candidates in other wards);
- the elected members should be free of parochial ward attitudes;
- the lines of communication between Council and the community should be enhanced, given that members of the community will be able to consult with any and/or all members of Council, rather than feel obliged to consult with their specific ward councillors;
- as ward councillors do not have to reside within the ward that they represent, a ward structure does not guarantee that a ward councillor will have empathy for, or an affiliation with, the ward;
- the structure still affords opportunities for the small communities within the council area to be directly represented on Council, if they are able to muster sufficient support for a candidate;
- the structure automatically absorbs fluctuations and there is no requirement for compliance with specified quota tolerance;
- existing ward councillors generally already consider themselves to represent not only their ward but the council area as a whole;
- the introduction of postal voting has facilitated the dissemination of campaign literature throughout the council area, thereby reducing the difficulty and cost of contesting a council-wide election campaign;
- successful candidates generally have to attract no more votes than what they would have received/required under a ward election; and





- candidates for election to Council will require the genuine desire, ability and means to succeed and serve on Council, given the perceived difficulties and expense associated with contesting council-wide elections.

## 6.2 Ward Representation

### 6.2.1 Single Councillor Ward

Wards represented by a single councillor are generally small in area and therefore afford the ward councillors the opportunity to be more accessible to their constituents and able to concentrate on issues of local importance. Due to the small size of the wards it is generally difficult to identify suitable ward boundaries; maintain entire communities of interest within a ward; and sustain significant fluctuations in elector numbers (and therefore comply with the specified quota tolerance limits for any length of time). The work load of the ward councillor can also be demanding, and absenteeism by the elected member (for whatever reason and/or period) will leave the ward without representation.

### 6.2.2 Two Councillors per Ward

Two councillors representing a ward is traditional and/or common; allows for the sharing of duties and responsibilities between the ward councillors; lessens the likelihood of ward parochialism; and affords continuous ward representation should one ward councillor be absent.

### 6.2.3 Multi-Councillor Ward

Multi-councillor wards are generally larger in area and therefore the overall ward structure can be relatively simple. Councillor absenteeism can be easily covered; the work load of the ward councillors can be reduced; there are greater perceived lines of communication between ward councillors and their constituents; and there is more flexibility in regards to ward quota, allowances for fluctuations in elector numbers, and the preservation of communities of interest.

### 6.2.4 Varying Ward Representation

There are no inherent disadvantages associated with varying levels of representation between wards, however, such structures can be seen to lack balance and/or equity, with the larger wards (in elector and ward councillor numbers) being perceived as having a greater, more influential voice on Council, even if the elector ratios within the wards are consistent.

## 6.3 Ward Boundaries

The community is more likely to accept a ward structure which has some logical basis and exhibits ward boundaries which are easily identifiable. Accordingly, it is suggested that every effort be made to align proposed possible future ward boundaries with existing, long established suburb boundaries; main roads; or prominent geographical and/or man-made features.



#### 6.4 Ward Identification

The means of ward identification are limited.

The allocation of letters, numbers and/or compass points (e.g. north, south, central etc) are all considered to be acceptable, but lack imagination and fail to reflect the character and/or history of the council area. The same cannot be said for the allocation of place names or names of European and/or Aboriginal heritage/cultural significance, however, reaching consensus over the selection of appropriate names may prove to be a difficult exercise.

## 7. Ward Structure Assessment Criteria

Section 33(1) of the Act requires that the following matters be taken into account, as far as practicable, in the formulation of a proposal that relates to the boundaries of a ward or wards:

- (a) the desirability of reflecting communities of interest of an economic, social, regional or other kind;
- (b) the population of the area, and of each ward affected or envisaged by the proposal;
- (c) the topography of the area, and of each ward affected or envisaged by the proposal;
- (d) the feasibility of communication between electors affected by the proposal and their elected representatives;
- (e) the nature of substantial demographic changes that may occur in the foreseeable future; and
- (f) the need to ensure adequate and fair representation while at the same time avoiding over-representation in comparison to other councils of a similar size and type (at least in the longer term).

Relevant information pertaining to the above matters is as follows.

### 7.1 Communities of Interest

The issue of "communities of interest" can be very complex and, as such, local knowledge will be particularly valuable.

In the past the then Local Government Boundary Reform Board indicated that:

- "communities of interest", for the purpose of structural reform proposals, are defined as aspects of the physical, economic and social systems which are central to the interactions of communities in their living environment;
- "communities of interest" are identified by considering factors relevant to the physical, economic and social environment, including neighbourhood communities; history and heritage communities; sporting facilities; community support services; recreation and leisure communities; retail and shopping centres; work communities; industrial and economic development clusters; and environmental and geographic interests; and
- the analysis of the demographic data and profile will provide socio-economic indicators relevant to "communities of interest".

In addition, Sections 26 and 33 of the Act make reference to "communities of interest" of an economic, social, regional or other kind,

Regardless, the retention of entire suburbs and/or housing estates within a proposed ward will serve (in part) to maintain and protect a perceived existing "community of interest".

### 7.2 Population and Demographic Trends

When developing potential future ward structures for the City of Salisbury, consideration will need to be given to demographic trends, as allowances will have to be made to accommodate any identified or likely future fluctuations in elector numbers.

The following information should be of assistance in respect to this matter.

### 7.2.1 Elector Numbers

According to data provided by Electoral Commission SA, during the period February 2001 to February 2008 the number of electors enrolled on the House of Assembly Roll within the City of Salisbury increased significantly (i.e. 8,587 electors or 11.77%), with varying levels of growth being recorded within all of the then eight wards.

More recent data sourced from Electoral Commission SA indicates that the total number of electors within the council area increased by 7,585 (9.14%) during the six year period February 2010 to February 2016, with increases in elector numbers being recorded (at varying rates) in all wards (i.e. Central Ward: 1,035 @ 11.52%; East Ward: 1,068 @ 10.96%; South Ward: 202 @ 1.85%; Hills Ward: 2,045 @ 22.22%; Para Ward: 1,440 @ 12.74%; North Ward: 897 @ 8.85%; Levels Ward: 569 @ 4.89%; and West Ward: 329 @ 2.99%).

### 7.2.2 Residential Development

Council is currently reviewing its Growth Action Plan which identifies the strategic growth areas within the City for the next 30+ years. Currents forecasts include the following.

- Burton/Paralowie/Direk/Salisbury North could accommodate approximately 1600 new dwellings, largely on ex-market garden land within the existing residential zone.
- Development in Parafield Gardens/Salisbury Downs could realize approximately 1500 new dwellings, largely on ex-market garden land and a small level of infill development, primarily around the rail corridor, activity centres such as Hollywood Plaza, and adjoining the Little Para River.
- Salisbury could accommodate an additional 500 dwellings within the existing centre, and adjoining areas of high amenity such as the Salisbury Oval and Little Para River.
- Ingle Farm/Para Vista/Para Hills could accommodate an Increase of approximately 600 dwellings, largely through subdivision of existing residential allotments and development of the surplus Walkleys Road corridor.
- Small-scale infill development opportunities in Salisbury East/Brahma Lodge could realize another 350 new dwellings.
- The subdivision of large allotments adjoining Coomurra Drive in Salisbury Heights has the potential to realize approximately 210 new dwellings.
- Within Mawson Lakes the completion of the development of apartment sites may yield approximately 1108 new dwelling units.

In addition, there is potential for up to 10,000 dwellings on Dry Creek Salt Pans (not confirmed and likely to be at least 5-10 years before development would commence on this site).

### 7.2.3 Population Projections

Population projections provided by the Department of Planning, Transport and Infrastructure (DPTI), as at February 2016, are based on the 2011 Census population data. They indicate that the population of the City of Salisbury is expected to:

- increase by 8,961 (i.e. 132,880 to 141,841) or 6.74% during the ten year period 2011 - 2021 (which will likely be several years before the next scheduled elector representation review); and
- increase by a further 4,720 (i.e. 141,841 to 146,561) or 3.33% during the period 2021 – 2031.





Whilst these projections are useful in that they provide an indication of the magnitude of the estimated future population growth within the council area, DPTI warns that the projections represent a possible future population outcome based on assumption of continued population growth and a spatial distribution that is a reflection of current and likely government policies. Further, the population projections are not forecasts for the future but are estimates of future population based on *particular assumptions* about future fertility, mortality and migration.

Council's current population forecasts suggest that the population of the City is anticipated to grow from an estimated 139,207 in 2016 to approximately 151,538 by the year 2036. This equates to a population growth rate of approximately 8.86%. The forecast growth is envisaged (at varying rates) across the City, with the exception of Mawson Lakes which is reaching full development. Areas where significant growth is anticipated include Burton and the adjoining non-urban areas to the west of the City; Salisbury, Salisbury North, Ingle Farm, Paralowie and Parafield Gardens.

#### 7.2.4 Census Data

According to data provided by the Australian Bureau of Statistics (2001, 2006 and 2011 Census Community Profiles – Salisbury (C) Local Government Area), the estimated total population of the council area increased by 7,746 (7.0%) over the period 2001 – 2006, and then increased by another 10,687 (or 9.02%) during the period 2006 – 2011.

Overall, the population in the council area increased by 18,433 or 16.65% over the period 2001 – 2011 period. In addition, over the same period the total number of dwellings (all forms) within the council area increased by 9,604 or 22.6%. By comparison, during the period 2001 - 2011 the population of South Australia increased by 9.44%, whilst dwelling numbers increased by 12.65%.

#### 7.2.5 The 30 Year Plan for Greater Adelaide

The 30 Year Plan for Greater Adelaide (released February 2010) incorporates Cheetham (Dry Creek) and Globe Derby within the designated "future urban growth areas" and parts of Bolivar and St Kilda within the "Investigation areas for future growth" (refer Map E4, Northern Adelaide directions).

The 30 Year Plan for Greater Adelaide (Chapter D, Policies and Targets) contains targets for future urban expansion across Greater Adelaide. The relevant targets are as follows.

- Target P: Plan for strategic new growth areas comprising a net land supply of 10,500 hectares (gross total of 14,200 hectares, including buffers). These areas include Cheetham (Dry Creek), Bolivar and Globe Derby Park.
- Target R: Provide for 124,000 dwellings and 44,200 jobs in these areas as well as the existing urban land supply and other fringe growth opportunities.

### 7.3 Quota

Section 33(2) of the Act indicates that a proposal which relates to the formation or alteration of wards of a council must also observe the principle that the number of electors represented by a councillor must not, as at the relevant date (assuming that the proposal were in operation), vary from the ward quota by more than 10 per cent.



According to Section 33(2a)(b) of the Act, ward quota is determined to be: *"the number of electors for the area (as at the relevant date) divided by the number of councillors for the area who represent wards (assuming that the proposal were in operation and ignoring any fractions resulting from the division)."*

Given the above, any proposed future ward structure must incorporate wards wherein the distribution of electors is equitable, either in terms of numbers (if the wards have equal representation) or elector ratio. Under the latter circumstance, the elector ratio within each ward must be within 10% of the average elector ratio for the council area.

Notwithstanding the above, Section 33(3) of the Act allows for the 10% quota tolerance limit to be exceeded (at the time of the review) if demographic changes predicted by a Federal or State government agency indicate that the ward quota will not be exceeded at the time of the next periodic election.



## 8. Ward Structure Options

Five ward structure options have been provided to demonstrate how the City of Salisbury can be divided into wards, should the retention of wards be preferred over the alternative "no wards" arrangement. These options are only examples of how the council area could be divided into wards under various composition scenarios, ranging from twelve to sixteen ward councillors. The presented ward structures have been developed to reflect some logical basis and an equitable distribution of elector numbers; to accommodate anticipated future residential development (and the resultant increase in elector numbers); and to maintain existing communities of interest, where possible.

In addition, all of the presented ward structures incorporate proposed ward boundaries which align with existing suburb boundaries, major roads and/or parts of existing ward boundaries.

The abolition of wards (i.e. "no wards") has also been presented as an option, given the aforementioned provisions of Section 12(1)(b) of the Act.

## 8.1 OPTION 1

### 8.1.1 Description

The division of the council area into eight wards, with each being represented by two councillors (total of sixteen ward councillors).

Ward 1: The existing Central Ward plus portion of the suburb of Salisbury Downs east of the Salisbury Highway).

Ward 2: The existing East Ward.

Ward 3: The existing South Ward.

Ward 4: The existing Hills Ward.

Ward 5: The existing Para Ward minus portion of the suburb of Salisbury Downs east of the Salisbury Highway.

Ward 6: The existing North Ward.

Ward 7: The existing Levels Ward.

Ward 8: The existing West Ward.

### 8.1.2 Ward Representation

Ward	Councillors	Electors	Ratio	% Variance
1 (Central)	2	10,868	1:5,434	- 4.0
2 (East)	2	10,812	1:5,406	- 4.5
3 (South)	2	11,149	1:5,575	- 1.5
4 (Hills)	2	11,255	1:5,628	- 0.6
5 (Para)	2	11,914	1:5,957	+ 5.2
6 (North)	2	11,040	1:5,520	- 2.5
7 (Levels)	2	12,217	1:6,109	+ 7.9
8 (West)	2	11,326	1:5,663	+ 0.0
<b>Total</b>	16	90,581		
<b>Average</b>			1:5,661	

### 8.1.3 Comments

A variation of the existing ward structure which simply seeks to amend the boundary between the existing Para and Central wards so as to achieve a more equitable and acceptable distribution of elector numbers and to comply with the quota tolerance limits.



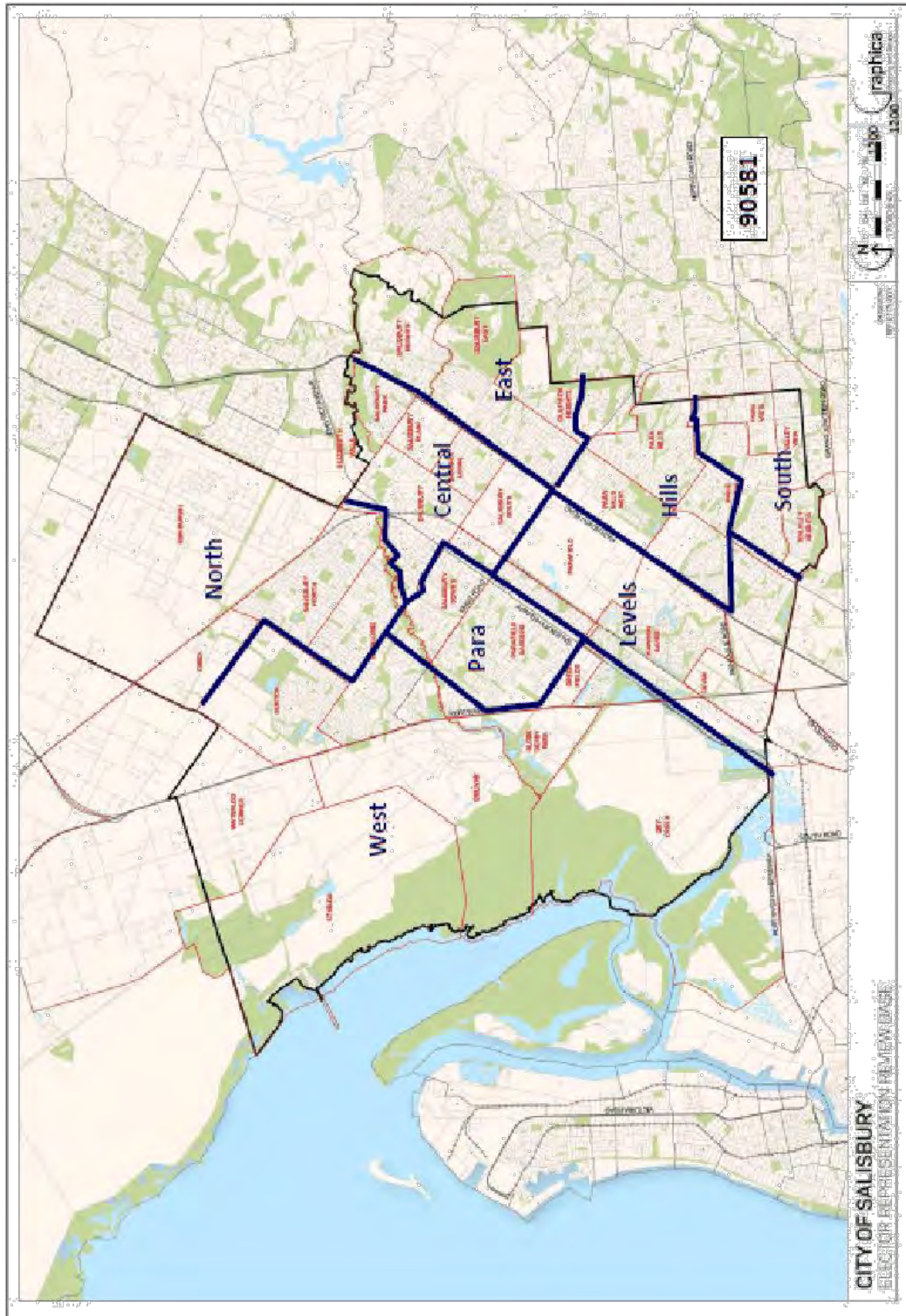
Given that this ward structure is a minor variation of the existing ward structure, it is likely that the majority of the community will be comfortable with, and accepting of, the structure.

The greater the number of wards, the smaller the number of electors within the wards and generally the smaller number of elected members representing a ward. Under this arrangement there is less potential for the wards to sustain significant elector growth over an extended period.

Whilst all of the proposed wards lay within the specified quota tolerance limits, the elector ratio/quota variance in proposed ward 7 (the existing Levels Ward) is high and, as a consequence, under the worst case scenario (i.e. where all elector growth occurs in the proposed ward), the ward is capable of sustaining a minimum of approximately 300 additional electors. On the other hand, if all future elector growth occurred in proposed ward 2 (the existing East Ward), that ward could, accommodate a minimum of approximately 1900 additional electors..

Notwithstanding the above, as growth occurs elsewhere across the council area, the elector ratios within all of the proposed wards will adjust accordingly and, as a consequence, these proposed wards will be capable of sustaining greater growth.







## 8.2 OPTION 2

### 8.2.1 Description

The division of the council area into eight wards, with each being represented by two councillors (total of sixteen ward councillors).

- Ward 1: Comprising the suburbs of Edinburgh, Direk, Salisbury North, Burton, Waterloo Corner, Bolivar and St Kilda.
- Ward 2: Comprising the suburb of Paralowie; and part of the suburb of Salisbury Downs west of Martins Road.
- Ward 3: Comprising the suburbs of Salisbury Plain, Brahma Lodge and Salisbury; and part of the suburb of the suburb of Salisbury Downs between Martins Road in the west and Salisbury Highway.
- Ward 4: Comprising the suburbs of Elizabeth Vale, Salisbury Park, Salisbury Heights and Salisbury East; and part of the suburb of Gulfview Heights to the north of Alcazar Avenue and Wynn Vale Drive.
- Ward 5: Comprising the suburb of Parafield Gardens.
- Ward 6: Comprising the suburbs of Parafield, Mawson Lakes, Cavan, Dry Creek, Globe Derby Park and Green Fields; part of the suburb of Pooraka south of Montague Road; and part of the suburb of Salisbury Downs to the west of the Salisbury Highway.
- Ward 7: The existing Levels Ward.
- Ward 8: The existing West Ward.

### 8.2.2 Ward Representation

Ward	Councillors	Electors	Ratio	% Variance
Ward 1	2	10,914	1:5,457	- 3.6
Ward 2	2	11,654	1:5,827	+ 2.9
Ward 3	2	11,695	1:5,848	+ 3.3
Ward 4	2	11,075	1:5,538	- 2.2
Ward 5	2	10,938	1:5,469	- 3.4
Ward 6	2	11,901	1:5,951	+ 5.1
Ward 7	2	11,255	1:5,628	- 0.6
Ward 8	2	11,149	1:5,575	- 1.5
<b>Total</b>	16	90,581		
<b>Average</b>			1:5,661	



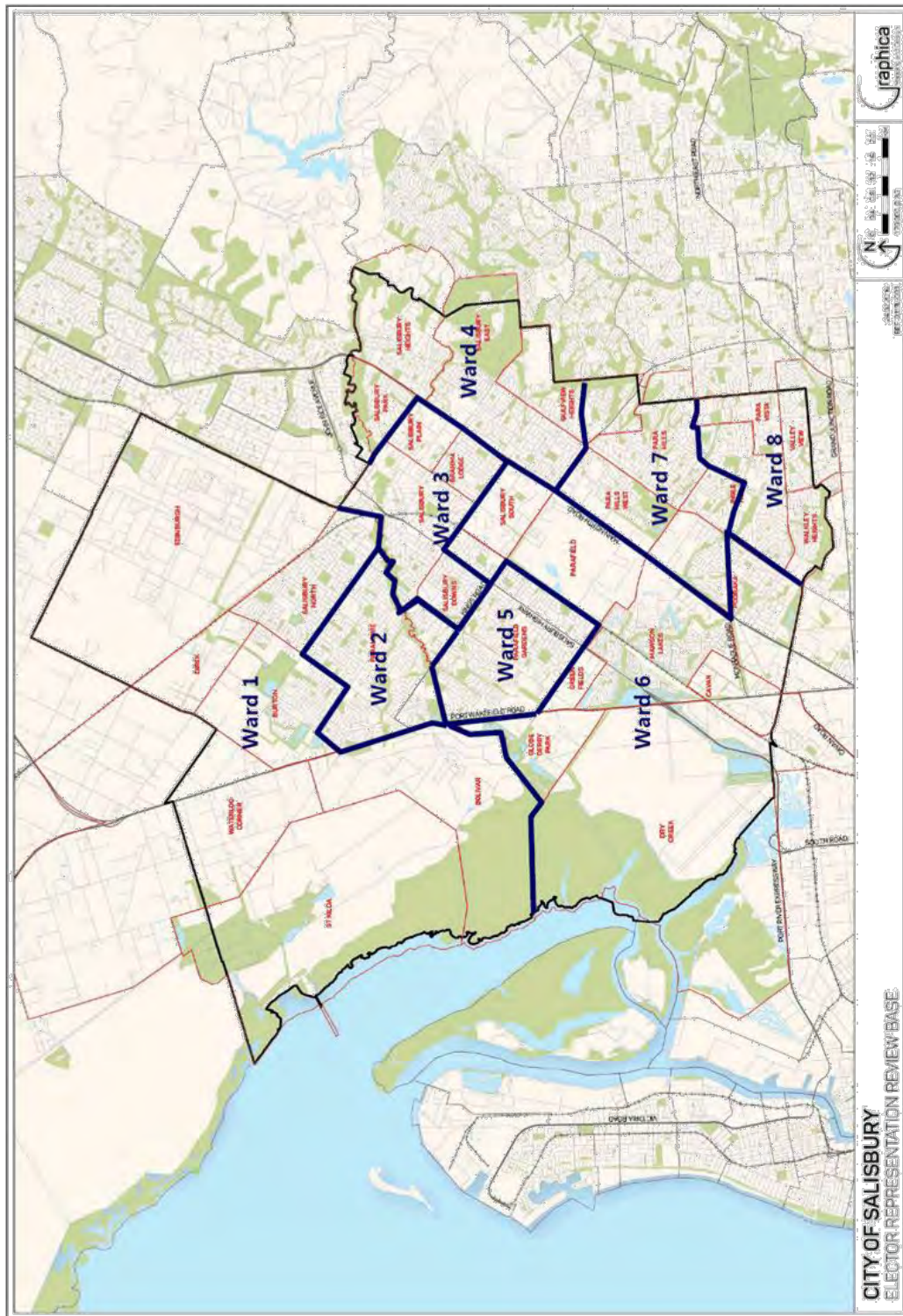
### 8.2.3 Comments

Another alternative ward structure based on the division of the council area into eight wards, with each ward being represented by two councillors.

As with Option 1, the existing Hills and South wards (i.e. proposed wards 7 and 8) are retained.

The distribution of electors between the proposed wards is good (equitable). This being the case, the elector ratios within all of the proposed wards lay well within the specified quota tolerance limits and therefore afford reasonable opportunities for elector growth in each ward. For example, proposed ward 1 (-3.6% quota variation) can accommodate a minimum of approximately 1,800 additional electors, whilst proposed ward 6 (+5.1% quota variation) can sustain minimum growth of approximately 700 electors.







### 8.3 OPTION 3

#### 8.3.1 Description

The division of the council area into seven wards, with each being represented by two councillors (total of fourteen ward councillors).

**Ward 1:** Comprising the suburbs of St Kilda, Bolivar, Globe Derby Park, Dry Creek, Green Fields, Mawson Lakes, Cavan and Pooraka; and part of the suburb of Waterloo Corner west of Port Wakefield Road.

**Ward 2:** Comprising the suburb of Burton; part of the suburb of Waterloo Corner east of Port Wakefield Road; and the suburb of Paralowie with the exception of the part to the east of Whites Road and south of Burton Road.

**Ward 3:** Comprising the suburbs of Edinburgh, Direk, Salisbury North, Salisbury and Elizabeth Vale.

**Ward 4:** Comprising the suburbs of Salisbury Downs; and the suburb of Parafield Gardens with the exception of the part to the east of the Salisbury Highway.

**Ward 5:** Comprising the suburbs of Salisbury Park, Salisbury Plain, Brahma Lodge, Salisbury heights, Salisbury East; and part of the suburb of Gulfview Heights to the north of Alcazar Avenue and Wynn Vale Drive.

**Ward 6:** Comprising the suburbs of Para Hills, Para Hills West, Parafield and Salisbury South; part of the suburb of Gulfview Heights to the south of Alcazar Avenue and Wynn Vale Drive; and part of the suburb of Parafield Gardens west of the Salisbury Highway.

**Ward 7:** Comprising the suburbs of Walkley Heights, Valley View, Para Vista and Ingle farm.

#### 8.3.2 Ward Representation

Ward	Councillors	Electors	Ratio	% Variance
Ward 1	2	13,372	1:6,686	+ 3.3
Ward 2	2	13,608	1:6,804	+ 5.2
Ward 3	2	12,058	1:6,029	- 6.8
Ward 4	2	13,363	1:6,682	+ 3.3
Ward 5	2	13,070	1:6,535	+ 1.0
Ward 6	2	12,593	1:6,297	- 2.7
Ward 7	2	12,517	1:6,259	- 3.3
<b>Total</b>	14	90,581		
<b>Average</b>			1:6,470	

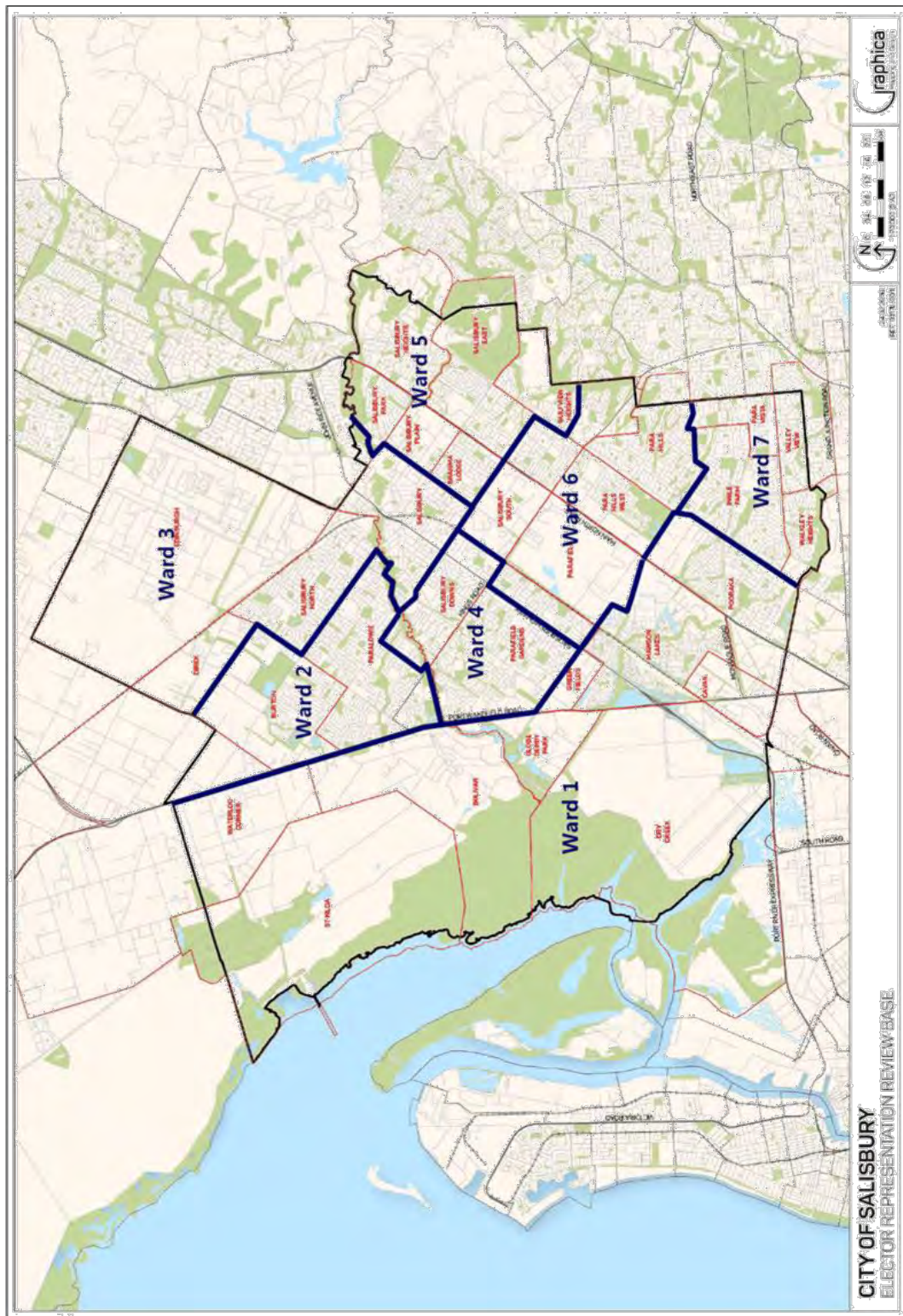


### 8.3.3 Comments

A seven ward structure with the consistent level of ward representation (i.e. two councillors per ward).

Most of the proposed wards are compact in configuration and area, and incorporate communities (suburbs) with some practical connections.

The elector ratios of each of the proposed wards lay comfortably within the specified quota tolerance limits; and each ward can sustain considerable growth in elector numbers. For example, proposed ward 2 (+5.2% quota variance) can accommodate a minimum of another 750 electors, whereas proposed ward 3 can sustain growth in the order of 2,500+ (minimum). Obviously, as previously stated, under normal circumstances fluctuations in elector numbers will occur across the council area and this will serve to enhance the ability of the ward structure (and individual wards) to sustain greater elector growth.







## 8.4 OPTION 4

### 8.4.1 Description

The division of the council area into six wards, with each being represented by two councillors (total of twelve ward councillors).

Ward 1: Comprising the suburbs of Burton, Paralowie, Waterloo Corner, St Kilda, and Bolivar.

Ward 2: Comprising the suburbs of Edinburgh, Direk, Salisbury North, Salisbury and Brahma Lodge.

Ward 3: Comprising the suburbs of Elizabeth Vale, Salisbury Park, Salisbury Plain, Salisbury Heights, Salisbury East and Gulfview Heights.

Ward 4: Comprising the suburbs of Salisbury Downs, Salisbury South, Parafield and Parafield Gardens.

Ward 5: Comprising the suburb of Parafield Gardens.

Ward 6: Comprising the suburbs of Dry Creek, Globe Derby Park, Green Fields, Cavan, Mawson Lakes, Pooraka and Walkley Heights; and part of the suburb of Ingle Farm south-east of Walkleys Road.

### 8.4.2 Ward Representation

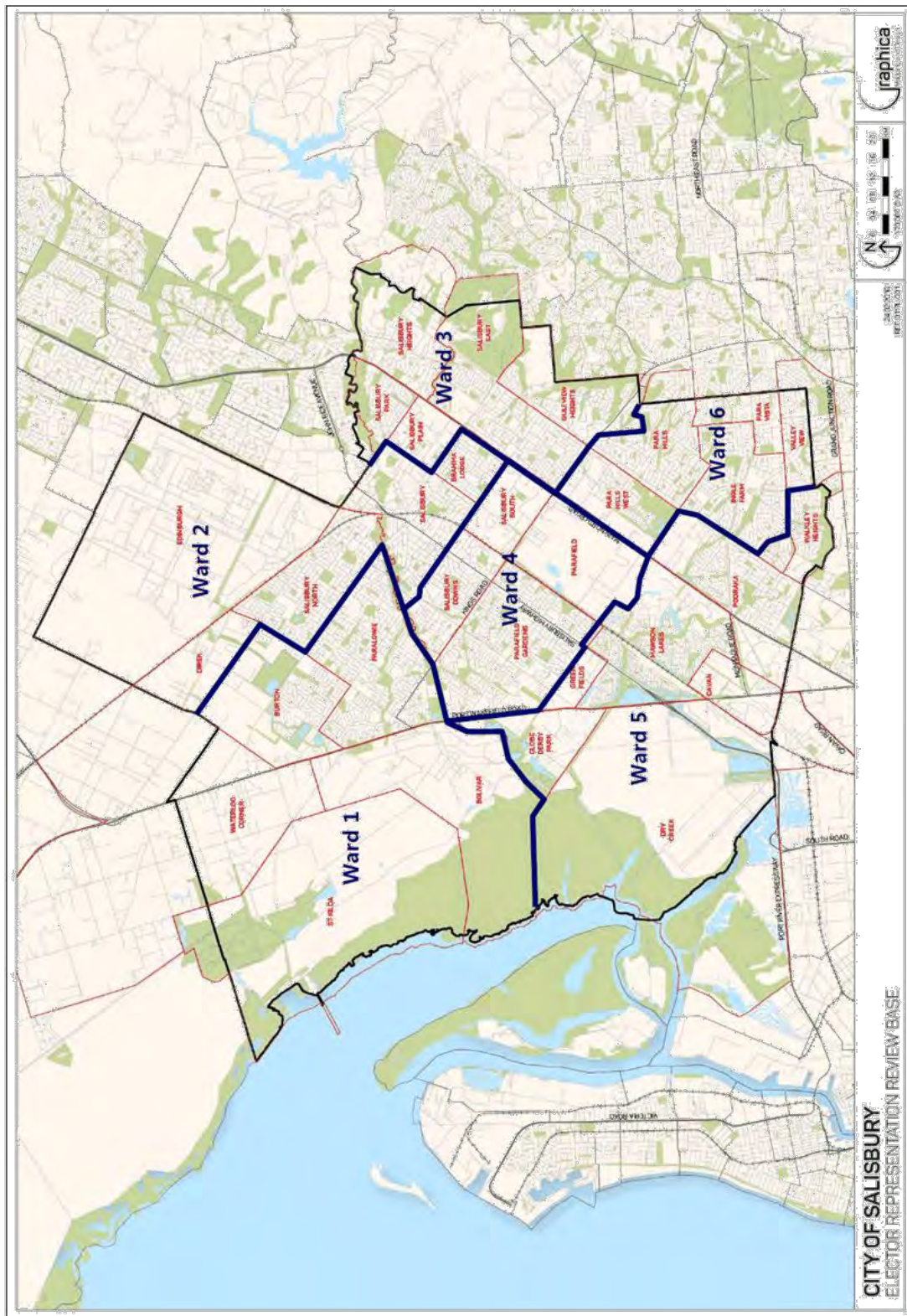
Ward	Councillors	Electors	Ratio	% Variance
Ward 1	2	14,839	1:7,420	- 1.7
Ward 2	2	13,973	1:6,987	- 7.4
Ward 3	2	14,738	1:7,369	- 2.4
Ward 4	2	14,809	1:7,405	- 1.9
Ward 5	2	15,875	1:7,938	+ 5.2
Ward 6	2	16,347	1:8,174	+ 8.3
<b>Total</b>	12	90,581		
<b>Average</b>			1:7,548	

### 8.4.3 Comments

A six ward structure with the traditional level of ward representation (i.e. two councillors per ward).

This structure seeks to retain perceived whole "communities of interest" within a ward, however, portion of the suburb of Ingle Farm has had to be incorporated in proposed ward 5 so as to achieve a reasonably equitable balance in the distribution of electors between the proposed wards.

The elector ratios of all of the proposed wards lay within the specified quota tolerance limits, although proposed wards 2 and 6 are approaching the maximum limits. As a consequence proposed ward 6 can only sustain (under the previously described worst case scenario) growth of less than 400 electors, whereas proposed ward 2 can accommodate an additional 3,250 electors (minimum).







## 8.5 OPTION 5

### 8.5.1 Description

The division of the council area into four wards, with each being represented by three or four councillors (total of twelve or sixteen ward councillors).

**Ward 1:** Comprising the suburbs of Edinburgh, Direk, Salisbury North, Burton, Paralowie, Waterloo Corner, St Kilda and Bolivar.

**Ward 2:** Comprising the suburbs of Salisbury North, Elizabeth Vale, Salisbury, Salisbury Downs, Salisbury South, Salisbury Park, Salisbury Plain, Brahma Lodge, Salisbury Heights and Salisbury East.

**Ward 3:** Comprising the suburbs of Parafield Gardens, Green Fields, Parafield, Globe Derby Park, Dry Creek, Mawson Lakes, Cavan and Pooraka.

**Ward 4:** Comprising the suburbs of Gulfview Heights, Para Hills West, Para Hills, Ingle farm, Para Vista, Walkley Heights and Valley View.

### 8.5.2 Ward Representation

Ward	Councillors	Electors	Ratio	% Variance
Ward 1	3	21 540	1:7,180	- 4.9
Ward 2	3	23,208	1:7,736	+ 2.5
Ward 3	3	23,949	1:7,983	+ 5.8
Ward 4	3	21,884	1:7,295	- 3.4
<b>Total</b>	12	90,581		
<b>Average</b>			1:7,548	

### 8.5.3 Comments

A simple ward configuration which can accommodate twelve or sixteen ward councillors.

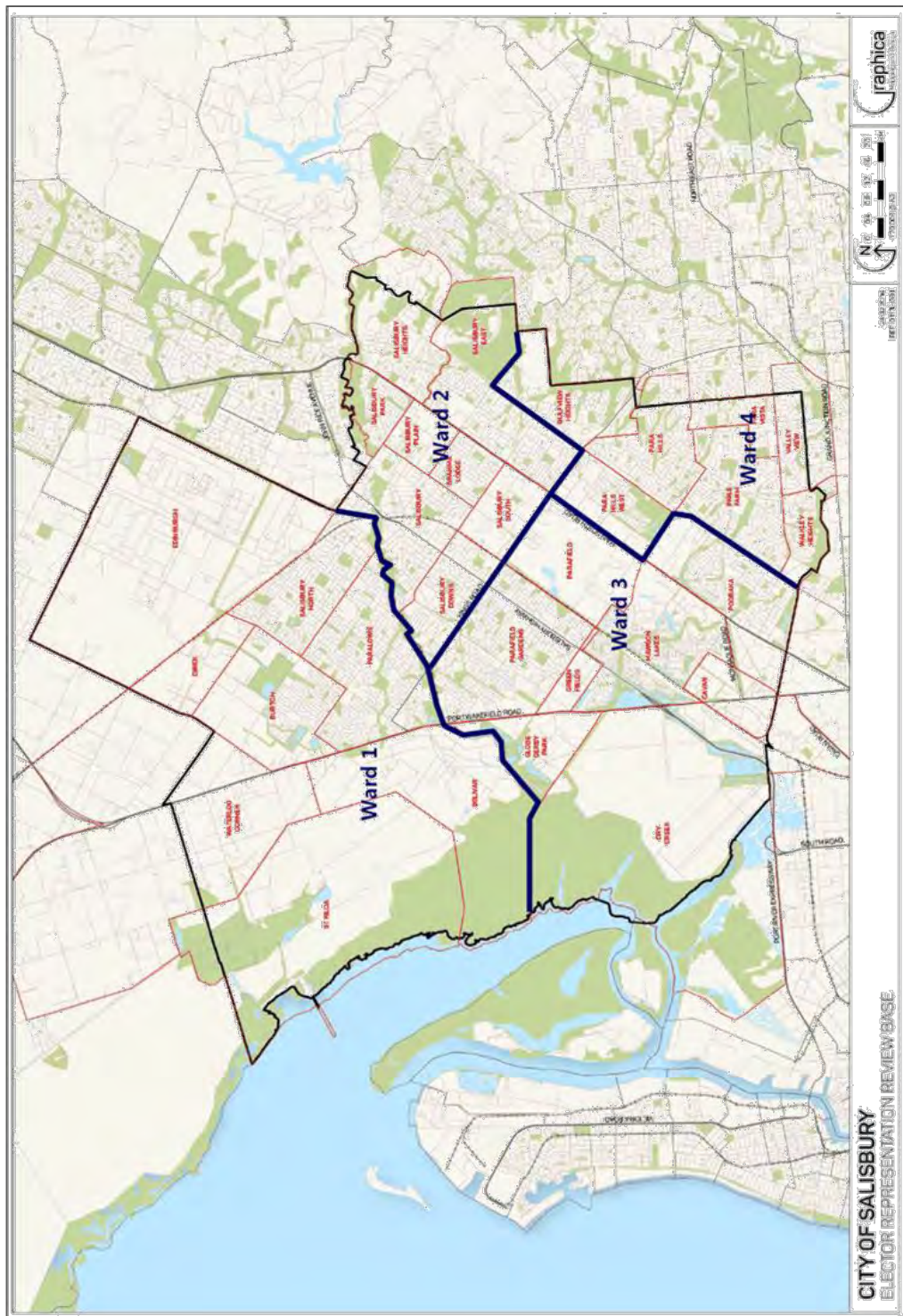
The larger the wards (in area), the greater the number of councillors representing each ward, the greater the ability of each ward to accommodate significant fluctuations in elector numbers over a considerable period of time. For example, under the unlikely scenario whereby all elector growth occurs within proposed ward 1, the ward can sustain minimum elector growth of approximately 4,700. By contrast, proposed ward 3 could, under similar circumstances, accommodate (at minimum) another 1300 additional electors.

The elector distribution between the proposed wards is good and, as a consequence, the elector ratios of each of the proposed wards lay comfortably within the specified quota tolerance limits.



Whilst the size (area) of the proposed wards are greater than previously experienced, the level of representation in each of the proposed wards is increased and the ward elector ratios remain consistent with the elector ratios of other twelve (or sixteen) councillor structures which propose a greater number of wards.

Finally, under this structure no suburb is divided between wards.







## 8.6 OPTION 6

### 8.6.1 Description

No wards (i.e. the abolition of wards resulting in council-wide or “at large” elections).

### 8.6.2 Comments

The arguments for and against the “no ward” option have been previously presented (refer 6.1 Wards/No Wards).

Primarily, the abolition of wards will:

- overcome the division of the local community into wards based solely on the distribution of elector numbers;
- prevent parochial ward attitudes; and
- enable the electors within the community to vote for all members of Council, with the most favoured candidates being elected to represent (and act in the best interests of) the whole of the council area, despite the geographical location of their place of residence.

It should also be noted that the “no ward” option can accommodate any number of “area councillors” (i.e. councillors elected to represent the whole council area) and is not affected by fluctuations in elector numbers (i.e. the specified quota tolerance limits do not apply).



## 9. Summary

The representation review being undertaken by the City of Salisbury must be comprehensive; open to scrutiny by, and input from, the local community; and, where possible, seek to improve elector representation. Further, Council must examine and, where necessary, identify amendments to its present composition and ward structure, with the view to achieving fair and adequate representation of all of the electors across the council area.

This early stage of the review process entails the dissemination of relevant information pertaining to the review process and the key issues; and affords the community the opportunity to participate over a six week (minimum) public consultation period. At the next stage of the review process Council will have to make some "in principle" decisions in respect to its future composition, and the future division of the council area into wards (if required), taking into account the practical knowledge and experience of the individual elected members and the submissions made by the community.

The principal member of Council has always been a **mayor** who is elected by the community to lead the Council for a term of four years. The only alternative is a chairperson who is selected by the elected members for a term of between one and four years. The term of office and title of the chairperson are determined by Council. Fundamentally the roles and responsibilities of the mayor and chairperson are the same, with the only difference being in respect to the voting rights in chamber. At present only sixteen regional councils have a chairperson as the principal member, and of these fourteen bear the title of mayor.

All elected members other than the principal member bear the title of councillor.

**Area councillors** (in addition to ward councillors) are unique to one council within South Australia (the City of Adelaide), and it is considered that this office/form of elected member provides an unnecessary second tier of representation; affords few advantages; and comes at a financial cost. Further, ward councillors are generally quick to point out that they represent the council area as a whole, and participate equally in determining matters of council-wide importance that are presented before Council. It should also be noted that any contested elections (and/or supplementary elections) for the position(s) of area councillor have to be conducted across the council area at a considerable cost to the Council.

Whilst there is no formula that can be utilised to determine the appropriate **number of elected members**, the provisions of the Local Government Act 1999 give some guidance as they specifically require Council avoid over-representation in comparison to other councils of a similar size and type (at least in the longer term); and require councils with twelve or more members to examine the question as to whether the number of elected members should be reduced.

The City of Salisbury currently has the second highest number of electors of all councils within South Australia, and the third highest number of elected members and the third highest elector ratio (1:5,661). It is difficult to compare these circumstances with those of other councils in South Australia, simply because there is not another council with a similar number of electors. A comparison to the elector representation arrangements of similar sized interstate councils is not particularly relevant, but does indicate that all similar sized councils (in terms of elected numbers) have fewer elected members (i.e. 9 - 15 councillors) and therefore higher elector ratios (i.e. 1: 6,469 - 1:10,084).

Given the aforementioned and the provisions of Section 12(6)(a) of the Act which require councils constituted of more than twelve (12) members to examine the question of whether the number of members should be reduced, a reduction in the number of elected members warrants some consideration. However, care must also be taken to ensure that any future Council will comprise sufficient elected members to adequately represent the community; meet its obligations in respect to its roles and responsibilities; afford sufficient lines of communication with a growing community; provide for a diverse range of skill sets, expertise, experience and opinions; and manage the workloads of the elected members.

The council area is currently divided into eight wards, and this has been the (albeit with differing ward configurations) for many years.

The **division of the council area into wards** guarantees the direct representation of all parts of the council area; enables ward councillors to focus on local as well as council-wide issues; prevents a single interest group from gaining considerable representation on Council; enables and attracts candidates to contest ward elections; reduces the cost and effort required to campaign at an election; and potentially provides cost savings to Council in regards the conduct of elections and supplementary elections.

On the other hand the abolition of wards enables an elector to vote for all of the vacant positions on Council; ensures that the most supported candidates from across the council area will be elected; and overcomes parochial ward attitudes. Wards can also be seen as an unnecessary division of the community, an assertion that has some basis given that ward councillors do not have to reside within the ward that they represent.

Should it be determined that the council area be divided into wards, the **current ward structure cannot be retained** due to the inequitable distribution/growth of elector numbers between wards which has resulted in the elector ratio in both the Para and Central wards breaching the specified quota tolerance limits. Accordingly, a number of ward structure options have been presented to demonstrate how the council area can be divided into wards under circumstances whereby the Council comprises twelve to sixteen councillors. These ward structures are all relatively well balanced (in regards to elector numbers); comply with the quota tolerance limits; exhibit proposed boundaries which, in the main, align with existing suburb boundaries; and are generally capable of sustaining reasonable fluctuations in elector numbers. It should be noted that the greater the number of wards, the more difficult the exercise to maintain whole communities of interest and/or suburbs within a ward.

As for the issue of **ward identification**, further consideration will have to be given to this matter later in the review process. The allocation of numbers (as per the current arrangement) is acceptable, however, the allocation of names of local significance may be the most appropriate means of ward identification.

Interested members of the community are invited to make a **written submission** expressing their views on the future composition and structure of Council. Submissions will be accepted until 5.00pm on **xxxxxxxx 2016** and should be addressed to the Chief Executive Officer, PO Box 8, Salisbury 5108 or emailed to [city@salisbury.sa.gov.au](mailto:city@salisbury.sa.gov.au).

Further information regarding the elector representation review can be obtained by contacting **Joy Rowett, Governance Coordinator**, on 8406 8222 or email [jrowett@salisbury.sa.gov.au](mailto:jrowett@salisbury.sa.gov.au).



<b>ITEM</b>	3.6.2
	<b>RESOURCES AND GOVERNANCE COMMITTEE</b>
<b>DATE</b>	16 May 2016
<b>HEADING</b>	Summary Reports for Attendance at Training and Development Events - Cr Reardon and Cr Vermeer
<b>AUTHOR</b>	Michelle Woods, Projects Officer Governance, CEO and Governance
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	The Elected Member Training and Development Policy sets out requirements for reports to be presented by members after attendance at certain activities.

### RECOMMENDATION

1. The information be received.

### ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Cr Reardon - Summary of Attendance at LGA Showcase 30 April 2015
2. Cr Vermeer - Summary of Attendance at National General Assembly of Local Government, Canberra 14 - 17 June 2016

### 1. BACKGROUND

- 1.1 The Elected Member Training and Development Policy sets out requirements for reports to be presented by members after attendance at certain activities. Clause 22 of the policy states:
  22. *Following attendance at a conference Elected Members must prepare and submit to Council a written report in relation to their attendance at the conference. Written reports should be submitted to the Project Officer, Governance who will arrange for it to be presented to Council at the earliest opportunity.*

### 2. REPORT

- 2.1 Cr Shiralee Reardon attended the Local Government Association (LGA) Showcase on 30 April 2015.
- 2.2 Cr Brad Vermeer attended the National General Assembly of Local Government in Canberra from 14 – 17 June 2015.
- 2.3 Cr Reardon and Cr Vermeer have provided the attached summaries.

### 3. CONCLUSION / PROPOSAL

- 3.1 Council is asked to receive Cr Reardon and Cr Vermeer's summary reports.

**CO-ORDINATION**

Officer:	Executive Group	MG
Date:	10/05/2016	09/05/2016



## SUMMARY OF ATTENDANCE

### LOCAL GOVERNMENT ASSOCIATION OF SOUTH AUSTRALIA COUNCIL INNOVATION SHOWCASE & ORDINARY GENERAL MEETING

#### “ADVANCING COMMUNITIES”

The theme throughout this event was “Advancing Communities” and an opportunity to hear several speakers for different Councils explain what they intended to do to commemorate the Great War (1914 -1918) in their community, a segment about Emergency Management and the Keynote Speaker, were my main reasons for attending this event.

The day begun with the usual Registration, and then a look around the Expo exhibits whilst networking with other councillors, from a variety of other council areas.

The formal proceeding got under way with the **Kaurna Welcome** ceremony, and then the **President’s Welcome** by Mayor David O’Loughlin. The Lord Mayor of Adelaide presented the **Welcome to the City of Adelaide** address.

The **KEYNOTE SPEAKER** was **GARY OAKLEY**, the first Indigenous Liaisons Officer-Australian War Memorial, National President of the Aboriginal and Torres Strait Islander Veterans and Services Association of Australia (ATSIVSAA); Vietnam veteran and Gundungurra man.

He begun by giving an interesting and brief account of his current employment history and his future interests. He then gave a very interesting account of the History of Indigenous peoples in the Australian Deference Forces. According to his research the very first Indigenous person to serve in the ADF, was a sailor in the 1860’s. To my great disappointment he only very briefly spoke on the Aboriginal soldiers and trackers who fought in the Boer War (1899-1902). He continued to speak about some of the difficulties encountered by his people when enlisting during World War I and World War II. Then of course the Vietnam conflict through to more recent wars in Afghanistan. Overall a very interesting and informative presentation.

-2-

I was very fortunate to have the opportunity to speak to Gary Oakley after his presentation and after commenting on how interesting his address was I mentioned how I was disappointed he hardly covered the Boer War. I mentioned that whilst doing some research on Australia's involvement during the Boer War that I came across a report (2010) from the ABC in which they claimed up to 50 Aboriginal trackers were sent to Africa and after the War had trouble re-entering due to the White Australia Policy.

He know all about this, and claimed it was a complete fabrication by a gentleman in Queensland, who after stumbling across a telegram request sent from Lord Kitchener in 1901 requesting 25 aboriginal trackers be sent. His research doubts that 50 trackers were sent and furthermore, under the Immigration Restriction Act of 1901 people born here could come and go from Australia without any legal restrictions whatsoever.

I was extremely pleased to have had the opportunity to speak to him regarding this issue (and have it resolved); I thanked him for his views and time.

**WE WILL REMEMBER THEM** was the title of the next presentation presented by staff at Streaky Bay and Unley Councils. Very detailed and informative session dealing with commemoration events at Streaky Bay and surrounding communities; and the Unley Council deciding to work together with the 10<sup>th</sup> Battalion, as the majority of the 10<sup>th</sup> Battalion were local people. (Although my Great Uncle - Joseph Bertram Reardon 3079 KIA enlisted in the 10<sup>th</sup> Battalion, was a 19 year old, country lad from Mundoorra, SA). That said, their ideas to engage their communities by forming a partnership with the 10<sup>th</sup> Battalion proved to be extremely popular as many of their events had and continue to have a record numbers of visitors.

-3-

**EMERGENCY MANAGEMENT** was another session I attended. Representatives from the Burnside and the Tea Tree Gully Councils spoke on their recent encounters with major fires in their areas. From the council TTG viewpoint, one of their main problems was, realizing decisions needed to be made quickly and then actioned. This is not the usual process of any Council. They seemed to be still anxious about what they had encountered and I wondered whether they had had a proper debriefing session. On a positive note, both the councils and in particular Tea Tree Gully could see merit (and indeed, were very keen) in continuing to have regular meetings/briefing with the local emergency services.

I only attended the first day as the main speakers/topics I have an interest in were on Day one. I found it very beneficial and of course interesting and informative. It is an event that I would recommend to my fellow councillors; especially some of our newer elected members as it is worthwhile listening to some of the Guest speakers, and to observe the Local Government Association and its interaction with elected members, councils and the community.

Cr Shiralee A. Reardon JP  
Hills ward.

Councillor for the  
City of Salisbury





## REPORT TO COUNCIL

Monday, 9<sup>th</sup> May 2016

### NATIONAL GENERAL ASSEMBLY OF LOCAL GOVERNMENT

I attended the National General Assembly of Local Government (NGA) held at the National Convention Centre, Canberra from 14 – 17 June 2015. The event was hosted by the Australian Local Government Association (ALGA) and attended by councils from around the country. The NGA was titled 'Closest to the Community: Local Government in the Federation' with the program and keynote speakers following this theme.

The NGA was chaired by ALGA President Mayor Troy Pickard and considered a number of motions on which I voted on behalf of the City of Salisbury in accordance with Council's instructions. If members are interested in the significant number of motions put to the NGA, there is a copy of the agenda available in hard copy and electronically.

We had the benefit of hearing from the following guest speakers throughout the NGA:

**Mr Andrew Barr MLA** – Chief Minister of the Australian Capital Territory

**The Hon. Warren Truss MP** – Deputy Prime Minister and Minister for Infrastructure and Regional Development

**Ms Roberta Ryan** – Australian Centre of Excellence for Local Government

**Mayor Lawrence Yule** – President of Local Government NZ

**The Rt Hon. Lord Mayor of Adelaide, Martin Haese** – Adelaide City Council

**The Hon. Bill Shorten MP** – Leader of the Opposition and Leader of the Australian Labor Party

**Senator Dr Richard Di Natale** – Leader of the Australian Greens

**The Hon. Dr John Bannon AO** – Former Premier of South Australia

**The Hon. Greg Hunt MP** – Minister for the Environment

**Dr Tim Soutphommasane** – Race Discrimination Commissioner

**Ms Rosie Batty** – Australian of the Year for 2015 and Domestic Violence Campaigner

Unfortunately Dr John Hewson, former Leader of the Opposition and Leader of the Liberal Party was unable to speak at his allotted time due to illness.

There were also several panel discussions held on different topics which included:

*'Is Local Government a real partner?'*

Panellists: **Dr Cassandra Goldie** – Australian Council of Social Services  
**Mr Frank Panucci** – The Australia Council for the Arts  
**Mr Peter Cosier** – The Wentworth Group of Concerned Scientists

*'Being there for Communities'*

Panellists: **Mayor Glenn Docherty** – City of Playford  
**Mayor Will Attwood** – Etheridge Shire Council (Queensland)  
**Cr Bo Li** – City of Darebin (Victoria)

During the NGA there was an opportunity during the 'Your Council, Your Challenges' section of the program to break out into separate groups to discuss challenges specific to your own council with a group of panellists. The sessions were:

*'Building Liveable Cities'*

Panellists: **The Rt Hon. Lord Mayor of Adelaide, Martin Haese** – Adelaide City Council  
**Ms Dorte Eklund** – Australian Capital Territory Government  
**Mr Gary Prattley** – MacroPlan

*'Financial and Asset Management'*

Panellists: **Mayor Lawrence Yule** – President of Local Government NZ  
**Mr Jeff Roorda** – JRA & Associates  
**Mr Paul Reid** – Pittwater Council (New South Wales)

*'Innovation and Community Engagement'*

Panellists: **Mr Robert Ryan** – Australian Centre of Excellence for Local Government  
**Mr Joe Caputo** – Federation of Ethnic Communities' Councils of Australia  
**Mr Darryl Nichols** – Garage Sale Train

Given the City of Salisbury's focus on the revitalisation of the Salisbury City Centre, I chose to attend the 'Building Liveable Cities' seminar in which the Lord Mayor spoke very well and gave great insight into what the Adelaide City Council is doing in this field.

I also attended the Welcome Reception and Exhibition Opening on Sunday 14 June 2015 where we heard from Mayor Pickard as ALGA President and I was able to meet a number of Elected Members from across the country. On the evening of Monday 15 June 2015 I attended a dinner at the National Convention Centre where we heard from a veteran speak of his life experiences and pass on a number of learnings to the Elected Members in attendance. It was also an opportunity to speak to a number of Mayors from around the country, in particular a number from New South Wales and Queensland who gave me an insight into how the governance structures of councils operate in those jurisdictions.

I also had the privilege of attending the General Assembly Dinner in The Great Hall at Parliament House. This was attended by a number of Ministers, Shadow Ministers, Members of the House of Representatives and Senators and saw a number of national awards presented to councils across Australia. I had the opportunity to speak briefly with the Deputy Prime Minister and Minister for Infrastructure and Regional Development, the Hon. Warren Truss MP and speak about the challenges facing Adelaide's Northern Suburbs.

Whilst at Parliament House, I also had the opportunity to personally meet with, prior to the dinner; Mr Michael Sukkar MP (Member for Deakin, Victoria), Ms Sarah Henderson MP (Member for Corangamite, Victoria), Senator the Hon. Michael Ronaldson (Minister for Veterans' Affairs and Special Minister of



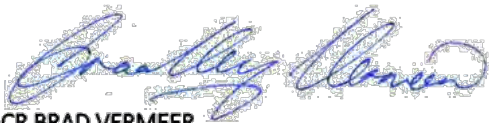
State) and Senator the Hon. Mitch Fifield (Assistant Minister for Social Services) to discuss some of the work of Local Government in South Australia and particularly the work of the City of Salisbury.

Each morning of the NGA I had the benefit of attending a number of breakfasts. On Monday, 15 June I attended the Australian Local Government Women's Association (ALGWA) Breakfast at the National Convention Centre with Cr Betty Gill. As ALGWA National Vice President and SA State President, Cr Gill helped put on an excellent breakfast with fantastic guest speakers and great attendees. I had the opportunity to meet with a number of staff from interstate Local Government associations and had the opportunity to understand the services these organisations provide to their constituent councils in comparison to South Australia.

Finally I attended the Regional Capitals Australia Networking Breakfast at the National Convention Centre on Wednesday, 17 June 2015. This again was a great networking opportunity with Elected Members and Local Government staff from around the country.

It was pleasing to see a strong contingent of councils from South Australia attending the NGA which enabled our voice to be heard in this national body. I would encourage other Councillors who are interested in representing our City to attend and be our voice at the NGA.

I would like to thank council for the opportunity to attend the NGA and hope to attend again at some point in the future representing our great City.



**CR BRAD VERMEER**

Chairman of Resources and Governance  
Councillor for Levels Ward



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<b>ITEM</b>	3.6.3
	<b>RESOURCES AND GOVERNANCE COMMITTEE</b>
<b>DATE</b>	16 May 2016
<b>HEADING</b>	Elected Member Stationery
<b>AUTHOR</b>	Craig Treloar, Team Leader, Corporate Communications, Community Development
<b>CITY PLAN LINKS</b>	4.1 Strengthen partnerships that enable us to better address our community's priorities. 3.3 Be a connected city where all people have opportunities to participate.
<b>SUMMARY</b>	Design options and costs for possible use of the Council Crest in place of the Corporate logo on all Elected Member stationery.

#### **RECOMMENDATION**

1. The Council Crest be endorsed as the preferred logo on Elected Member letterhead, business cards, name badges and other relevant stationery.
2. The Corporate Branding Style Guide and relevant stationery items be updated to reflect the application of the Corporate Crest as the preferred logo on Elected Member stationery items.  
~OR~
3. The Corporate Logo continues to be used as the preferred logo on Elected Member letterhead, business cards, name badges and other relevant stationery.

#### **ATTACHMENTS**

This document should be read in conjunction with the following attachments:

1. Letterhead design May 2016
2. Elected Member business card design options May 2016
3. Elected Member Letterhead design May 2016

**1. BACKGROUND**

- 1.1 At the 29 March 2016 Council meeting, Council passed the following:

**NOM2 Variation to Part 2 of Council Resolution 0753/2015 dealing with elected member stationery**

Moved Cr B Vermeer

Seconded Cr D Balaza

1. That Part 2 of Council Resolution 0753/2015 as follows:

**3.6.10 Updated Elected Member Allowances, Facilities and Support Policy . . .**

2. *To assist with identification of Elected Member correspondence, the Council Crest be used for letterhead, business cards and other relevant stationery.*

be varied to read:

2. Staff report back with design options and costs for business cards, letterhead and other relevant stationery incorporating the Council Crest in place of the City of Salisbury logo to assist with identification of Elected Member correspondence and communication.

**CARRIED  
0942/2016**

**2. CONSULTATION / COMMUNICATION**

2.1 Internal

- 2.1.1 Communications & Customer Relations Division, Business Excellence Administrative Coordinator.

**3. REPORT**

- 3.1 The City of Salisbury's corporate materials are currently guided by the Corporate Branding Style Guide, which is in place to:

- 3.1.1 Provide instruction and specifications in logos, words and images for the ordering of printing, sign manufacture, architectural branding and numerous other applications.

- 3.1.2 Promote the City of Salisbury brand in a consistent style.

- 3.2 The Guide currently stipulates the use of the corporate logo, which extends to business cards, letterheads and stationery for Elected Members. Any change to utilize the Council Crest in Elected Member materials would require updating the Guide to reflect this.

- 3.3 Several issues have been identified with the Council Crest's design including:
- 3.3.1 Is has not been designed specifically for use as a logo and as such contains too much detail and small font, which is too hard to view at logo size.
  - 3.3.2 Council currently does not have high resolution artwork for the Crest, nor is the existing artwork in the approved corporate colours.
  - 3.3.3 Both of the above could be addressed by having the Crest recreated by an external graphic designer in a simpler, clearer style and in the corporate colours. This artwork is estimated to cost between \$300 and \$500.
- 3.4 Copies of the current business card and letterhead design are provided in the report attachments, as are examples of a straight replacement of the corporate logo with the Council Crest along with some other potential designs that still adhere to the Corporate Branding Style Guide but seek to have the Crest appear larger and more legible.
- 3.5 The Allowances, Facilities and Support Policy provides that Elected Members are entitled to up to 500 business cards per annum. Should Council wish to endorse the Crest for use, the new design would be implemented when a new order is required. Business cards are ordered through a provider on Council's Printing Panel. Typically, an order of 250 business cards is around \$80 to \$90.
- 3.6 Letterheads are not traditionally ordered in bulk lots, but the option is available and is usually priced at 10 cents per page. The letterhead is built-in as a corporate template in Microsoft Word and can be utilized at any time when writing letters.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 Recommendations on the use of the Corporate Logo or the Council Crest for Elected Member stationary have been provided for consideration. Estimated costs have been provided for the design and printing of new Elected Member business cards featuring the Council Crest in place of the Corporate Logo.

#### **CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 09/05/2016





## CURRENT LETTERHEAD DESIGN

 <p>28 April 2016</p> <p>Mr Joe Blogs 1 Fake Avenue Salisbury</p> <p>Dear *****</p> <p>StartYourCorrespondenceHere.</p> <p>Test page</p> <p>Yours sincerely</p> <p><b>Craig</b> Trelor Phone: 0402020904 Email: city@salisbury.sa.gov.au</p>	<p>City of Salisbury ASAC 015 415 415</p> <p>15 James Street PO Box 8 Salisbury SA 5108 Australia</p> <p>Telephone 08 8484 6222 Facsimile 08 8484 6466 city@salisbury.sa.gov.au TTY 08 8484 6226 (for hearing impaired) www.salisbury.sa.gov.au</p>
 <p>City of Salisbury ASAC 015 415 415</p> <p>15 James Street PO Box 8 Salisbury SA 5108 Australia</p> <p>Telephone 08 8484 6222 Facsimile 08 8484 6466 city@salisbury.sa.gov.au TTY 08 8484 6226 (for hearing impaired) www.salisbury.sa.gov.au</p>	

## LETTERHEAD DESIGN WITH COUNCIL CREST

 <p>28 April 2016</p> <p>Mr Joe Blogs 1 Fake Avenue Salisbury</p> <p>Dear *****</p> <p>StartYourCorrespondenceHere.</p> <p>Test page</p> <p>Yours sincerely</p> <p><b>Craig</b> Trelor Phone: 0402020904 Email: city@salisbury.sa.gov.au</p>	<p>City of Salisbury ASAC 015 415 415</p> <p>15 James Street PO Box 8 Salisbury SA 5108 Australia</p> <p>Telephone 08 8484 6222 Facsimile 08 8484 6466 city@salisbury.sa.gov.au TTY 08 8484 6226 (for hearing impaired) www.salisbury.sa.gov.au</p>
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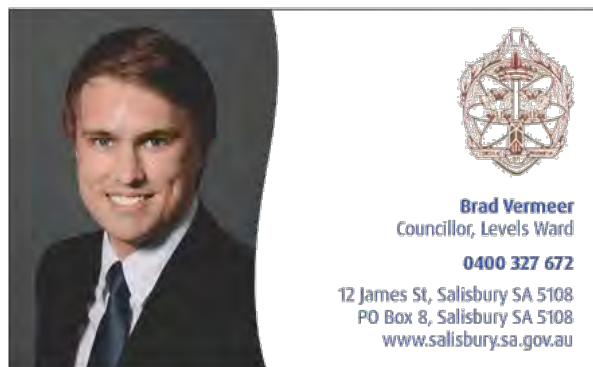


## CURRENT ELECTED MEMBER BUSINESS CARD DESIGN

Pictured is the actual size. 9cm wide by 5.5cm high.

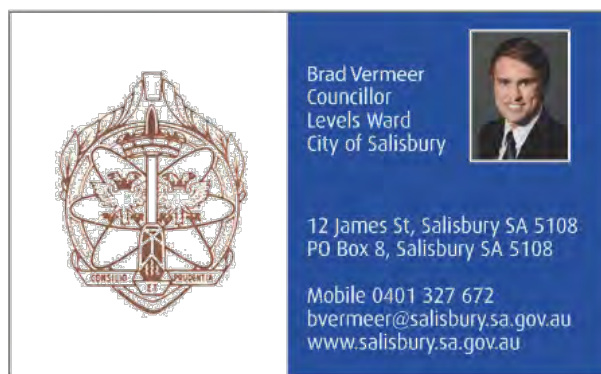
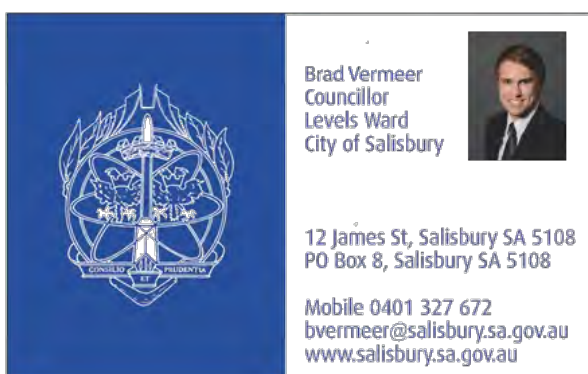


WITH CORPORATE LOGO



CORPORATE LOGO REPLACED WITH CREST

## OTHER DESIGN OPTIONS





## CURRENT ELECTED MEMBER LETTERHEAD DESIGN




**Councillor Robyn Cook**  
Para Ward – City of Salisbury

1 Cockle Street      Phone:      82809355  
St Kilda  
SA 5110      [rcook@salisbury.sa.gov.au](mailto:rcook@salisbury.sa.gov.au)  
[www.salisbury.sa.gov.au](http://www.salisbury.sa.gov.au)

Name  
Address 1  
Address 2  
Address 3

Date

Dear

Re:

Yours sincerely

**Robyn Cook**  
Councillor for Para Ward




**Councillor Robyn Cook**  
Para Ward – City of Salisbury

1 Cockle Street      Phone:      82809355  
St Kilda  
SA 5110      [rcook@salisbury.sa.gov.au](mailto:rcook@salisbury.sa.gov.au)  
[www.salisbury.sa.gov.au](http://www.salisbury.sa.gov.au)

## EM LETTERHEAD DESIGN WITH COUNCIL CREST




**Councillor Robyn Cook**  
Para Ward – City of Salisbury

1 Cockle Street      Phone:      82809355  
St Kilda  
SA 5110      [rcook@salisbury.sa.gov.au](mailto:rcook@salisbury.sa.gov.au)  
[www.salisbury.sa.gov.au](http://www.salisbury.sa.gov.au)

Name  
Address 1  
Address 2  
Address 3

Date

Dear

Re:

Yours sincerely

**Robyn Cook**  
Councillor for Para Ward




**Councillor Robyn Cook**  
Para Ward – City of Salisbury

1 Cockle Street      Phone:      82809355  
St Kilda  
SA 5110      [rcook@salisbury.sa.gov.au](mailto:rcook@salisbury.sa.gov.au)  
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