

His Worship the Mayor
Councillors
CITY OF MARION



**NOTICE OF
SPECIAL GENERAL COUNCIL MEETING**

Notice is hereby given pursuant to the provisions under Section 83 of the Local Government Act 1999 that a Special General Council meeting will be held

Tuesday 1 November 2016

Commencing at 6.30 p.m.

In the Council Chamber

Council Administration Centre

245 Sturt Road, Sturt

A copy of the Agenda for this meeting is attached in accordance with Section 83 of the Act.

Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to the Council Chamber is via the main entrance to the Administration building on Sturt Road, Sturt.

A handwritten signature in blue ink, appearing to read "Adrian Skull", is written over a faint, circular official stamp.

Adrian Skull
CHIEF EXECUTIVE OFFICER

28 October 2016

**CITY OF MARION
SPECIAL GENERAL COUNCIL AGENDA
FOR MEETING TO BE HELD ON
TUESDAY 1 NOVEMBER 2016
COMMENCING AT 6.30PM**



1. OPEN MEETING

2. KAURNA ACKNOWLEDGEMENT

We acknowledge the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.

3. DISCLOSURE

All persons in attendance are advised that the audio of this Special General Council meeting will be recorded and will be made available on the City of Marion website.

4. ELECTED MEMBER'S DECLARATION OF INTEREST (if any)

5. CORPORATE REPORTS FOR DECISION

Hard Waste Fee for Service Models
SGC011116R01 ÁH

Draft Open Space Policy
SGC011116R02 H

Recruitment of an Independent Finance and Audit Committee Member
SGC011116R03 I I

6. Motions with Notice

Elected Member Positions and Committee Structures – Rescission Motion
SGC011116M01 I Î

7. CORPORATE REPORTS FOR DECISION

Section 41 Committees
SGC011116R04 I Î

8. MEETING CLOSURE

Council shall conclude on or before 7.30pm unless there is a specific motion adopted at the meeting to continue beyond that time.

**CITY OF MARION
SPECIAL GENERAL COUNCIL MEETING
1 NOVEMBER 2016**

Originating Officer: Roger Belding, Unit Manager Operational Support

Corporate Manager: Colin Heath, Manager Contracts & Operational Support

General Manager: Vincent Mifsud, General manager Corporate Services

Subject: Hard Waste and Management of Dumped Rubbish Assessment of Fee for Service Options

Report Reference: SGC011116R01

REPORT OBJECTIVES:

The objective of this report is to provide Council with a range of options for its consideration and endorsement for public consultation, to manage the growing demand and costs to provide the residential hard waste service.

EXECUTIVE SUMMARY:

A service review of the City of Marion Hard Waste Collection and Management of Dumped Rubbish was presented to the Finance and Audit Committee ("FAC") on 8 March 2016 (FAC080316F8.1). At this meeting the Committee noted the service review clearly demonstrated there is a need for the services within the community.

The FAC noted the following points:

- 22% of residents are currently using the hard waste service.
- there will be pressure on the service to meet demand, if the demand continues to grow.
- further work is required with Council to review service standards.
- there are opportunities to improve internal service provisions and monitoring.
- there are opportunities to explore partnerships or collaboration with third parties.
- the use of taping off dumped rubbish with the letter box drop has made an impact.

The FAC:

- encouraged management to further liaise with the Southern Region Waste & Recycle Authority (SRWRA) to see what other options may arise
- suggested that some further work could be completed regarding items that cannot be recycled (hazardous waste and e-waste) and improve communication within the community on how to dispose of these items.

A report was provided to Council (GC230816R06) for consideration, and it was resolved "that the matter be deferred until the 22 November 2016 General Council meeting to enable the matter to be discussed first at an Elected Member Forum". This forum took place on 11 October 2016.

This report provides Council with additional information as requested, and a range of options available to manage the growing demand and costs associated with providing the residential hard waste service.

RECOMMENDATIONS (3)

DUE DATES

That Council:

- | | |
|---|----------------------|
| <p>1. Notes this Report.</p> | <p>November 2016</p> |
| <p>2. Authorises the implementation, as outlined within Appendix 3 to this report, of:</p> <ul style="list-style-type: none"> • Option 1 – No change to the current service standard; <p>OR</p> <ul style="list-style-type: none"> • Option 2 – Free Disposal of 2 cubic meters (2m3), with service provided as one only kerbside collection of 2m3, or up to two tip tickets (1 x 2m3 or 2 x 1m3); no additional services offered; <p>OR</p> <ul style="list-style-type: none"> • Option 2a – Free Disposal of 2 cubic meters (2m3), with service provided as one only kerbside collection of 2m3, or up to two tip tickets (1 x 2m3 or 2 x 1m3); additional services offered on a fee for service only (one kerbside collection, unlimited tip tickets); <p>OR</p> <ul style="list-style-type: none"> • Option 3 – Free Disposal of 1 cubic meter (1m3), with service provided as one only kerbside collection, or one 1m3 tip ticket; no additional services offered | <p>November 2016</p> |
| <p>3. Notes that appropriate management discretion will be applied to provide additional Hard Waste services where extenuating circumstances exist.</p> | <p>November 2016</p> |

BACKGROUND

Council has embarked on a series of Service Reviews to identify opportunities to improve the efficiency and effectiveness of services.

Council resolved at its meeting in August 2015 (GC140715M03) that:

1. *Council changes its approach to waste management from a purely education focus to include a focus on deterring and catching those illegally dumping rubbish within the city of Marion.*
2. *A workshop be held before the end of the year with elected members and waste management staff (in area of illegal dumping and hard rubbish collection) to discuss approaches and options to prevent dumped rubbish along with measures to deter and detect offenders.*
3. *A report is provided as a result of this workshop, for consideration by council before the end of the 2015 calendar year.*

A review of the Hard Waste Service and Management of Dumped Rubbish service was initiated in late 2015, and a subsequent comprehensive confidential report presented to the FAC meeting on 8 March 2016 (FAC080316F8.1).

The following reflects a summary of the outcomes of the Service Review:

- the current cost of providing the hard waste service is assessed to be more cost effective when compared to external providers
- the current at-call service delivery approach is generally adopted by most metropolitan councils
- demand for the service is likely to continue to grow based on historic growth patterns
- the scheduled kerbside collection by Council is provided by two staff and a single truck (which are close to capacity), with this same team also collecting illegally dumped rubbish
- relevant legislation indicates Local Government Entities are expected to provide a range of waste disposal options for use by the community and that these options must be environmentally beneficial with an aim to reuse or recycle over disposal to landfill. Legislation also expects responsible management towards removal of dumped rubbish
- a range of hard waste service standards currently exist to provide guidance on the service Council provides to the community; improvement opportunities exist to define and monitor performance in delivering these services
- a recent customer satisfaction survey of hard waste suggests the majority of residents surveyed are happy with the hard waste service, with the exception of waiting times to have the service provided; the provision of Tip Tickets (where the resident can personally dispose of up to one cubic meter of waste to nominated landfill sites, who in turn invoices Council an agreed contract rate) reflects a solution to address waiting times
- a range of processes and initiatives exist to influence and manage incidents of dumped rubbish; the number of reported incidents of dumped rubbish has reduced over time (along with costs to Council), which tends to reflect that existing approaches are being effective and are recommended to continue; the customer survey referred to above reiterates residents' concerns regarding dumped rubbish
- council partners with a range of organisations in relation to the management of dumped rubbish, and this is recommended to continue; opportunities exist to take up an informal offer from EPA-SA to assist with the use of CCTV where practicable, and continue with the use of temporary advisory signage within our community
- community uptake of the hard waste service has increased steadily over the past ten years, from 6,000 requests in 2005/06 to 11,200 in 2014/15, with this growth considered primarily due to increased awareness of the service from residents;
- 22.5% of residents in 2014/15 used the hard waste service (8,960 residents, of which approximately 2,240 received their full entitlement of 2m³ collected over the course of the year)
- hard waste costs to council are similarly growing (currently budgeted at \$332k in 2015/16 compared to \$221k in 2011/12); the increase in costs is primarily due to growth in demand, together with the application of the EPA Landfill Levy and introduction of costs of disposal of certain items (eg. mattresses, tyres, e-waste, etc.)

- data has been obtained regarding the extent of hard waste services provided by other metropolitan councils; this confirms the at call service delivery approach is recommended, however identifies potential opportunities to revise existing service standards
- the availability of 'Tip Tickets' enabling residents to transport hard waste to selected transfer stations for free disposal is a cost effective solution to accommodate demand and reduce waiting times for residents.

The recommendations resulting from the Service Review that were considered and supported by the FAC at their meeting on 8 March 2016 were as follows:-

Hard Waste Service:

1. Council endorse a maximum 6 week waiting period target between the date of requesting a hard waste collection to time of delivery, and performance against this timeframe be monitored
2. Council continue to offer an at-call hard waste service to residential properties only (excluding business premises)
3. Council to benchmark and monitor the performance of its internal collection team to identify further opportunities to optimise the efficiency of its collection processes.
4. Council to retain the process of separation at kerbside for collection of mattresses and or white goods.
5. Council to endorse the continued use of Tip Tickets at existing levels and within the current operating budget.
6. Council explore opportunities to partner with a not-for-profit organisation (or other organisation), to assess whether further benefits (financial, community, environmental) can be achieved from separation and recycling of Hard Waste material collected by council.
7. Council endorse the continued internal service delivery provision of Hard Waste services to residents.
8. Council undertake further internal and community consultation to consider the introduction of a variety of fee for service models and other relevant initiatives to manage the growing demand and costs to provide the Hard Waste service.

Management of Dumped Rubbish:

1. Council enhance reporting of timeframes taken to remove incidents of dumped rubbish
2. Council continue the use of "Illegal Dumped Rubbish under Investigation" tape-up process, including local area letter drop and increased use of advisory signage.
3. Council staff continue to partner with like-minded organisations, such as EPA-SA, Housing SA and Junction Australia, in the management of dumped rubbish.
4. Council formalise a partnering arrangement with EPA-SA to implement the temporary use of CCTV within Marion, where practicable, to compliment enforcement measures able to be applied against the Local Government Act.
5. Council continue with the use of temporary advisory signage to raise awareness within the community that dumped rubbish is not acceptable.

Overview of Current Process for Hard Waste Service

The hard waste service presently provided by the City of Marion is an 'at call' service, where residents (each residential rateable property) can elect to have two collections of one cubic metre each, or one collection of two cubic metres free of charge each financial year, with the service delivery accommodated through either:

- a scheduled kerbside collection (by council staff), or
- use of a Tip Ticket (where the resident can personally dispose of up to one cubic metre of waste to nominated landfill sites, who in turn invoices Council an agreed contract rate when a tip ticket is submitted), or
- a scheduled collection (by a contractor) of defined recyclable products (mattresses and white goods only). A mattress or white goods items equates to one collection.

The scheduled kerbside collection is undertaken by two council staff and a single flatbed collection truck. This same collection team also collects illegally dumped rubbish (estimated at 20% of their time), and between the two activities, is near to capacity.

While the Tip Ticket method is considered the most flexible, the scheduled kerbside collection service is required to ensure equitable access to the hard waste service to residents who have physical or resource (eg access to vehicles or trailers) restrictions. Kerbside collection remains a preferred option for the majority of requests received.

Management discretion is exercised to allow for additional services where there are demonstrated extenuating circumstances (generally related to health matters). It is proposed that the 'extenuating circumstances' interpretation be extended to address those circumstances where a new resident arrives in Marion (eg new lease, or where a property is sold and purchased by new owners) and the entitlements for their property have been 'used' by previous occupants.

It is not recommended that such management discretion be applied in circumstances where landlords are seeking to clean up after end of lease arrangements, as rental bonds can be withheld and used to fund such activity, and landlord insurance would also apply in these circumstances.

DISCUSSION

At its March 2016 meeting, the FAC suggested that consideration be given to additional elements not specifically contained within the Hard Waste service review report:

- liaise with the Southern Region Waste & Recycle Authority (SRWRA) for alternative future waste options,
- inform the community of hazardous waste and e-waste options for residents and consider a range of communication mechanisms for information and promotion,
- analyse options for a fee for service model.

Below provides detail of these additional considerations.

1. Discussion with SRWRA re Future Waste Options

Recent discussions with the Operations Manager of SRWRA considered opportunities for partnering arrangements related to support of our Hard Waste service. These discussions confirmed that due to several factors (eg lack of an existing collection fleet, distance of their transfer station from Marion, and low value of the cost of disposal of hard waste as a proportion of council's total cost) SRWRA were not in a position to provide assistance in collection or direct disposal of Hard Waste. Should such opportunity arise in the future, the level of benefit will be appropriately assessed and considered.

Opportunity for partnering arrangements for delivery of services will continue to be actively pursued and assessed by Administration, including mutually beneficial arrangements with likeminded organisations and non-for-profit entities.

2. Inform the Community of Hazardous Waste and E-Waste Options

Administration will continue to seek viable community waste diversion opportunities and will provide this information to our community appropriately. An example of this being the free Hazardous Waste and E-Waste drop-off days as have been supported by Council over past years.

Hazardous waste drop off days were historically provided in partnership with Zero Waste with funding for collection and disposal provided by Zero Waste. Owing to the cost of such collection days local councils are not in the position to self-fund such initiatives.

The Office of Green Industries (now incorporating Zero Waste) has been requested to provide advice should there be opportunity for future and supported hazardous waste drop off days. Recent advice received is that hazardous waste days will likely be reinstated in one format or another from Financial Report Reference: SGC011116R01

Year 2017/18. Zero Waste still provides the community the opportunity for free disposal of hazardous waste through its Dry Creek Depot (open the first Tuesday of every month); Other industry lead opportunities exist for free disposal of Oil and recovery of paint products, unfortunately for the moment this is also only available north of the CBD.

E-Waste recycling is predominantly self-funded by the electronics industry and managed through the Federal Governments Product Stewardship Scheme. As part of this scheme residents can dispose of their TVs and computers for free by taking them to over 13 registered sites in South Australia (eg Adelaide Waste and Recycling Centre, North Plympton). Other E-Waste items may incur a disposal fee. Owing to the success of this scheme there is no requirement for council managed E-Waste drop off days.

Advice on possible waste diversion options is promoted by the City of Marion in several ways including:

- City of Marion's website,
- Hard Waste Confirmation of Booking Letter,
- Waste Calendar and Information brochure,
- community presentations by the City of Marion Waste Education Officer, and
- direct verbal advice from council staff.

The City of Marion website has recently been reviewed and updated in response to new waste diversion options becoming available to residents (this includes details of free drop off locations for televisions and computers).

3. Analysis and Options for Fee for Service Model (including consideration of varying service standard)

A key recommendation from the service review was that Council undertake further internal and community consultation to consider the introduction of a variety of Fee for Service models and other relevant initiatives to manage the growing demand and costs to provide the Hard Waste service. The following range of options have been identified:

Option	Option Description
Option 1	<p><i>No change</i> to the current service standard</p> <ul style="list-style-type: none"> • 2m³ per residential property per annum free (2 x 1m³ collections, or 1 x 2m³ collection; kerbside collection or tip ticket) <p>Budget Impact = \$Nil</p>
Option 2	<p><i>Variation</i> of the service standard</p> <ul style="list-style-type: none"> • 2m³ per residential property per annum free (1 x 2m³ kerbside collection, or tip tickets (1 x 2m³ or 2 x 1m³) with <u>no additional</u> service offered) <p>Estimated Budget Impact = Minimal Savings</p>
Option 2a	<p><i>Variation</i> of the service standard</p> <ul style="list-style-type: none"> • 2m³ per residential property per annum free (1 x 2m³ kerbside collection, or tip tickets (1 x 2m³ or 2 x 1m³)) • Additional service offered based on <u>fee for service only</u>; one x kerbside collection and/or unlimited tip tickets <p>Estimated Budget Impact = Minimal Savings</p>
Option 3	<p><i>Reduction</i> of the service standard</p> <ul style="list-style-type: none"> • 1m³ per residential property per annum free (1 x 1m³ kerbside collection or tip ticket, with <u>no additional</u> service offered) <p>Estimated Budget Impact = \$10k to \$20k savings per year</p>

Option	Option Description
Option 3a	<i>Reduction of the service standard</i> <ul style="list-style-type: none"> 1m3 per residential property per annum free (1 x 1m3 collection, kerbside collection or tip ticket) Additional service offered based on <u>fee for service only</u>; one x kerbside collection and/or unlimited tip tickets <i>Estimated Budget Impact = \$10k to \$20k savings per year</i>
Option 4	<i>Reduction of the service standard</i> <ul style="list-style-type: none"> elimination of mattress collection completely <i>Estimated Budget Impact = \$20k savings per year</i>
Option 4a	<i>Reduction of the service standard</i> <ul style="list-style-type: none"> provision of mattress collection based on <u>fee for service only</u> <i>Estimated Budget Impact = \$20k savings per year</i>
Option 5	Combination of Options 3/3a and 4/4a <i>Estimated Budget Impact = \$30k to \$40k savings per year</i>

Note: A detailed assessment of each option is provided at Appendix 3.

Summary Assessment

Based on historic growth patterns, demand is likely to continue to grow over the next five years and beyond. If service standards to residents are to remain unchanged, and the growth in demand is able to be resourced through increased budget, the option of increasing allocation and availability of Tip Tickets would continue to be recommended as it provides greater flexibility for residents and also is cost effective compared to the alternatives.

Options 1, 2, 2a and 3 are recommended for further consideration by Council.

To provide context to these options, additional information is provided below with respect to:

- legislation,
- community demographics,
- cost of disposal trends,
- demand trend for Marion's hard waste service and cost of hard waste service,
- what hard waste services are offered by other Councils,
- kerbside collection – flatbed truck vs compaction truck,
- council's fees and charges policy, and
- community engagement.

3.1 Legislation

Legislation indicates that Local Government Entities are expected to provide a range of waste disposal options for use by the community and that these options must be environmentally beneficial with an aim to reuse or recycle over disposal to landfill. Further details are contained within the Hard Waste Service and Management of Dumped Rubbish service review report provided to the FAC Committee on 8 March 2016 (FAC080316F8.1).

This service is part of the City of Marion's core business and given this legislative requirement, the option of ceasing to provide a hard waste service has not been explored further.

3.2 Community Demographics

Community and housing demographics¹ show a split of business and residential zoning in Marion along with a degree of social diversity. Marion has an estimated population of 88,292, with 39,659 residential rated properties as at 30 June 2016 (this includes 66% of households purchasing or owning their home, 17.8% renting privately, and 10.5% who were living in social housing).

¹ Australian Bureau of Statistics (ABS) Census of Population and Housing
Report Reference: SGC011116R01

3.3 Cost of Disposal Trend

Based on 2014/15 costs, the cost of disposal of hard waste represents approximately 29% (\$90k) of the direct costs associated with provision of the hard waste service.

Table 1 – Cost of Disposal

Element	Cost Driver	% of 2014/15 Direct Costs of \$314,000
Wages and staff costs	Enterprise Bargaining Agreements	47% (\$149k)
Fleet operating	Fuel, maintenance	11% (\$35k)
Mattresses and Whitegoods	Mattresses - commercial rate White Goods - free of charge	11% (\$35k)
Other	CPI	2% (\$5k)
Sub Total Collection Related		71% (\$224k)
General waste disposal	Gate fee (commercial rate) and EPA Landfill Levy	10% (\$32k)
Tip Tickets	Gate fee (commercial rate) and EPA Landfill Levy	14% (\$42k)
Hard Waste Multi Unit Dwellings (MUD's)	Gate fee (commercial rate) and EPA Landfill Levy	5% (\$16k)
Sub Total Waste Disposal related		29% (\$90k)
Total		100% (\$314k)

The state government has indicated the EPA Landfill Levy is scheduled to increase from \$57/tonne to \$103/tonne in 2019/20, an overall increase of 80% from the 2015/16 rate (refer table below).

Table 2 – EPA Waste Levy

Financial Year	EPA Landfill Levy \$/tonne	Increase %
2015/16	\$57	
2016/17	\$76	33%
2017/18	\$85	12%
2018/19	\$95	11%
2019/20	\$103	9%

Waste transfer stations are expected to pass such increases onto Council, so it is clear our costs associated with the disposal of hard waste will trend upward over time and place pressure on our ongoing budget.

3.4 Demand Trend for City of Marion Hard Waste Service and Cost of Hard Waste Service

Since 2005/06 demand for the service has nearly doubled from the 6,000 requests processed in that year, to 11,255 in 2015/16.

Table 3 below provides an overview of the ongoing increase in demand for hard waste services over the past five years, and the average cost per collection (excluding overheads and excluding GST) over this time period. It demonstrates growth in demand, and a relatively stable cost per collection.

Table 3 – Total Hard Waste Collections and Direct Cost per Collection

Financial Year	Total Collections Serviced*	Increase %	Total Direct Cost (excluding overheads)	Average Cost per Collection
2011/12	8,558		\$221,840	\$25.92
2012/13	9,866	15%	\$249,221	\$25.26
2013/14	11,103	13%	\$300,693	\$27.08
2014/15	11,200	1%	\$314,463	\$28.07
2015/16 **	11,255	-	\$326,056	\$28.97

*Includes kerbside collections by council staff and external contractors (mattresses, white goods), and tip tickets

** Based on draft data. Demand for the service has been accommodated within allowed budget, which has impacted on waiting times between the time of booking and the provision of the collection service. Customers who request prompt collection are accommodated wherever practical to do so, or encouraged to take up the tip ticket option.

Given the increasing cost of waste disposal (refer discussion above), community demand for council's hard waste services is expected to continue to increase.

3.5 *Hard Waste Services offered by other Councils*

Appendix 1 provides an overview of present Hard Waste services delivered across Adelaide metropolitan councils as at calendar year 2015.

This analysis suggests:

- the City of Marion's current at-call service delivery approach is consistent with our peers
- councils' continue to provide at least one collection free per year, with a trend towards a fee for service model for second collections. Therefore, an opportunity exists to consider the City of Marion's current service standards.
- a high percentage of council's offer 2m³ per collection, compared to the City of Marion's 1m³.

3.6 *Kerbside Collection – Flatbed Truck vs Compaction Truck*

The kerbside collection service provided by Council staff uses a flatbed truck, which enables council to achieve higher levels of reuse/recycling of product collected.

A rear loading compaction truck is an alternative collection vehicle that is used by some councils (refer Appendix 1). The table below provides a comparison of the two options.

Table 4 – Collection Truck Comparison

	Flat Bed	Compaction
Operational efficiency	<ul style="list-style-type: none"> • Estimated 2.5 tonnes before needing to empty • Approx 35-40 collections per day 	<ul style="list-style-type: none"> • Estimated 2.5 tonnes before needing to empty • Approx 40-50 collections per day (20% increase in collections per day) due to increased payload capacity
Environmental impact	<ul style="list-style-type: none"> • Facilitates reuse and recycling of product collected • Estimated 40% of existing product collected is recycled (60% to landfill) 	<ul style="list-style-type: none"> • Eliminates reuse and minimises recycling of product collected • Estimated 100% of product collected to landfill
Cost - Disposal	<ul style="list-style-type: none"> • Enables approx. 20% discount on standard gate fee 	<ul style="list-style-type: none"> • Assuming 100% landfill, additional annual cost in the order of \$6k
Cost - Vehicle	<ul style="list-style-type: none"> • Existing vehicle upfront purchase cost \$140k (Nov 2013) which includes provision of lifting aids (side lifter, crane) • Annual operating cost (depreciation, fuel etc) of approx. \$35k 	<ul style="list-style-type: none"> • Upfront purchase cost estimated in excess of \$250k (price excludes lifting aids) • Higher servicing and maintenance costs (compaction unit) • Annual operating cost (depreciation, fuel etc) of approx. \$60k
Risk	<ul style="list-style-type: none"> • Manual handling (mitigated by lifting aids) 	<ul style="list-style-type: none"> • Manual handling • Limited options to fit lifting aids

3.7 Fees & Charges Policy

Hard Waste services have been assessed against Council's 'fee for service' policy position endorsed in June 2016 (GC140616R05). This policy enables Council to levy fees and charges for goods and services on a user pays basis and where possible to recover the full cost of operating or providing the service or goods. It also identifies that where it can be demonstrated that members of the community are unable to meet the full cost, concessions may apply.

3.8 Community Engagement

While no formal community engagement activity has occurred to date with respect to the proposed recommendations contained within this report, a customer satisfaction survey was conducted by the City of Marion in May-August 2015 of approximately 2,500 residents who received the hard waste service (refer Appendix 2 for detailed outcomes). 341 responses were received.

This survey indicated:

- a vast majority of residents (82%) are satisfied or very satisfied with the current hard waste collection service
- most residents (73%) prefer the option of two collections of one cubic metre by volume per annum (compared to 10% of residents preferring one collection of two cubic metres by volume per annum, and 10% of residents using the tip tickets).
- the level of satisfaction with the current waiting times between booking a hard waste collection and receiving the service is fairly high (70%).

Elected Member input with respect to our current approach to management of hard waste services was sought through Elected Member Forums on 1 December 2015 and 11 October 2016. Additional community consultation is not considered warranted.

CONCLUSION

This report provides an overview of council hard waste services, with demand for the service and cost of disposal expected to continue to grow.

A range of alternative service options have been considered, and recommendations made to explore options which may assist in providing access to the service to a wider number of residents, within budget constraints and potential budgetary savings.

Administration will continue to research and apply best practice management of hard waste services and proactively explore beneficial partnerships and collaboration opportunities with third parties.

APPENDICES

- Appendix 1** What other Council's provide in relation to Hard Waste Services
- Appendix 2** Service Review Customer Survey Report
- Appendix 3** Detailed Assessment of Options

Summary of what other Council's provide in relation to Hard Waste Services

The table below provides an overview of present Hard Waste services delivered across Adelaide metropolitan councils as at calendar year 2015.

Council	Type of Service	Volume per service collection	Charge Criteria	Number of collections per year	Service provider	Collection vehicle
Adelaide City	Set Scheduled Run 4 times a year– moving to an at-call service in Jan 2016.	2 cubic metres each	Free	unadvised	unadvised	unadvised
Adelaide Hills	At Call Booking, fee for service, limited to 6 months of the year. Tip voucher option.	Equivalent of 6x4 trailer	\$20 per collection	292	unadvised	unadvised
Burnside	At Call Booking 1 free per year. \$50 charge for an additional service	2 cubic metres each	Free First Collection \$50 Second Collection	unadvised	Unknown but hoping to engage non-profit entity	unadvised
Campbelltown	At Call Booking 1 free per year	2 cubic metres each	Free	3,641	East Waste	compaction
Charles Sturt	At call up to 2 free collections per year	2 cubic metres each	Free	unadvised	unadvised	unadvised
Gawler	No service	N/A	No Service provided	unadvised	unadvised	unadvised
Holdfast Bay	At Call Booking 1 free per year. \$50 charge for an additional service	1.5 cubic metres each	Free First Collection \$50 Second Collection	3,798	Solo	compaction
Marion	At Call Booking 2 free per year. Option to redeem one or both as a Tip Ticket.	1 cubic metre	Free	11,200	In-house	Flat-bed
Mitcham	At Call Booking 1 free per year	2 cubic metres each	Free	5,285	East Waste	compaction
Norwood Payneham St Peters	Set Schedule – once per year	N/A	Free	unadvised	unadvised	unadvised
Onkaparinga	At Call Booking 2 per year plus 1 mattress booking	2 cubic metres each	Free	13,061	In-house	compaction
Playford	Hybrid – 1 free per year. Collected monthly on a suburb by suburb basis collection must be booked.	2 cubic metres each	Free	unadvised	SITA	unadvised
Port Adelaide Enfield	At Call Booking 4 per year	2 cubic metres each	Free	18,427	unadvised	unadvised
Prospect	At Call Booking 3 per year	No limit/ 'within reason'	Free	2,522	unadvised	unadvised
Salisbury	Voucher system – 1 free voucher per household to use at transfer station. In addition 1 booked service at a cost of \$10	2.1m x 1.5m x 2m (5x7 trailer equivalent)	1 x Free Voucher, and 1 x Serviced \$10 Fee	unadvised	unadvised	unadvised
Tea Tree Gully	At Call Booking 2 per year	1.5 cubic metres, equivalent of 6x4 trailer	Free	12,839	Solo	compaction
Unley	At Call Booking 1 per year	1.5 cubic metres each	Free	unadvised	unadvised	unadvised
Walkerville	Set Scheduled – once a year	N/A	Free	unadvised	unadvised	unadvised
West Torrens	Trial of an At Call Booking system 2 per	2 cubic metres each	Free	unadvised	Solo	compaction

Appendix 1

Council	Type of Service	Volume per service collection	Charge Criteria	Number of collections per year	Service provider	Collection vehicle
	year (commenced Oct 2015)					

Assessed against published and sourced data

In cross-referencing data, it is evident that since 2007 30% of those councils noted in the table above have moved away from an all-out once a year annual roadside collection, towards providing an at-call booked service.

This analysis suggests

- Marion's current at-call service delivery approach is consistent with our peers and should be retained.
- Councils continue to provide at least one collection free per year, with a trend towards a fee for service model for second collections. Therefore, opportunity exists to consider Marion's current service standards.
- A high percentage of council's offer 2m3 per collection, compared to Marion's 1m3



HARD WASTE COLLECTION SURVEY REPORT

1. EXECUTIVE SUMMARY

The results of the Hard Waste Survey indicate:

- A vast majority of residents (82%) are satisfied or very satisfied with the current hard waste collection service;
- The level of satisfaction with the current waiting times between booking a hard waste collection and receiving the service is fairly high (70%);
- Most residents (73%) prefer the option of two collections of one cubic metre by volume per annum with only 10% of residents using the tip tickets;
- While only 12% of survey respondents were dissatisfied or very dissatisfied with a hard waste collection service overall, the level of dissatisfaction with the current waiting times between booking a hard waste collection and receiving the service is twofold higher, gaining one quarter (25 %) of total responses;
- Most negative comments are made with regard to the long waiting times between booking a hard waste collection and receiving the service (90% of negative comments to Question 1 and 37% of negative comments to Question 2).
- Comments to each question included a number of concerns about illegal dumping (50% of all comments made in response to Questions 1 and 4).

2. BACKGROUND

This report is based on the results of the Hard Waste Survey undertaken in City of Marion during May-August 2015 with the aim to determine customer satisfaction with the Council's hard waste collection service, as well as to determine customer preferences regarding how the service is delivered. In the 2014 - 2015 financial year a total of 11,235 hard rubbish bookings were made in City of Marion. The survey results are statistically representative of the resident population who have utilised the hard rubbish service in the last 4 months (plus or minus 5% with a 93% confidence level).

At the time of survey the average waiting time between booking and collection was 8-10 weeks. Tip ticket capacity was limited to 100 per month, which was filled within a week. Since the tail end of the survey period (August), the average waiting time between booking and collection has been 4-5 weeks. Tip tickets have also increased to a capacity of 150 per month, and better cater to customer demand whereby the tickets are available for approximately 3 weeks as opposed to being filled within one week at the start of each month.

3. METHODOLOGY

The survey (included in Appendix 1) was mailed out with confirmation letters for hard rubbish bookings to approximately 2500 residents during May – August 2015. There were 341 survey responses and the response level made up 14% from the total number of mailed survey forms.

The survey form comprised 4 (four) questions:

Question 1: What is your level of satisfaction with the current waiting times between booking a hard waste collection and receiving the service?

Question 2: What is your level of satisfaction with the current hard waste collection service?

Question 3: Which hard waste collection service do you prefer?

Question 4: Do you have any other comments?

4. SURVEY FINDINGS

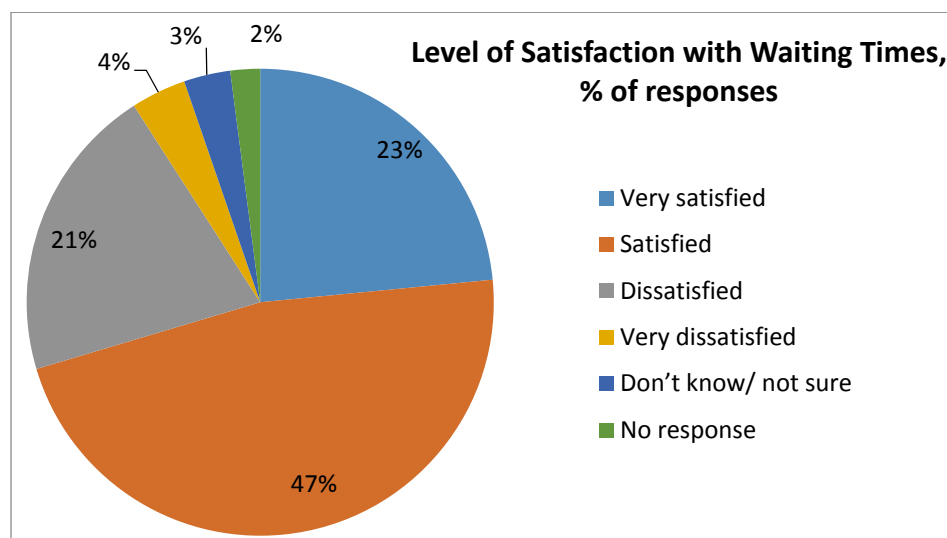
4.1. Customer satisfaction with waiting time for collection

Responses to Question 1 comprised 98% of all returned surveys. Responses are presented in Table 2 and Figure 1. The responses illustrate that overall satisfaction with the waiting times is quite high, with a substantial 70% of customers who are very satisfied and satisfied with current arrangements. However, the number of dissatisfied and very dissatisfied residents is notable coming up to 25% of the surveyed population.

Table 2.

RESPONSE RATING	COUNT	% OF TOTAL
Very satisfied	80	23
Satisfied	160	47
Dissatisfied	70	21
Very dissatisfied	13	4
Don't know/ not sure	11	3
No response	7	2
TOTAL	341	100.0%

Figure 1.

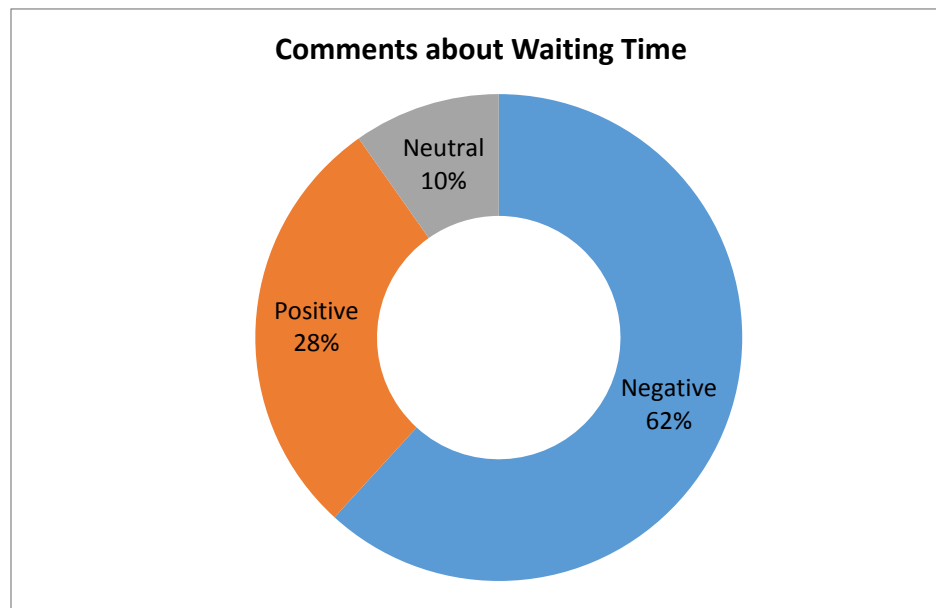


There were 123 comments given by respondents to the Question 1 (36% from total number of returned survey forms). Figure 2 shows that most of those comments (62%) were attached to the negative responses. A vast majority of the negative comments (90%) were made with respect to the long waiting time between the booking date and the date of collection and between the appointed date of collection and the actual collection. People mentioned that they had to wait from 3 weeks up to 6 months between

booking and collection dates (84%). Some customers (6%) complained about long waiting time (up to 2 weeks) between putting waste out and its actual picking by service staff. 10% of respondents who gave negative comments in response to Question 1 were dissatisfied with illegal dumping, streets untidiness, rubbish scattering and larceny.

Positive comments were evenly distributed between those who appreciated the service in general (30%) and those who mentioned that the collection time was prompt (40%) or reasonable (30%).

Figure 2.



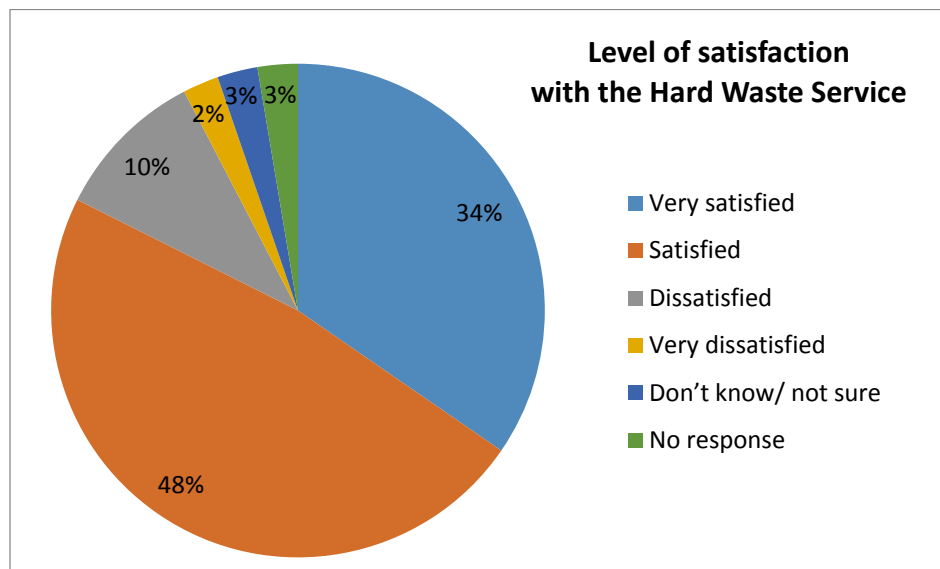
4.2. General customer satisfaction with the service

Responses to Question 2 comprised 97% of all returned Survey Forms. Statistics for answers with regard to overall satisfaction with the current hard waste collection service is given in Table 3.

Table 3.

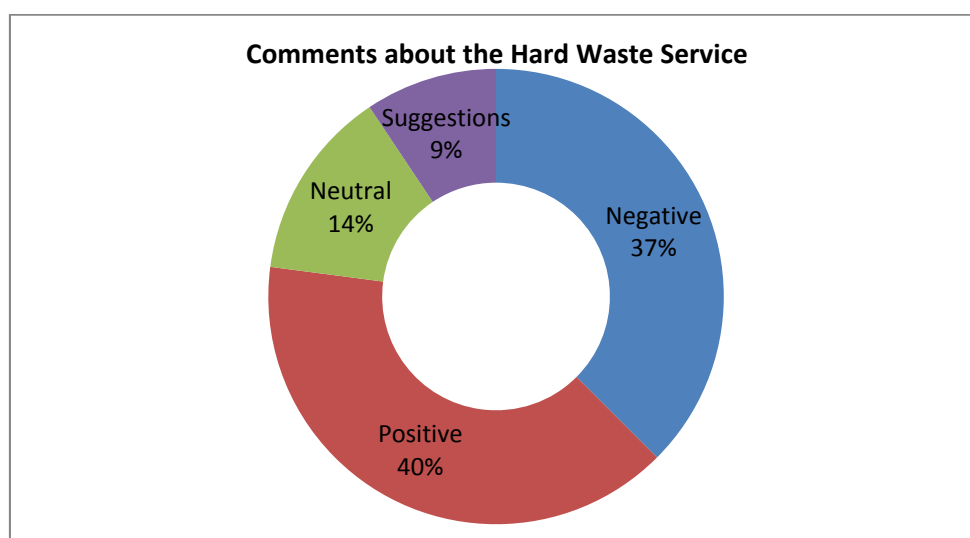
RESPONSE RATING	COUNT	% OF TOTAL
Very satisfied	118	34
Satisfied	163	48
Dissatisfied	34	10
Very dissatisfied	8	2
Don't know/ not sure	9	3
No response	9	3
TOTAL	341	100.0%

Figure 3 shows there is a high level of satisfaction with the hard waste collection service among the Council residents who have utilised the service. Significant numbers of respondents were very satisfied (34%) and satisfied (48%) with the service, with only 12% dissatisfied.

Figure 3.

There were 96 additional comments attached to Question 2). Figure 4 shows that negative and positive comments are almost evenly distributed among the 96 comments attached to Question 2 (28% of all returned surveys). Positive comments (40% of all comments) emphasised the high quality level of the service and its convenience for the community members. 18% of satisfied respondents made special mention of the good job done by collecting staff.

Most negative comments concerned the long waiting time between the booking date and the date of collection (37% of all negative comments made on Question 2), and as such repeated the negative comments from Question 1. The second biggest complaint was about not having enough collections in the current hard waste service set-up (16%), and 13% of respondents' comments cited problems with the limitations on acceptable items for collection. Some customers complained about non-taken items (13%) and a lack of communication with regard to the waste arrangements (11%).

Figure 4.

4.3. Customer service preference for Hard Waste Collection

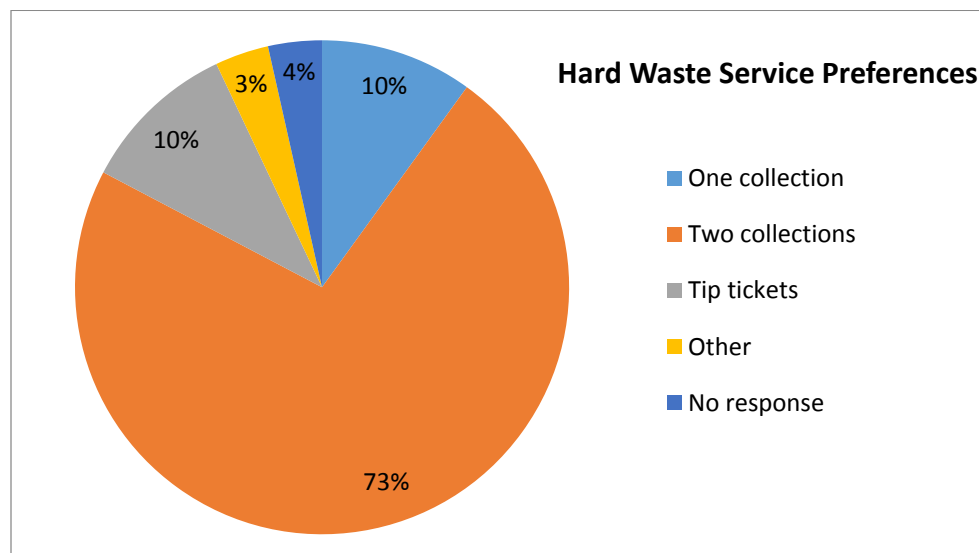
Responses to Question 3 comprised 96% of all returned surveys. Data on hard waste collection preferences is summarised in Table 4.

Table 4.

RESPONSE RATING	COUNT	% OF TOTAL
One collection of two cubic metres by volume per annum	34	10
Two collections of one cubic metre by volume per annum	249	73
Tip ticket	35	10
Other	13	3
No response	12	4
TOTAL	341	100.0%

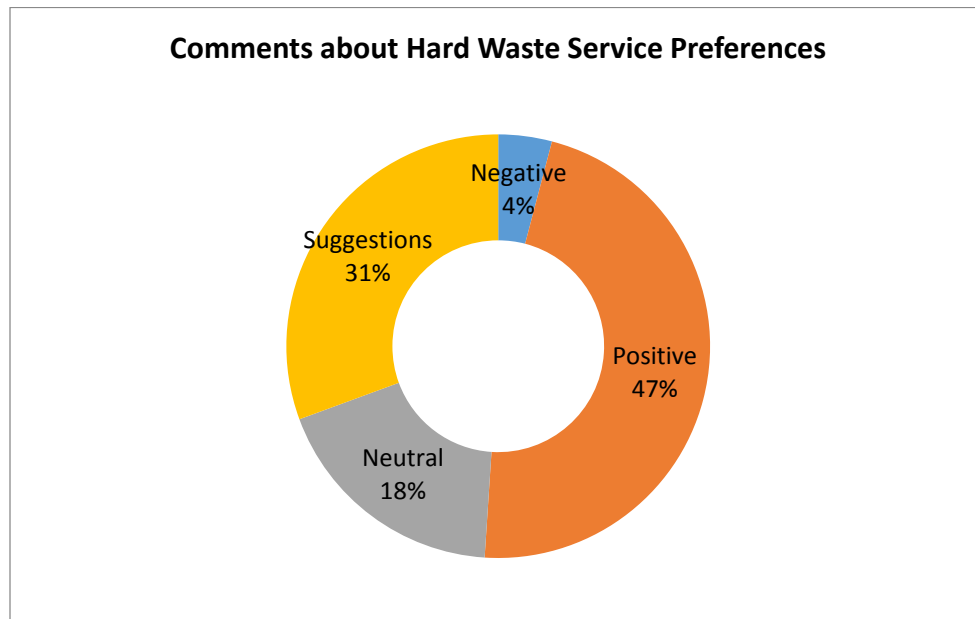
Figure 5 clearly demonstrates that most residents prefer two collections of one cubic meter by volume per annum (73%). Only 10% of customers prefer one collection of two cubic meters or the tip tickets.

Figure 5.



98 respondents (29% of all returned survey forms) commented on Question 3. Figure 6 demonstrates a considerable number of positive comments and suggestions about the available hard waste collection set-up.

Figure 6.



In the majority of positive comments in response to Question 3 (47%), customers mostly explained why they preferred a particular type of Hard Waste Service or expressed their general satisfaction with the current setup. The small number of negative comments (4%) mentioned general dissatisfaction with the service.

A summary of suggestions is shown in Table 5. Most of them require either increasing the number of available collections per year (36%) or a combination of hard waste collections with tip tickets (30%). Some people prefer to have 'collection week' one or two times per year to replace the existing setup (27%).

Table 5.

	SUGGESTIONS	% of suggestions on question 3
Collection frequency	More collections per year (3-4)	36%
Collection type	Replacement of the current set-up with collection week	27%
Combination of collection options	Combination of collections and tip tickets	30%
Other		7%
Total		100.0%

4.4. Other comments

Question 4, which invited any other general comments, received a response rate of 45%, which is detailed below in Table 6.

Table 6.

RESPONSE RATE	COUNT	% OF TOTAL
Comments given	152	45
No response	189	55
TOTAL	341	100.0%

Figure 7 indicates the types of answers given to Question 4. Approximately half of respondents (49%) appreciated the current hard waste service arrangements.

Negative comments referred to the inefficiency or ineffectiveness of the current service set-up (22% of all negative comments) and a lack of capacity to prevent illegal waste dumping and waste larceny (37% of all negative comments). Dissatisfaction was also caused by long waiting time between the booking and collection date (15%) and a scarcity of tip tickets (15%). Some residents complained about stickers either in having not been received or they had been stolen attached to items on the kerb in readiness for collection (11%).

The summary of key suggestions from survey respondents for the current waste collection service is presented in Table 7.

Figure 7.

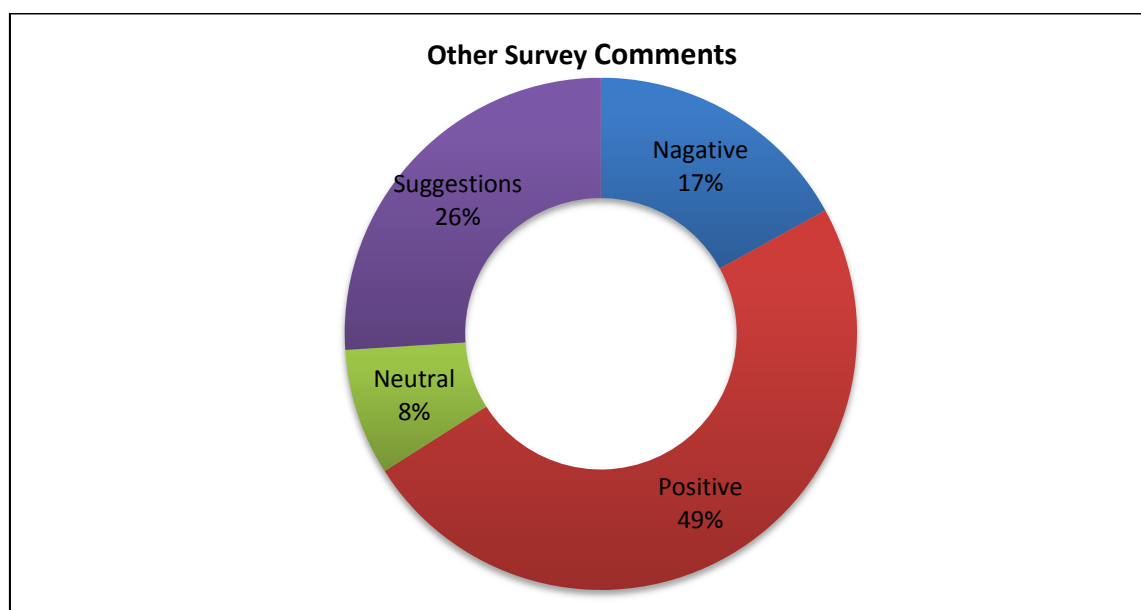


Table 7.

	SUGGESTIONS	% response
Rubbish content	Expand the list of items to be collected (including E-waste, paints and liquids and tyres collection)	20%
Frequency and volume	Allow more than rubbish collections per annum and/or increase the volume of rubbish in one collection	17%
	Allow exceptions for families with children and pensioners to get more frequent/larger collections	7%
Time	Reduce the pick-up time frame between bookings and collections	2%
Tip tickets	Increase the number of available tip tickets per month	10%
Stickers	Increase quality of stickers/ provide spare stickers to replace the stolen ones	13%
Set-up change	Replace the current set-up with fixed collection week per annum	8%
Other	Urgent need to prevent illegal waste dumping	10%
	Educate general public about waste disposal and waste collection service	13%

SURVEY CONCLUSIONS

The Hard Waste Survey results show that the level of satisfaction with the current Hard Waste collection service in the Marion community is high (82%). A notable number of positive comments suggests that the existing options for waste collection suit the residents' needs and are appreciated by many. The main source of dissatisfaction (25% responses to the Question 1) is the long waiting time between booking a hard waste collection and receiving the service. This concern is repeated in the negative responses to the survey questions (90% of negative comments to Question 1, 37% of negative comments to Question 2 and 15% of negative comments to Question 4). Other notable concerns of survey respondents include illegal dumping (10% of negative comments to Question 1 and 37% of negative comments to Question 4), scarcity of existing collection arrangement (16% of negative comments to Question 2, 36% of suggestions to Question 3 and 24% of suggestions to Question 4). A smaller degree of dissatisfaction was caused by poor communication or lack of sufficient information about the Hard Rubbish Collection service (11% of negative comments to Question 2 and 13% of suggestions to Question 4).

Copy of the Hard Waste Survey questionnaire

Hard Waste Survey



21 May 2015

Dear Resident,

We are seeking feedback about your level of satisfaction with the City of Marion's hard waste collection service. We would also like to gain an understanding of customer expectation to look for opportunities to improve this service.

The City of Marion has a hard waste collection service available to all Marion residents. Each household may request the following:

1. One collection of two cubic metres by volume per financial year, or
2. Two collections of one cubic metre by volume per financial year, or
3. Tip tickets (limited numbers per month) that replaces one annual hard waste collection and entitles residents to take one cubic metre worth of materials to a selected transfer station.

As part of the above hard waste collection service we process mattresses, ensemble base and white goods through contracted collection, enabling 100% recycling of these products. We also have a list of accepted and unacceptable items as provided during the booking process. Additional information as to these services is noted within your Marion Waste Calendar and available on line www.marion@sa.gov.au (Hard Waste).

The survey should take you about 5 minutes to complete with an aim to publish results as part of an annual report that is tabled through Council.

For ease of reply, a reply post envelope has been provided for return of the survey, alternatively it may be handed in at the Marion Customer Service counter 245 Sturt Road, Sturt.

Thank you in anticipation of your feedback.

Regards

Roger Belding
Unit Manager Operational Support

Hard Waste Survey



Question 1

What is your level of satisfaction with the current waiting times between booking a hard waste collection and receiving the service?

☐ Very satisfied ☐ Satisfied ☐ Dissatisfied ☐ Very dissatisfied ☐ Don't know / not sure

Comments:

Question 2

What is your level of satisfaction with the current hard waste collection service?

☐ Very satisfied ☐ Satisfied ☐ Dissatisfied ☐ Very dissatisfied ☐ Don't know / not sure

Comments:

Question 3

Which hard waste collection service do you prefer? Please select one option only.

- ☐ One collection of two cubic metres by volume per annum (two cubic metres is about the size of two 6 x 4 trailer loads)
- ☐ Two collections of one cubic metre by volume per annum (one cubic metre is about the size of one 6 x 4 trailer load)
- ☐ Tip tickets (limited number of tickets available per month) that replaces one annual hard waste collection and entitles residents to take one cubic metre worth of materials to a transfer station
- ☐ Other (please provide comments)

Comments:

Question 4

Do you have any other comments?

Thank you for completing our survey.

Detailed Assessment of Options

To assist in summarising the assessment, the following table has been provided considering the following factors per option:

- Manage Demand – would the option help manage growing demand for the service to assist in addressing concerns of limited capacity of the internal kerbside collection team to undertake more kerbside collections (the team is currently at near capacity), and to reduce timeframes for residents to receive the service?
- Budget – would the option result in a positive impact on the hard waste budget to assist in lessening expected future budget pressures associated with the provision of the service?
- Community Expectation – would the option result in known community expectations being met?
- Accessibility – would the option enhance or detract from resident's accessibility of the service?

Option	Option Description	Manage Demand	Budget	Community Expectation	Accessibility
1	<i>No change</i> to the current service standard <ul style="list-style-type: none"> • 2m³ per residential property per annum free (2 x 1m³ collections, or 1 x 2m³ collection; kerbside collection or tip ticket) 				
2	<i>Variation</i> of the service standard <ul style="list-style-type: none"> • 2m³ per residential property per annum free (1 x 2m³ collection with <u>no additional</u> service offered; 1 x 2m³ kerbside collection, or tip ticket (1 x 2m³ or 2 x 1m³)) 				
2a	<i>Variation</i> of the service standard <ul style="list-style-type: none"> • 2m³ per residential property per annum free (1 x 2m³ collection with additional services offered based on <u>fee for service only</u>; one only kerbside collection or unlimited tip tickets) 				
3	<i>Reduction</i> of the service standard <ul style="list-style-type: none"> • 1m³ per residential property per annum free (1 x 1m³ collection with <u>no additional</u> service offered; kerbside collection or tip ticket) 				
3a	<i>Reduction</i> of the service standard <ul style="list-style-type: none"> • 1m³ per residential property per annum free (1 x 1m³ collection with additional services offered based on <u>fee for service only</u>; one only kerbside collection or unlimited tip tickets) 				
4	<i>Reduction</i> of the service standard <ul style="list-style-type: none"> • elimination of mattress collection completely 				
4a	<i>Reduction</i> of the service standard <ul style="list-style-type: none"> • provision of mattress collection based on fee for service only 				
5	<i>Combination of Options 3/3a and 4/4a</i>				

Legend:

Positive impact
Negative impact
Neutral impact

Based on the summary assessment:

- Options 2 and 3 have been assessed to be the most appropriate options that are anticipated to help manage demand for the hard waste service. Managing demand is important as the current internal collection team (two staff, one collection truck) represents a fixed cost of the service, with a finite capacity to undertake kerbside collections. Tip Tickets are a cost effective solution to accommodate demand and reduce waiting times for residents. Both of these Options continue to provide residents with one free collection service per year (neutral impact on accessibility to residents), however Option 2 retains residents current annual allowance of 2m³ (taken either as 1 x kerbside collection, or up to 2 x 1m³ tip tickets) compared to a reduction to 1m³ for Option 3.
- Option 2 benefits to Council are (compared to the current service) a reduction in the number of kerbside collections from residents per year while maintaining the same level of volume of waste collected (2m³ pa). It is noted historical customer surveys suggest only 10% of residents surveyed would prefer this approach.
- Option 3 has the additional benefit of potential budget savings compared to current costs in the order of \$10-\$20k pa. Options 4/4a are also likely to achieve potential budget savings in the order of \$20k pa respectively. Such savings could be applied to covering rising disposal costs or increases in general demand. While there may be financial benefits associated with Option 2, they are however difficult to quantify.
- Option 3, 3a, 4 and 4a would all result in a reduction to the service levels currently experienced by residents (Options 3 and 3a by a reduction in the volume of waste that can be removed for free per annum from 2m³ to 1m³, or Options 4 and 4a eliminating or transferring the cost of mattress disposal onto residents). This may result in negative feedback from within our community.
- While Options with full fee for service models have been considered, applying such models within Council potentially provides little or no financial benefit to residents (given there are a range of external organisations who could provide similar services to residents at similar or lesser cost), however increases complexity and cost of our internal processes. The proposed fee for service makes allowance for this additional internal cost to Council, and the Options are however recommended for further consideration or consultation.

A detailed assessment of each option is provided below.

Where a fee for service is identified, this fee is inclusive of GST and comprises:

- estimated current direct costs to provide the service
- estimated additional administrative overheads (Customer Service Centre time to process payments, merchant fees for credit card payments, administration costs of recording the service request and posting information to residents)
- GST of 10%

Option	Option 1: No change to the current service standard
Scenario	<p>Residents are allocated a free hard waste disposal allocation of 2m³ (two cubic meter) for each financial year:</p> <ul style="list-style-type: none"> • 2 x 1m³ collections, or 1 x 2m³ collection • kerbside collection or tip ticket(s) • inclusive of mattress/white goods • collection/service is linked to Residential Rated Property; not available to commercial/business generated waste
Budget Implications	<ul style="list-style-type: none"> • Nil impact on current 2016/17 expenditure budget of \$334,000 (nil revenue budgeted)
Resourcing	<ul style="list-style-type: none"> • Resourcing for this service is provided by an internal kerbside collection team, an external collection contractor (mattresses and whitegood kerbside collection), and waste transfer stations (tip tickets and general waste disposal)
Advantages	<ul style="list-style-type: none"> • No adverse impact on resident's current level of service
Disadvantages	<ul style="list-style-type: none"> • Does not proactively manage demand, which is expected to result in growing cost of collection (when we have limited capacity with only one collection team/vehicle) and disposal to Council.
Risk	<ul style="list-style-type: none"> • Demand growth adversely impacting on capacity to service (timeframes to provide the service) and cost to Council (cost of collection and disposal) • Provision of Hard Waste services is moderately promoted through the Marion web page, waste calendar and information brochure, on hold messaging, and as noted within the letter drop used within the reduction of dumped rubbish initiative. Any increase in advertising will flow on to an increase in demand and cost.
Resident Perspective	<ul style="list-style-type: none"> • Customer Satisfaction Survey indicated 82% of surveyed residents are happy with the current service, with 73% indicating a preference for two 1m³ collections by volume per annum
Implementation	<ul style="list-style-type: none"> • No change

Option	Option 2 – Variation to the current service standard: Free Disposal of 2 Cubic Meters (2m3), with service provided as one only kerbside collection of 2m3, or up to two tip tickets (1 x 2m3 or 2 x 1m3); no additional services offered
Scenario	<p>Residents are allocated a free hard waste disposal allocation of 2m3 (two cubic meter) for each financial year:</p> <ul style="list-style-type: none"> • 1 x kerbside collection of 2m3, or tip ticket(s) (1 x 2m3 or 2 x 1m3) • inclusive of mattress/white goods • collection/service is linked to Residential Rated Property; not available to commercial/business generated waste
Budget Implications	<ul style="list-style-type: none"> • Approx reduction of 2,240 collections per annum (20% of 2014/15 collection numbers based on the number of residents who received their full entitlement, depending on whether these residents took up the kerbside collection or tip ticket option). Increase in volume per collection is expected to adversely impact on the efficiency of the kerbside collection team (a 15% efficiency reduction would reduce collections by approximately 1,200 per year), with no change to fixed costs of collection (wages, vehicles costs etc). Net reduction of approx. 1,040 collections pa (in order of 10%). • Impact on budget is difficult to quantify, as the potential net reduction in collections may come from any hard waste service stream (ie kerbside collection, tip tickets, mattress/whitegoods)
Resourcing	<ul style="list-style-type: none"> • Resourcing for this service is provided by an internal kerbside collection team, an external collection contractor (mattresses and whitegoods kerbside collection), and waste transfer stations (tip tickets and general waste disposal)
Advantages	<ul style="list-style-type: none"> • Allows future growth to be absorbed within kerbside collection team (approx. 1,040 collections) • The service delivery model is being changed however the annual allowance remains unchanged at 2m3.
Disadvantages	<ul style="list-style-type: none"> • This service delivery model reduces disposal options for residents that would prefer two kerbside collections of 1m3 over one collection of 2m3. • As the allowance is linked to rated property to receive the hard waste service on an annual basis (financial year). With only one kerbside collection allowed this may disadvantage residents new to Marion where a collection has already been allocated to a property. Management discretion will be required to cater for this impact. • May result in a degree of additional illegal dumping. • Demand may continue to grow resulting in future budget pressures.
Risk	<ul style="list-style-type: none"> • Change in service may disenfranchise residents resulting in increased complaints and a negative impact to Council reputation. • A change in service will require the community be informed, which may increase awareness and subsequently increase demand for the service. • Provision of Hard Waste services is moderately promoted through the Marion web page, waste calendar and information brochure, on hold messaging, and as noted within the letter drop used within the reduction of dumped rubbish initiative.
Resident Perspective	<ul style="list-style-type: none"> • Customer Satisfaction Survey indicated 10% of surveyed residents preferred one 2m3 collection by volume per annum (compared to 73% indicating a preference for two 1m3 collections by volume per annum)
Implementation	<ul style="list-style-type: none"> • As the volume allowance to residents is unchanged, this option could commence during this financial year (2016/17)

Option	Option 2a - Variation to the current service standard: Free Disposal of 2 Cubic Meters (2m3), with service provided as one only kerbside collection of 2m3, or up to two tip tickets (1 x 2m3 or 2 x 1m3); Additional services offered on a fee for service only (one kerbside collection, unlimited tip tickets)
Scenario	<ul style="list-style-type: none"> As per Option 2, plus additional collection service (one kerbside collection only, unlimited tip tickets) offered on a fee for service basis at a cost to the resident The estimated calculated fee cost including overheads is estimated at \$50 GST inc for 2m3, to be accommodated by provision of a tip ticket (preferred) or kerbside collection. The fee will be subject to change in line with changes to costs of disposal. Payment to be received via the Customer Service Centre at time of booking.
Budget Implications	<ul style="list-style-type: none"> Cost recovery for additional service offered on fee for service basis.
Resourcing	<ul style="list-style-type: none"> Resourcing for this service is provided by an internal kerbside collection team, an external collection contractor (mattresses and whitegoods kerbside collection), and waste transfer stations (tip tickets and general waste disposal) Increased demand on Customer Service Centre to process fee for service payments
Advantages	<ul style="list-style-type: none"> Recovery of costs should a second or subsequent booking be requested.
Disadvantages	<ul style="list-style-type: none"> This service delivery model reduces disposal options for residents that would prefer two collections of 1m3 over one collection of 2m3. As the allowance is linked to rated property to receive the hard waste service on an annual basis (financial year). With only one collection allowed this may disadvantage residents new to Marion where a collection has already been allocated to a property. May result in increased demand on kerbside collection team where residents elect to adopt the kerbside collection method (over tip ticket), which limits ability to cope with increased demand over all residents; may impact on time taken to deliver service to residents Increases complexity of service within Council May result in a degree of additional illegal dumping. Demand will continue to grow resulting in additional resourcing / cost into the future.
Risk	<ul style="list-style-type: none"> Change in service may disenfranchise residents resulting in increased complaints and a negative impact to Council reputation. A change in service will require the community be informed, which may increase awareness and subsequently increase demand for the service. Provision of Hard Waste services is moderately promoted through the Marion web page, waste calendar and information brochure, on hold messaging, and as noted within the letter drop used within the reduction of dumped rubbish initiative.
Resident Perspective	<ul style="list-style-type: none"> Customer Satisfaction Survey indicated 10% of surveyed residents preferred one 2m3 collection by volume per annum (compared to 73% indicating a preference for two 1m3 collections by volume per annum) Potential increased cost to residents
Implementation	<ul style="list-style-type: none"> As the volume allowance to residents is changed, this option could commence at the start of 2017/18, with consideration to adopting a 6 month trial period

Option	Option 3 – Reduction to the current service standard: Free Disposal of 1 Cubic Meter (1m3), with service provided as one only 1 m3 kerbside collection or one tip ticket; no additional services offered
Scenario	Residents are allocated a hard waste disposal allocation of 1m3 (one cubic meter) for each financial year: <ul style="list-style-type: none"> • 1 x 1m3 collection <u>only</u> • kerbside collection or tip ticket • inclusive of mattress/white goods • collection/service is linked to Residential Rated Property; not available to commercial/business generated waste
Budget Implications	<ul style="list-style-type: none"> • Reduction in volume of waste collected in short term (and therefore cost of disposal), saving in the order of \$10,000-20,000 pa. Actual savings will depend on where the reduction in collection events occurs.
Resourcing	<ul style="list-style-type: none"> • Resourcing for this service is provided by an internal kerbside collection team, an external collection contractor (mattresses and whitegoods kerbside collection), and waste transfer stations (tip tickets and general waste disposal)
Advantages	<ul style="list-style-type: none"> • Approx reduction of 2,240 collections per annum (20% of 2014/15 collection numbers based on the number of residents who received their full entitlement), with no impact on efficiency of the kerbside collection team • Provides for additional capacity within the kerbside collection team (to reduce existing waiting times for residents to receive the service or manage dumped rubbish, or to allow for future growth to be absorbed within kerbside collection team) • Potential reduction in waiting times for residents to receive the service
Disadvantages	<ul style="list-style-type: none"> • This service delivery model reduces disposal options for residents that would prefer two collections of 1m3 over one collection of 1m3. • As the allowance is linked to rated property to receive the hard waste service on an annual basis (financial year). With only one collection allowed this may disadvantage residents new to Marion where a collection has already been allocated to a property. • May result in a degree of additional illegal dumping.
Risk	<ul style="list-style-type: none"> • Change in service may disenfranchise residents resulting in increased complaints and a negative impact to Council reputation • A change in service will require the community be informed, which may increase awareness and subsequently increase demand for the service. • Provision of Hard Waste services is moderately promoted through the Marion web page, waste calendar and information brochure, on hold messaging, and as noted within the letter drop used within the reduction of dumped rubbish initiative.
Resident Perspective	<ul style="list-style-type: none"> • Reduction in potential annual volume of waste able to be disposed via the hard waste service at no cost
Implementation	<ul style="list-style-type: none"> • As the volume allowance to residents is changed, this option could commence at the start of 2017/18

Option	Option 3a – Reduction to the current service standard: Free Disposal of 1 Cubic Meter (1m3), with service provided as one only 1 m3 kerbside collection or one tip ticket; Additional services offered on a fee for service only (one kerbside collection, unlimited tip tickets)
Scenario	<ul style="list-style-type: none"> As per Option 3, plus additional collection service (one kerbside collection only, unlimited tip tickets) is offered on a fee for service basis at a cost to the resident The estimated calculated fee cost including overheads is estimated at \$40 GST inc for 1m3, to be accommodated by provision of a tip ticket (preferred) or kerbside collection. The fee will be subject to change in line with changes to costs of disposal. Payment to be received via the Customer Service Centre at time of booking. Consideration could be made to provide a concession to Pension Card holders for second collections to promote accessibility.
Budget Implications	<ul style="list-style-type: none"> Reduction in volume of waste collected in short term (and therefore cost of disposal) Cost recovery for additional service offered on fee for service basis.
Resourcing	<ul style="list-style-type: none"> Resourcing for this service is provided by an internal kerbside collection team, an external collection contractor (mattresses and whitegoods kerbside collection), and waste transfer stations (tip tickets and general waste disposal) Increased demand on Customer Service Centre to process fee for service payments
Advantages	<ul style="list-style-type: none"> Dependent on takeup of second kerbside collection: <ul style="list-style-type: none"> approx reduction of 2,240 collections per annum (20% of 2014/15 collection numbers based on the number of residents who received their full entitlement), with no impact on efficiency of the kerbside collection team provides for additional capacity within the kerbside collection team (to reduce existing waiting times for residents to receive the service or manage dumped rubbish, or to allow for future growth to be absorbed within kerbside collection team) reduction in waiting times for residents to receive the service Recovery of costs should a second or subsequent booking be requested.
Disadvantages	<ul style="list-style-type: none"> This service delivery model reduces disposal options for residents that would prefer two collections of 1m3 over one collection of 1m3. As the allowance is linked to rated property to receive the hard waste service on an annual basis (financial year). With only one collection allowed this may disadvantage residents new to Marion where a collection has already been allocated to a property. May result in a degree of additional illegal dumping.
Risk	<ul style="list-style-type: none"> Change in service may disenfranchise residents resulting in increased complaints and a negative impact to Council reputation A change in service will require the community be informed, which may increase awareness and subsequently increase demand for the service. Provision of Hard Waste services is moderately promoted through the Marion web page, waste calendar and information brochure, on hold messaging, and as noted within the letter drop used within the reduction of dumped rubbish initiative.
Resident Perspective	<ul style="list-style-type: none"> Reduction in potential annual volume of waste able to be disposed via the hard waste service at no cost.
Implementation	<ul style="list-style-type: none"> As the volume allowance to residents is changed, this option could commence at the start of 2017/18.

Option	Option 4: Reduction of service standard – Removal of mattress collection service
Scenario	<ul style="list-style-type: none"> Council ceases to provide a mattress collection service.
Budget Implications	<ul style="list-style-type: none"> Council save the current cost of mattress collection and disposal of approximately \$35,000 based on 2014/15 volumes (currently an external contractor). This is likely to be offset by an unquantifiable anticipated increase in illegal dumping of mattresses which council would continue to collect and dispose – if 40% of currently collected mattresses are illegally dumped, net cost savings could be in the order of \$20,000 pa. In the order of 2,000 mattresses were collected under hard waste services in 2014/15
Resourcing	<ul style="list-style-type: none"> Resourcing for this service is provided by an external collection contractor (mattresses and whitegoods kerbside collection) Reliance on the external collection contractor would remain, as they are also engaged for the collection and disposal of illegally dumped mattresses
Advantages	<ul style="list-style-type: none"> Budget savings which could be applied to an increase in service delivery via tip tickets.
Disadvantages	<ul style="list-style-type: none"> Potential increase in illegally dumping of mattresses, which Council would pay for collection and disposal.
Risk	<ul style="list-style-type: none"> Provision of Hard Waste services is moderately promoted through the Marion web page, waste calendar and information brochure, on hold messaging, and as noted within the letter drop used within the reduction of dumped rubbish initiative. Increase in advertising will flow on to an increase in demand and cost. A change in service will require that the community be informed which will increase awareness and subsequently increase demand for service. Change in service may disenfranchise residents resulting in increased complaints and a negative impact to Council reputation.
Resident Perspective	<ul style="list-style-type: none"> Impacts on accessibility to service by residents; increased cost to residents
Implementation	<ul style="list-style-type: none"> Could be implemented promptly if required, however current promotional materials already distributed would be out of date (eg waste calendars). May be beneficial to implement at the start of 2017/18 to align with revised promotional material.

Option	Option 4a: Reduction of service standard – Provision of mattress collection service on fee for service basis only
Scenario	<ul style="list-style-type: none"> • Council ceases to provide a free mattress collection service, and provides the service on a fee for service basis only (unlimited) based on a fee per mattress. • The estimated calculated fee cost including overheads is estimated at \$25 GST inc. The fee will be subject to change in line with changes to costs of disposal. • Consideration could be made to provide a concession to Pension Card holders to promote accessibility.
Budget Implications	<ul style="list-style-type: none"> • Council save the current cost of mattress collection and disposal of approximately \$35,000 based on 2014/15 volumes (currently an external contractor). This is likely to be offset by an unquantifiable anticipated increase in illegal dumping of mattresses which council would continue to collect and dispose – if 40% of currently collected mattresses are illegally dumped, net cost savings could be in the order of \$20,000 pa • Cost recovery for service offered on fee for service basis. In the order of 2,000 mattresses were collected under hard waste services in 2014/15
Resourcing	<ul style="list-style-type: none"> • Resourcing for this service is provided by an external collection contractor (mattresses and whitegoods kerbside collection), and internal resources (Customer Services Centre and administration staff) to process payments and distribute booking information to residents. • Reliance on the external collection contractor would remain, as they are also engaged for the collection and disposal of illegally dumped mattresses
Advantages	<ul style="list-style-type: none"> • Budget savings which could be applied to an increase in service delivery via tip tickets.
Disadvantages	<ul style="list-style-type: none"> • Potential increase in illegally dumping of mattresses, which Council would pay for collection and disposal
Risk	<ul style="list-style-type: none"> • Provision of Hard Waste services is moderately promoted through the Marion web page, waste calendar and information brochure, on hold messaging, and as noted within the letter drop used within the reduction of dumped rubbish initiative. Increase in advertising will flow on to an increase in demand and cost. A change in service will require that the community be informed which will increase awareness and subsequently increase demand for service. • Change in service may disenfranchise residents resulting in increased complaints and a negative impact to Council reputation.
Resident Perspective	<ul style="list-style-type: none"> • Impacts on accessibility to service by residents; increased cost to residents
Implementation	<ul style="list-style-type: none"> • Could be implemented promptly if required, however current promotional materials already distributed would be out of date (eg waste calendars). May be beneficial to implement at the start of 2017/18 to align with revised promotional material.

**CITY OF MARION
SPECIAL GENERAL COUNCIL MEETING
1 NOVEMBER 2016**

Originating Officer: Elaine Delgado, Strategic Planner

Corporate Manager: Ann Gibbons, Acting Manager Innovation & Strategy

General Manager: Abby Dickson, General Manager City Development

Subject: Draft Open Space Policy

Report Reference: SGC011116R02

REPORT OBJECTIVE AND EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement for a draft Open Space Policy ('Policy') for community consultation.

The City of Marion's Open Space and Recreation Strategy 2006-2016 ('Strategy') has provided directions for the provision, development and management of open space. To progress a strategic approach a draft Open Space Policy has been developed as the first step in the development of an Open Space Plan.

RECOMMENDATIONS (3)

That Council:

- 1. Endorses the draft Open Space Policy as provided in Appendix 1;**
- 2. Endorses community consultation on the draft Open Space Policy;**
- 3. Notes a final Open Space Policy will be presented for consideration by Council in January 2017.**

DUE DATES

1 November 2016

1 November 2016

January 2017

BACKGROUND

The City of Marion has more than 300 open spaces comprising settings such as reserves, linear parks and sports grounds that make up the City of Marion's open space network. Council's [Open Space & Recreation Strategy 2006-2016](#) has provided directions relating to provision and sustainable development and management of open space. Key features of the Strategy were a Hierarchy (expressed as 'user catchment levels') and Classifications that were divided into the categories of Functional and Landscape/Environmental.

In reviewing the outcomes of the Strategy's implementation and exploring a way forward for planning for the future of open space Council has:

- Held a special meeting of Council's Strategic Directions Committee meeting on 11 August 2015 at which a status report was presented on the implementation of the Strategy's 138 actions. This report noted that the majority of actions were completed or in progress. Since this report almost all actions have been completed or are being addressed.

- Developed a City of Marion Business Plan 2016-2019 that identifies a number of open space projects and related initiatives to be progressed including: *'Priority open space developments based on our Open Space Plan, to meet the needs of a growing and changing community into the future'* (GC270916R03).
- Considered an initial draft Open Space Policy at the Elected Member Forum held on 13 September 2016, that outlined Council's position and included a revised Hierarchy and Classifications as the first step in planning for the future of open space in the City of Marion.

Draft Open Space Policy

Based on feedback from the Elected Member Forum, a draft Open Space Policy has been developed that includes a Vision, Principles, Scope, Hierarchy and Classifications.

The Vision and Principles set out Council's commitment to provide open spaces that are accessible and diverse and provide opportunities for community activation. To support accessibility, it is proposed open spaces be provided for the majority of people within 400 metres – 500 metres walking distance of their residence and/or workplace.

An open space planning framework comprising a Hierarchy and Classifications has been developed. The purpose of the Hierarchy is to assign a level based on use. Local, Neighbourhood and Regional levels have been defined for council-owned open space, together with a State level due to the significant amount of state government owned open space in the south. The purpose of Classifications is to identify open space character such as recreation, sport, linear parks, and conservation.

With endorsement of the Policy each open space will be assigned a Hierarchy level and one or more Classifications. The outcomes of this analysis, together with consideration of criteria such as demographics and potential higher density development locations, will enable identification of gaps and oversupply to inform an Open Space Plan that ensures accessibility to a diverse range of quality and diverse open spaces.

Consultation Period

Consultation will be undertaken with the community and key stakeholders via Council's *Making Marion* website from 7 November – 25 November 2016 to seek feedback on a draft Open Space Policy. This is in accordance with Council's Community Consultation Policy.

Policy Implications

The Open Space Policy provides a Vision, high-level Principles and an open space planning framework that will guide the long-term provision and development of open spaces city-wide.

Council has a Community Garden Policy and a Memorial Policy that both relate to open space. With endorsement of this Open Space Policy as the principal public policy for open space, in conjunction with the Playspace Policy, there will no longer be a requirement for these policies which are procedural in nature. To strengthen the consistency of Council's public policies there is scope for these to be replaced by procedures to ensure these opportunities for our community continue.

CONCLUSION:

A draft Open Space Policy is presented to Council for endorsement for community and stakeholder consultation. It provides a Vision, Principles and open space planning framework comprising a Hierarchy and Classifications that will inform a long-term Open Space Plan of works.

Appendix 1 – Draft Open Space Policy

Open Space Policy



1. POLICY STATEMENT

City of Marion owns, develops and manages a network of open spaces to:

- Ensure their sustainable provision and management for current and future generations
- Enhance people's physical and mental health and wellbeing through open space that is accessible providing opportunities for active living and social interaction
- Improve the amenity of neighbourhoods and business/industrial precincts so they are attractive places to live and work
- Contribute to people's sense of place and connection with the character of a neighbourhood
- Mitigate and adapt to climate change impacts
- Provide sustainable and attractive natural environments

2. CONTEXT

Open spaces are highly valued by the community. They provide natural settings for a range of activities and enhance neighbourhood character that reflects the different eras of settlement and topography that exist in the north and south of the city. The City of Marion owns and maintains approximately 300 diverse open spaces comprising 346 hectares that cater for a wide range of recreational uses, and have significant public and environmental value. In addition, the City of Marion is home to large parcels of open space that include the state owned Hallett Cove Conservation Park, O'Halloran Hill Recreation Park and Marino Conservation Park, and privately owned open space at Glenthorne Farm and Sheidow Park.

The *Development Act 1993* sets out provisions for the acquisition of open space as a result of larger scale land divisions. In these instances Council can ensure that the land which adds the most community and environmental value to the open space network is allocated. This open space most commonly then becomes community land under Council's long-term ownership and management. In addition, the *30-Year Plan for Greater Adelaide*, as a volume of the state's planning strategy, outlines directions for land-use change and development in South Australia that includes policies and targets relating to open space.

The *South Australian Public Health Act 2011* requires Councils to ensure their built and natural environments, that include open space, contribute to the health and wellbeing of their community. This is to be achieved via the provision and management of sustainable environments that are connected, safe, support active living and healthy eating, and mitigate and adapt for climate change impacts.

This policy sets the principles and framework to guide the provision, development and management of accessible and diverse open spaces in order to improve sustainable environmental outcomes and our community's individual and collective health and wellbeing.

Open Space Policy



3. VISION

Council will provide accessible and diverse open spaces that are distributed across the City that contribute to neighbourhood character, provide opportunities for active living and community engagement, and protect and enhance natural environments.

4. PRINCIPLES

The following principles guide the provision, development and management of open space:

- **Accessibility and Amenity**
 - Access for the majority of people to at least one type of open space within 400 - 500 metres of their residence and/or work place
 - Design that enhances safe use of open spaces including good passive surveillance
 - Design that enhances the character and amenity of neighbourhoods
 - Well distributed open space to mitigate the urban heat island effect
 - Provides destinations that support the cycling network
 - Facilities and amenities to support the primary function of the open space
 - Contributes to the amenity and attractiveness of business precincts
- **Multi-functional and Adaptable**
 - Responds to demographic and land use changes so open space performs different roles in response to community needs
 - Encourages active living to promote health and wellbeing for everyone
 - Provides a diversity of accessible opportunities, settings and experiences for people of all ages, abilities and interests
 - Provides opportunities for gardening and growing food locally
 - Strengthens the cultural richness of communities through opportunities for cultural expression and interactions
 - Provides settings for commemoration
 - Provides outdoor settings that attract visitors and tourists
- **Environment Protection and Sustainability**
 - A focus on protecting, preserving and enhancing natural environments
 - Use of water sensitive urban design
 - Mitigation and adaptation to climate change impacts
 - Opportunities for people to connect with nature
- **Placemaking and Community Involvement**
 - Communities are encouraged to be involved in the planning and activation of open spaces that are important to them

Open Space Policy

5. SCOPE

This Policy applies to the provision of Council owned open spaces and any other open spaces for which Council has a formal contract or agreement to develop and/or maintain.

6. OPEN SPACE FRAMEWORK

The open space framework comprises 2 elements – a Hierarchy and Classifications. These are described below.

Application of this framework across the open space network enables an assessment of what types of open space are required now and into the future to ensure accessibility and adequate diversity.

6.1 Hierarchy

The Hierarchy describes the level of use for each open space and potential types of facilities that may be included. The Hierarchy in Council's Playspace Policy will inform the level of playspace provision within open spaces.

Table 1 – Hierarchy of open space in the City of Marion

Local Level	
Categories	Description
Purpose	Local Level open spaces are less complex in design providing limited facilities that generally cater for a low density urban environment. They provide environmental value through urban heat mitigation, contributing to biodiversity, water management, and improving air quality.
Types of facilities	May include: <ul style="list-style-type: none"> > Minimal park furniture and amenities > Pathways for accessibility > Playspaces > Opportunities for community gardens > Natural shade

Open Space Policy

Neighbourhood Level	
Categories	Description
Purpose	Neighbourhood Level open spaces will be of a higher quality with a diversity of character in locations that cater for a higher density population. Due to the broader scale of facilities people can use these open spaces for extended periods of time. They provide similar environmental value as Local Level open spaces.
Types of facilities	May include: <ul style="list-style-type: none"> > Sporting and recreation facilities > Park furniture and amenities > Pathways for accessibility > Playspaces > Opportunities for community gardens > Shelter and natural shade

Regional Level	
Categories	Description
Purpose	Regional Level open spaces are large, high quality destinations that have broad appeal and attract visitors and local community members alike. They can offer sporting facilities, and unique play and recreation opportunities. Environmental benefits are provided through the enhancement of natural landscapes.
Types of facilities	May include: <ul style="list-style-type: none"> > Significant sporting and recreation facilities > Diverse opportunities for play for a range of ages > Playspaces > Park furniture and amenities including public toilets > Opportunities for community gardens > Shade and shelter > Pathways for accessibility > Public art > Off-road car parking

Open Space Policy

APPENDIX 1
SGC011116R02



State Level	
Categories	Description
Purpose	Open space that is owned and managed by the state government
Types of facilities	May include: <ul style="list-style-type: none"> > Walking, cycling, mountain bike and horse riding trails > Shelters and barbecues > Specialist sporting areas > Nature play areas > Educational signage > Areas for protection and enhancement of local native flora and fauna

6.2 Classifications

Classifications describe the functional and environmental character of open space. Each open space is attributed one or more classifications to ensure a diversity of settings and experiences are provided across the open space network.

Open Space Policy

Table 2 – Classifications for open space in the City of Marion

Recreation – active	Designed for active informal recreation that can include facilities such as play spaces, grassed areas for ball games, multi-purpose courts, fitness equipment.
Recreation – non-active	Designed primarily for passive recreation activities such as relaxing, strolling, picnics, barbecues.
Play	Where a playspace is the dominant feature of the open space. Provision of play spaces is guided by the City of Marion's Playspace Policy (2016).
Sport	Where sport facilities are the principle purpose of the open space that are associated with club membership – usually competitive use. There can be community use outside of competitive sport schedules.
Dog park	Where a principal use of the open space is for dog off-leash exercise.
Community garden	Designed to include more formal recreation activities that may be restricted, such as community gardens.
Linear / linkage	Walking, cycling and other shared use off-road trails that are used for recreational and commuting purposes.
Cultural / heritage	Open space that is of special historic/cultural significance to indigenous and/or non-indigenous communities.
Nature conservation	Where the protection and/or improvement of biodiversity is of high value, including linking areas of remnant vegetation for passage of wildlife.
Wetland/watercourse	Where a wetland and/or watercourse is a key focus of the open space.
Coastal	Where open space is situated in a coastal setting and plays a role in protecting the coastal environment.
Road reservation	Road reserves that contribute to the open space network but its primary purpose is land banking for potential future changes to transport corridors.

7. DEFINITIONS

Open space

Open space refers to:

Parks and reserves – from pocket parks to large reserves that can include a range of facilities and amenities

Sport grounds – that have the capacity to be available for community use outside formal sporting use excluding sport related facilities such as clubrooms, storage sheds

Open Space Policy



Linear trails and greenways – shared use walking and cycling trails that can include river and rail corridors

Riparian zones – public areas adjacent to waterways

Active living

Active living is a way of life where people choose to be physically active in daily life through participation in activities such as sport, fitness and play, and also through incidental activity such as walking and cycling to destinations such as open spaces.

8. RELATED DOCUMENTS

The following key City of Marion policies and plans relate to open space:

- City of Marion Community Vision – Towards 2040
- City of Marion 10-Year Strategic Plan (under revision)
- City of Marion 3-Year Business Plan 2016-2019
- City of Marion Development Plan
- City of Marion Long Term Financial Plan
- Asset Management Plan
- Community Land Management Plans
- Irrigation Management Plan
- Remnant Vegetation Plan
- Playspace Policy
- Climate Change Policy
- Streetscape Policy
- Asset Management Policy
- Disposal of Land and Assets Policy
- Tree Management Policy
- Community Consultation and Engagement Policy
- Memorial procedure

9. REFERENCES

- Development Act 1993
- 30 Year Plan for Greater Adelaide
- South Australian Public Health Act 2011
- State Public Health Plan, South Australia: A Better Place to Live 2013
- Australian Government, Department of the Environment
[Built environment | In Brief | State of the Environment 2011 \(SoE 2011\)](#)
- Department of Environment, Water and Natural Resources
<http://www.environment.sa.gov.au/Home>
- Resilient South – Integrated Vulnerability Assessment Technical Report, April 2014

Open Space Policy

Policy Name and version no.	City of Marion Open Space Policy - V1.0
Last update	
Last Council review (report reference)	
Next review due	
Responsibility	Team Leader, Open Space and Recreation

**CITY OF MARION
SPECIAL GENERAL COUNCIL MEETING
1 NOVEMBER 2016**

Originating Officer: Kate McKenzie, Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Recruitment of an Independent Audit Committee Member

Reference No: SGC011116R03

REPORT OBJECTIVES:

To advise the Council of the resignation of Mr Lew Owens (Independent Member) of the Finance and Audit Committee and advise of the recruitment process for his replacement.

EXECUTIVE SUMMARY:

On the 12th October 2016, Mr Lew Owens (Independent Member) tendered his resignation from the Finance and Audit Committee (FAC) effective at the conclusion of the 15th December 2016 FAC Meeting. Mr Owens has served on the FAC for nearly seven (7) years and was appointed by the Council in February 2010. Mr Owens has been a valuable member of the Committee during this period.

Under the FAC's Policy and Terms of Reference, the FAC will comprise of five (5) members – two (2) elected members and three (3) expert members. Section 3.6 to 3.10 of the FAC Policy states the following:

External Expert Members

- 3.6 *External expert members will have senior business, legal, audit knowledge and experience, and be conversant with the local government environment.*
- 3.7 *At least one external expert member will have expertise and knowledge in financial management/reporting.*
- 3.8 *In accordance with sections 5.20 and 5.22 of the People and Culture Committee Terms of Reference, the People and Culture Committee will source and recommend to Council the appointment of the expert members on a Council committee.*
- 3.9 *Appointment of external representatives will be made by Council for a term to be determined by Council. To ensure succession planning for the Committee, the terms of appointment should be arranged on a rotational basis and continuity of membership despite changes to Council's elected representatives. Council may resolve to re-appoint an external expert member for consecutive terms.*
- 3.9 *If Council proposes to remove an expert member from the Committee, it must give written notice to the expert member of its intention to do so and provide that expert member with the opportunity to be heard at a Council meeting which is open to the public, if that expert member so requests.*
- 3.10 *Remuneration will be paid to each expert member of the Committee to be set by Council from time to time. At a minimum, the remuneration paid to an expert*

member will be reviewed within 12 months from the date of a Council (periodic) election. The basis will be a set fee per meeting, with an additional amount paid to the Chairperson.

The process for recruitment of an independent member is outlined within the People and Culture Committee's Terms of Reference which states the following:

(Section 5.20 and 5.21)

5.20 This Committee and the Chief Executive Officer will act as the selection panel for all expert members to section 41 Committees.

5.21 The process to be followed by the Committee is:

- Identification of potential candidates via an executive search rather than general advertisement.
- Short list candidates for interviews/discussion.
- Interviews with candidates to determine suitability for selection.
- Determine a preferred candidate and confirm their preparedness to be nominated for appointment.
- Make recommendation to Council on preferred candidate

The FAC has yet to determine its meeting schedule for 2017 but as a general guide the first meeting of the Committee is usually scheduled for late February. The following plan has been developed as a guide to provide the best opportunity to finalise the recruitment early in the new year.

Action	Due Date	Responsibility
Executive Search for candidates (list only)	Presented to People and Culture Committee 1 November 2016	Manager Corporate Governance
Short List discussion	1 November 2016	P&C Committee & CEO
Seek interest from Short Listed Candidates	November 2016	Manager Corporate Governance
Interviews	November/December 2016	P&C Committee & CEO
Recommendation to Council to appoint independent Member to Audit Committee	General Council Meeting 24 January 2017	Manager Corporate Governance

The processes for sourcing candidates is internal in nature and as such, will have minimal financial implications. Any costs associated with undertaking an executive search to identify potential candidates can be accommodated within the existing FAC budget.

RECOMMENDATIONS (2)

DUE DATES

That Council;

1. Thanks Mr Owens for his 7 years of service on the Finance and Audit Committee and his valuable contributions. **November 2016**
2. Notes the process to be undertaken by the People and Culture Committee for recruitment of a third independent Member to the Finance and Audit Committee. **November 2016**

**CITY OF MARION
SPECIAL GENERAL COUNCIL MEETING
1 NOVEMBER 2016**

Notice Received from: Councillor Tim Pfeiffer

Subject: Elected Member Positions and Committee Structures –
Rescission Motion

Ref No: SGC011116M01

MOTION:

That the following motion passed at the 9 August 2016 Council Meeting (GC090816M02) be rescinded:

1. *That Committee positions and Deputy Mayor position be decided at our October Council meeting and that we endorse our current committee structure.*

COMMENTS: Councillor Pfeiffer

What is proposed in relation to committee structures is to continue on with the current committee structure, with one less independent member and a new meeting schedule (which may add more meetings).

As it stands, no motions that entertain any sort of structural changes to the committee structures can be entertained, due to the previous motion passed (GC090816M02).

While I firmly believe that GC090816M02 was passed with the best of intentions (I voted for it), I think it actually constrains us in making the changes that are necessary to tune up our committee structures, better use our time and enable us and the business to achieve the things that we want to achieve in the final two years of our term. Rescinding the motion will allow for these changes to be made.

COMMENTS: Kate McKenzie, Manager Corporate Governance

The above motion has been received in accordance with the meeting procedure regulations.

Please refer to the report on Section 41 Committee's (SGC011116R04) for further details.

A report will be presented to the 22 November 2016 General Council Meeting to appoint the Deputy Mayor and Elected Members to various committees.

**CITY OF MARION
SPECIAL GENERAL COUNCIL MEETING
1 NOVEMBER 2016**

Originating Officer: Kate McKenzie, Manager Corporate Governance

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: Section 41 Committees

Reference No: SGC011116R04

REPORT OBJECTIVES:

For Council to review its committee structure and relevant terms of reference.

EXECUTIVE SUMMARY:

At its meeting of 22 September 2015 (GC220915R07), Council adopted Terms of Reference for its new committee structure. The committees have been operational since February 2016 and are now due for review.

This report presents various options and draft Terms of Reference for Council to consider. The draft Terms of Reference have been prepared for seven different Committees and these are provided in Appendices 1 – 7.

Three committee structure options have been presented within the report:

- Option 1 The current committee structure of Finance and Audit, People and Culture, Strategy, Infrastructure and Urban Planning. Total of five (5) Committees.
- Option 2 Committees required under various legislation being Finance and Audit and Urban Planning plus the CEO Performance Review and Selection Committee. Total of three (3) Committees.
- Option 3 A combination of Option 1 and 2 being Finance and Audit, Urban Planning, CEO Performance Review and Selection Committee and an Infrastructure and Strategy Committee. Total of four (4) Committees.

Council is requested to consider these three options and resolve a committee structure to commence at the beginning of the 2017 calendar year.

The Development Assessment Panel is out of scope for this report and not addressed.

RECOMMENDATIONS

DUE DATES

That Council:

- | | |
|--|-----------------------------|
| <p>1. Endorses the following Committee Structure:</p> <ul style="list-style-type: none"> - Finance and Audit Committee - Urban Planning Committee - X | <p>November 2016</p> |
| <p>2. Adopts the Terms of Reference for the Finance and Audit Committee provided in Appendix 1 effective from 1 January 2017.</p> | <p>November 2016</p> |

- | | | |
|----|---|----------------------|
| 3. | Adopts the Terms of Reference for the Urban Planning Committee Provided in Appendix 5 from 1 January 2017. | November 2016 |
| 4. | Adopts the Terms of Reference for the xxxx provided in Appendix X from 1 January 2017. | November 2016 |
| 5. | Disbands the following Committees that have been established pursuant to section 41 of the Local Government Act 1999, effective from 31 December 2016:
- insert names | November 2016 |
| 6. | Reviews all the Committees Terms of Reference within 12 months of the next general election (by November 2019), unless required earlier. | November 2019 |
| 7. | Places each of the adopted Committee's Terms of Reference on the Council website. | November 2016 |
| 8. | Notes a further report will be brought to the 22 November General Council Meeting to resolve the Committee Memberships, Presiding Members and the Deputy Mayor. | November 2016 |
| 9. | Adopts the meeting schedule and sitting fee for option X as provided in Appendix X | November 2016 |

BACKGROUND

At the General Council Meeting of 22 September 2015, Council adopted Terms of Reference for the following Committees established pursuant to section 41 of the *Local Government Act 1999*:

- Finance and Audit Committee
- People and Culture Committee
- Strategy Committee
- Infrastructure Committee
- Urban Planning Committee

These Committees commenced operating in February 2016 and Council agreed to review the Terms of Reference for the Committees by December 2016. Additionally, (with the exception of the Finance and Audit Committee Expert Members) Council resolved (GC190116R09) to appoint the expert members to each Committee until 31 January 2017 or until such time as the Committee is disbanded.

DISCUSSION

At its meeting of 9 August 2016 (GC090816M02) Council resolved "*That Committee positions and Deputy Mayor position be decided at our November Council meetings and that we endorse our current committee structure*".

It is noted that a motion of notice has been received to rescind this previous resolution of Council (SGC011116M01). This rescission motion will be considered prior to this report at the Special Meeting of 1 November 2016. If the rescission

motion, is resolved by Council, all options within the report can be considered. If the rescission motion is unsuccessful, Council may only progress with option 1.

Draft Terms of Reference have been prepared for seven (7) different Committees as follows:

Finance and Audit Committee Policy and Terms of Reference (Appendix 1)

The Finance and Audit Committee is required pursuant to section 126 of the Local Government Act 1999. It is proposed to combine the Policy and Terms of Reference into one document, but there is no other proposed change. It is recommended that the next review of these documents occur within 12 months of the next general election (by November 2019).

It is noted that a recruitment process for a new expert member to this Committee is proposed in a separate report Recruitment of Independent Audit Committee Member (SGC011116R03).

People and Culture Committee, Strategy Committee and Infrastructure Committee (Appendices 2, 3 and 4)

Minor amendments have been made to these terms of reference which include:

- A review of the Committee's performance to occur every two years.
- Clarity regarding the sitting fees for meetings and that informal sessions (i.e. coffee meetings, agenda preparation) is included as part of the meeting sitting fee. Any fees for additional workshops outside of the meeting schedule needs to be negotiated separately before the meeting occurs.

Urban Planning Committee (Appendix 5)

The Urban Planning Committee is required pursuant to section 101A of the Development Act 1999. In addition to the amendments listed above, it has been proposed to remove the expert member from the Urban Planning Committee. This is reflected in the proposed Terms of Reference.

Staff have expressed a preference to retain an expert member to provide independent and expert advice to the Committee. If Council would like to retain the expert member, this would need to be appropriately reflected in the Terms of Reference.

If Council resolves to remove the independent member, Council may like to consider increasing the number of Elected Members on this Committee to four (4) instead of three (3). This would need to be appropriately reflected in the resolution.

CEO Performance Review and Selection Committee (Appendix 6)

Terms of Reference have been drafted and included in Appendix 6. This Committee would be responsible for the CEO KPI's and performance review, CEO recruitment and recruitment of expert members to Committees. It is proposed that this Committee would not have an expert member as part of the membership and would be chaired by the Mayor.

Infrastructure and Strategy Committee (Appendix 7)

Terms of Reference have been drafted and included in Appendix 7. This Committee would be responsible for providing advice to Council regarding matters of strategic direction /planning and management of Councils major projects and infrastructure. It is proposed that this Committee would have an expert member as part of the membership and the expert member would be the chair. It is also proposed that the membership of the Committee would be six elected members and the Mayor. Further details of the Committee are provided in the Terms of Reference.

The following options have been prepared for Council consideration:

OPTION 1 – Status Quo (Total of five committees)

The following option provides the current Committee structure of:

- Finance and Audit Committee (Appendix 1)
- People and Culture Committee (Appendix 2)
- Strategy Committee (Appendix 3)
- Infrastructure Committee (Appendix 4)
- Urban Planning Committee (Appendix 5)

Meeting Schedule and sitting fees for expert members:

Two proposed meeting schedules (options 1a and 1b) and sitting fees have been prepared in Appendix 8. Either options are viable but option 1a will require more resources due to additional meetings being held (even though the meetings are proposed for a short timeframe of 1.5 hours instead of 3 hours). There are also impacts for the expert members, who would be required to attend more meetings.

Expert Members

This option provides for expert members on each of the Committee's with the potential exception of Urban Planning. The following expert members are currently appointed to each Committee:

- David Panter (People and Culture)
- Damian Scanlon (Strategy)
- Christian Reynolds (Infrastructure)
- Bryan Moulds (Urban Planning)

This option provides that the independent member for each Committee is reappointed. Council may like to consider a further 12-month appointment till 31 January 2018 (or till the Committees are disbanded).

It is also noted that Dr David Panter tendered his resignation on the 25th October 2016, effective immediately. This being the case, if Council adopts this option, recruitment for a new independent member for the People and Culture Committee would be required.

Financial Implications

Should Council choose to remove an independent member from the Urban Planning Committee, this would result in a \$5,000 saving from the operational costs for the Committee.

This option retains the provision that each Committee (excluding Finance and Audit) is chaired by an Elected Member. The allowances for the Chairperson of a Committee is set by the Remuneration Tribunal. Section 3.3.1 of the Remuneration Tribunal Determination states "*the annual allowances for a councillor who is the deputy mayor or deputy chairperson, or the presiding member of a prescribed committee or more than one prescribed committees established by the council, will be equal to one and a quarter (1.25) times the annual allowance for councillors of that council.*" This equates to an additional allowance of \$4,790 per chair (excluding the Mayor and Deputy Mayor).

The cost of the Presiding Members for this option is included in the 2016/17 budget and hence there is no further budget required for this option.

Please note that a separate report regarding the appointment of members and presiding members to the Committees is scheduled for the 22 November 2016 General Council Meeting.

OPTION 2 – Statutory Committees plus CEO Performance Review and Selection Committee (Total of three committees)

The following option proposes a committee structure based on committees required within the legislation, plus the CEO Performance Review and Selection Committee.

The Committees' structure would be:

- Finance and Audit Committee (Appendix 1)
- Urban Planning Committee (Appendix 5)
- CEO Performance Review and Selection Committee (Appendix 6)

This options proposes to disband the People and Culture Committee and create a CEO Performance Review and Selection Committee. This Committee would be chaired by the Mayor.

It also proposes to disband the Strategy Committee and Infrastructure Committee with the functions of these Committees either being managed through full Council or Elected Member Forums.

Meeting Schedule:

Appendix 9 provides a meeting schedule for the Urban Planning Committee. The Terms of Reference for the CEO Performance Review and Selection Committee proposes that this Committee is not a standing Committee and will meet when required but as a minimum at least twice per year (every six months).

Financial Implications

This option would provide a potential \$20,000 savings to Council as the fees for independent members would not be required (excluding Finance and Audit). In addition to this, savings would also be achieved as there are less committees and therefore less committee meetings, meaning reduced impacts on staff resources for agenda preparation and reporting, meeting attendance, meeting set up and minute taking. A further saving in the vicinity of \$9,580 would also be achieved in reduction of payments to the presiding members of the Committees.

OPTION 3 – Combination of option 1 and 2. (Total of four committees)

Therefore, total potential savings of \$29,580 could be achieved.

This option has been prepared based on a combination of options 1 and 2. The Committees' structure would be:

- Finance and Audit Committee (Appendix 1)
- Urban Planning Committee (Appendix 5)
- CEO Performance Review and Selection Committee (Appendix 6)
- Infrastructure and Strategy Committee (Appendix 7)

As described in option 2, this option proposes to disband the People and Culture Committee and create a CEO Performance Review and Selection Committee.

It also proposes to disband the Strategy Committee and Infrastructure Committee and to combine the functions of these Committees into one Committee. This Committee would have an expert member who would chair the Committee.

Meeting Schedule:

A meeting schedule has been prepared in Appendix 10 for the Urban Planning Committee and the Infrastructure and Strategy Committee. It is proposed that these Committees meet at the same time from 6.30 pm on the first Tuesday every second month being February, April, June, August, October and December.

Financial Implications

This option would provide a \$14,000 saving to Council as the fees for expert members would be reduced. In addition to this, savings would also be achieved as there are less committees and therefore less committee meetings, meaning reduced impacts on staff resources for agenda preparation and reporting, meeting attendance, meeting set up and minute taking. A further saving in the vicinity of \$9,580 would also be achieved in reduction of payments to the presiding members of the Committees. Therefore, total potential savings of \$23,580 could be achieved.

CONCLUSION:

Committees can provide a mechanism for Council to focus in detail on specific areas which either requires more time for consideration and oversight or where specific technical expertise is required. They can be beneficial when issues are too complex and/or numerous to be handled by the entire Council. It is important for Council and the Committees to review performance to ensure they are adding valuing to the decision making of Council with the resident's interests at the core of the process.

FINANCE AND AUDIT COMMITTEE TERMS OF REFERENCE



1. ESTABLISHMENT

- 1.1 The Finance and Audit Committee is a formally constituted Committee of Council pursuant to *Section 41 and 126 of the Local Government Act 1999* and is responsible to Council. It operates as an independent and objective advisory Committee to Council and does not have any delegated decision making or authority to implement actions in areas over which the Chief Executive Officer.

2. OBJECTIVES

- 2.1 The primary objective of the Finance and Audit Committee is to add value through the provision of advice to ensure that the resources of the City of Marion are being used efficiently and effectively. It will assist Council accomplish its objectives by contributing to a systematic and disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.
- 2.2 As part of Council's governance obligations to the community, Council has constituted the Finance and Audit Committee to facilitate:
- 2.2.1 Oversight of relevant activities to facilitate achieving the City of Marion's objectives in an efficient and orderly manner.
 - 2.2.2 Enhancing the credibility and objectivity of internal and external financial reporting.
 - 2.2.3 Effective management of risk and the protection of Council assets.
 - 2.2.4 Compliance with laws and regulations as well as use of best practice guidelines.
 - 2.2.5 The effectiveness of the service reviews function and maintaining a reliable system of internal control.
 - 2.2.6 The provision of an effective means of communication between the external auditor, service reviews provider, management and Council.
 - 2.2.7 The City of Marion's ethical development.

3. MEMBERSHIP

- 3.1 The Finance and Audit Committee will comprise five members:
- (i) Two Elected Members (who are not the Mayor)
 - (ii) Three external expert members.

Elected Member Representative

- 3.2 Ideally, the Elected Members on this Committee will have experience in business, legal, audit or financial management / reporting knowledge and experience.

- 3.3 Appointment of the Elected Members to this Committee will be made by Council on a rotational basis, as resolved from time to time. Council may resolve to re-appoint the Elected Members on this Committee for consecutive terms.
- 3.4 No additional allowance will be paid to the Elected Member representative over and above the allowance already received by the Elected Member.
- 3.2 If required, training and development will be sourced and provided to the Elected Member Representatives on matters/subjects within the Finance and Audit Committee Terms of Reference as a conduit of information between Council and the Committee, and the Committee and Council.
- 3.3 The Elected Member representatives will raise matters (within the scope of the Finance and Audit Committee Terms of Reference) with the Committee, on behalf of Council.
- 3.4 The Elected Members representatives will provide a verbal report to Council on the key matters and recommendations within the Committee meeting, when the minutes and / or Committee recommendation reports, are presented to Council for adoption.
- 3.5 The Elected Member representative will provide a report to the Committee on any Council decisions or discussions that are relevant to the Committee's Terms of Reference.

External Expert Members

- 3.6 External expert members will have senior business, legal, audit knowledge and experience, and be conversant with the local government environment.
- 3.7 At least one external expert member will have expertise and knowledge in financial management/reporting.
- 3.8 The Council will determine the process for appointing an expert member.
- 3.9 Appointment of external representatives will be made by Council for a term to be determined by Council. To ensure succession planning for the Committee, the terms of appointment should be arranged on a rotational basis and continuity of membership despite changes to Council's elected representatives. Council may resolve to re-appoint an external expert member for consecutive terms.
- 3.10 If Council proposes to remove an expert member from the Committee, it must give written notice to the expert member of its intention to do so and provide that expert member with the opportunity to be heard at a Council meeting which is open to the public, if that expert member so requests.
- 3.11 Remuneration will be paid to each expert member of the Committee to be set by Council from time to time. At a minimum, the remuneration paid to expert member will be reviewed within 12 months from the date of a Council (periodic) election. The basis will be a set fee per meeting, with an additional amount paid to the Chairperson.

4. BASIS FOR OPERATION

- 4.1 The Committee's role is to report to Council and provide appropriate advice and recommendations on matters relevant to the Committee's Terms of Reference in order to facilitate decision-making by Council in relation to the discharge of its responsibilities.
- 4.2 The City of Marion considers that the ability of the Finance and Audit Committee to operate in a manner that adds value and also maintain independent judgement is vital. As such, the City of Marion has based the Committee's Terms of Reference on the ASX Principles

of Good Corporate Governance and the Australian Standard AS 8000-2003 Good Governance Principles.

- 4.3 Council or the Chief Executive may refer any matter to the Finance and Audit Committee within its Terms of Reference.
- 4.4 The Chairperson of the Committee shall be appointed from the external representatives of the Committee by the Finance and Audit Committee. In the absence of the appointed Chairperson from a meeting, the meeting will appoint an acting Chairperson from the external members present.
- 4.5 A quorum shall be three members – 1 Elected Member and 2 expert members.
- 4.6 The Finance and Audit Committee, through the Chief Executive Officer, may seek information or obtain expert advice on matters of concern within the scope of its responsibilities.
- 4.7 The Chief Executive Officer will attend all meetings on an ex-officio basis, except when the Committee chooses otherwise. Other Elected Members or staff may be invited to attend at the discretion of the Committee to advise and provide information when required.
- 4.8 The Finance and Audit Committee will review its performance on a bi-annual basis to ensure the continual improvement to its performance.
- 4.9 Representatives of the external auditor will be invited to attend meetings at the discretion of the Committee, but must attend meetings at which there will be consideration of the annual financial report and results of the external audit.
- 4.10 The Finance and Audit Committee will meet with both the external auditor and internal auditor without management present at least once a year.
- 4.11 The Chief Executive Officer will ensure appropriate support is provided to Committee.

Meetings

- 4.12 The Committee shall meet at least quarterly.
- 4.13 The time and place for the conduct of meetings will be determined by the Committee provided that all meetings will be held in a public environment within a City of Marion building.
- 4.14 The Committee will consider and determine its own meeting practice, processes and procedures within the parameters of the Local Government Act 1999 and the Local Government (Procedures at Meetings) Regulations 2000.
- 4.15 An annual schedule of meetings will be developed and agreed to by the Committee members. This schedule of meetings will include at least one joint workshop with the Council and the Committee.
- 4.16 Additional meetings shall be convened at the discretion of the Chairperson, or at the written request of Council or any member of the Committee, service review provider or external auditor.

Reporting

- 4.17 A copy of all agenda and reports forwarded to the Finance and Audit Committee will also be forwarded to Elected Members for information prior to the conduct of the Finance and Audit Committee meeting.
- 4.18 The minutes of each Finance and Audit Committee Meeting, shall be forwarded (as soon as practicable after the meeting) to a General Council meeting.

- 4.19 Where the Finance and Audit Committee makes a recommendation to Council on a matter within the scope of its Terms of Reference, the matter will be listed as a separate agenda item for consideration by Council at the next General Council meeting that is not being held on the same day as the Audit Committee meeting. An Elected Member Representative on the Committee will inform the Council during the Council meeting of the recommendation and any provide any relevant context.
- 4.20 Where the Council makes a decision relevant to the Committee's Terms of Reference, an Elected Member Representative will report the decision to the Committee at the next Committee meeting and provide any relevant context.
- 4.21 The Committee shall report annually to the Council summarising the activities of the Committee during the previous year.

Authority

- 4.22 The Committee is authorised to seek any information it requires from any employee of the Council (after advising the CEO) in order to perform its duties.
- 4.23 The Committee is authorised, at the Council's expense, (after consultation with the CEO) to obtain outside legal or other professional advice on any matter within its terms of reference

5. FUNCTIONS:

The primary functions of the Finance and Audit Committee is to add value through the provision of advice to ensure that the resources of the City of Marion are used efficiently and effectively. It will assist Council to accomplish its objectives by contributing to a systematic and disciplined approach to evaluating and improving the effectiveness of financial management, risk management, internal controls, and governance processes through the following activities:

5.1 External Audit

- 5.1.1 Review and recommend for endorsement by Council the engagement of the City of Marion's external auditor. The review should look to satisfy Council that the provider of external audit services can demonstrate adequate independence from the operations of the City of Marion.
- 5.1.2 Critically analyse and follow up any external audit report that raises significant issues relating to risk management, accounting, internal controls, financial reporting and other accountability or governance issues. Review management's response to, and actions taken as a result of, issues raised.
- 5.1.3 Liaise with the City of Marion's external auditor including discussion on:
 - 5.1.4 The scope and planning of annual audits.
 - 5.1.5 Any issues arising from audits, including any management letter issued by the auditor and the resolution of such matters.
 - 5.1.6 Recommend to Council, if considered appropriate, that the external auditor, or some other person suitably qualified in the circumstances, examine and report on any matter related to financial management, or the efficiency and economy with which the City of Marion manages or uses its resources to achieve its objectives, that would not otherwise be addressed or included as part of the annual audit (under Div. 4 of Part 3 of Ch. 8 of the Act).

5.2 Internal Audit and Service Reviews

- 5.2.1 Review and recommend for endorsement by Council the engagement of the City of Marion's internal audit and service review provider. The review should look to satisfy Council that the provider of the services can demonstrate adequate independence from the operations of the City of Marion.
- 5.2.2 Review, and provide information relevant to, the scope of the internal audit and service review programs, including whether the program systematically addresses:
- Internal controls over significant risk, including non-financial management control systems.
 - Internal controls over revenue, expenditure, assets and liability processes.
 - The efficiency, effectiveness and economy of significant Council programs and activities.
 - Compliance with regulations, policies, best practice guidelines, instructions and contractual arrangements,
 - Whether employees have sufficient competencies (facilitated by up to date training) to enable them to fulfil their roles.
 - A review of the City of Marion's strategic management plans and annual business plans to ensure appropriate allocation of resources necessary to achieve the objectives of the plans.
- 5.2.3 Critically analyse and follow up any internal audit or service reviews report that raises significant issues and review management's response to, and actions taken as a result of issues raised.
- 5.2.4 Review the appropriateness of special assignments undertaken by the internal audit and service reviews provider at the request of the Chief Executive.
- 5.2.5 Review the level of resources allocated to service review and the scope of its services and authority.
- 5.2.6 Facilitate liaison between the internal audit/service review provider, and external auditor to promote compatibility, to the extent appropriate, between their programs.

5.3 Service Reviews

- 5.3.1 Review and provide advice on service reviews, and in particular:
- a) the scope of the review before it is commenced
 - b) input into the questions to be asked and the data to be collected and analysed
 - c) comment on all draft service review reports before the final report is presented to Council.

5.4 Financial Reporting and Prudential Requirements

- 5.4.1 Review Council's annual financial statements to ensure that they present fairly the state of affairs of the City of Marion, including focus on:
- Accounting policies and practices and any changes to them.
 - The process used in making significant accounting estimates.
 - Significant adjustments to the financial report (if any) arising from the audit process.

- Compliance with accounting standards and other reporting requirements.
- Significant variances from prior years.

5.4.2 Provide comment on the assumptions underpinning Council's Strategic Management Plans (Strategic Plan, Annual Business Plan, Budget and Long Term Financial Plan), the consistency between plans, and the adequacy of Council's plans in the context of maintaining financial sustainability.

5.4.3 Recommend adoption of the annual financial statements to Council. Review any significant changes that may arise subsequent to any such recommendation but before the financial report is signed.

5.4.4 Review the recommendations of business cases developed by Management in association with significant activities or major projects. Such reviews should have regard to the requirements of Section 41 of the Local Government Act 1999 which relates to prudential requirements for certain activities.

5.5 Internal Controls and Risk Management Systems

5.5.1 Review the City of Marion's annual Risk Profile and monitor the risk exposure of Council. Review risk management processes and management information systems.

5.5.2 Review the adequacy of the accounting, internal control, reporting and other resource and financial management systems and practices of the City of Marion on a regular basis.

5.6 Other

5.6.1 Where Council has exempted a subsidiary from the requirement to have an audit committee, undertake the functions that would have been performed by the subsidiary's audit committee.

5.6.2 Monitor ethical standards and conflicts of interest by determining whether the systems of control are adequate.

5.6.3 Address issues brought to the attention of the Committee, including responding to requests from Council or the Chief Executive for advice that are within the parameters of this Terms of Reference.

5.6.4 Make recommendations to the Council to amend these Terms of Reference if the Committee forms the opinion that such amendments are necessary to improve its performance.

5.6.5 Review the Committee's performance on a bi-annual basis using performance indicators developed for that purpose.

Adopted by Council: 1 November 2016

Next Review: November 2019

Previous Version: 22 September 2015 – separate policy and terms of reference (GC250915R07)

25 November 2014 (GC251114R06)

27 September 2011 (GC270911R09)

9 December 2008 (GC091208R18)

28 November 2006 (GC281106R05)

Owner: Manager Corporate Governance

Applicable Legislation: Local Government Act 199

Other related References: City of Marion Risk Management Policy (GC120313R01), Australian Standard AS 8000-2003

Good Governance Principles

PEOPLE AND CULTURE COMMITTEE TERMS OF REFERENCE



1. Establishment

- 1.1 Pursuant to section 41 of the *Local Government Act 1999* (the Act) the Council has established a People and Culture Committee.

2. Objectives

- 2.1 The Committee is established for the purpose of:
- 2.1.1 Reviewing, monitoring and recommending to Council relevant strategies regarding the organisation's culture and performance associated with the conduct of Elected Members, employees and volunteers.
 - 2.1.2 Sourcing and recommending to Council the appointment of expert members to Committees.
 - 2.1.3 Reviewing the performance of the Chief Executive Officer
 - 2.1.4 Recommending a process to Council for the recruitment of the Chief Executive Officer (as required).

3. Membership

- 3.1 Membership of the Committee will comprise:

- (i) the Mayor
- (ii) Three Elected Members
- (iii) one Expert Member

Membership of the People and Culture Committee continues for the term as resolved by Council.

Elected Member Representatives

- 3.2 The Presiding Member will be one of the Elected Member Representatives. This member will receive the allowance prescribed in accordance with the Local Government Remuneration Tribunal determination.
- 3.3 Appointment of the Elected Member representative will be made by Council on a rotational basis as resolved from time to time. Council may resolve to re-appoint an Elected Member representative for consecutive terms.
- 3.4 No additional allowance will be paid to the Elected Member representative over and above the allowance already received by the Elected Member.
- 3.5 If required, training and development will be sourced and provided to the Elected Member Representative on matters/subjects within the People and Culture Committee Terms of Reference.

Expert Member for People and Culture Committee

- 3.6 The external expert member will have senior business, organisational culture, development and human resource management experience.

Appendix 2

- 3.7 Appointment of an expert member will be made by Council for a term to be determined by Council. Council may resolve to re-appoint an expert member for consecutive terms.
- 3.8 If Council proposes to remove an expert member from the Committee, it must give written notice to the expert member of its intention to do so and provide that external representative with the opportunity to be heard at a Council meeting which is open to the public, if that external representative so requests.
- 3.9 A sitting fee for each scheduled meeting ~~Remuneration~~ will be paid to the external representative of the Committee to be set by Council from time to time. At a minimum, the ~~remuneration-sitting fee~~ paid to external representatives will be reviewed within 12 months from the date of a Council (periodic) election. The basis will be a set fee per meeting.

3.10 Any fees for additional workshops and/or meetings outside of the meeting schedule must be negotiated separately before the meeting occurs.

4. Basis of Operation

- 4.1 The Committee does not have any delegated powers of Council, and all decisions of the Committee will constitute recommendations to Council.
- 4.2 For the purposes of Section 41(8) of the Local Government Act 1999, the Council does not impose any reporting and accountability requirements on the basis that all decisions of the Committee constitute recommendations to Council.
- 4.3 Committee meetings will take place at the City of Marion Administration Centre as required to undertake the responsibilities identified in these Terms of Reference and otherwise on such dates and at such times as the Presiding Member of the Committee or the Committee by resolution determines.
- 4.4 A quorum for a meeting of the Committee shall be three members of the Committee.
- 4.5 In the absence of the Presiding Member from a meeting, the members present will determine who will preside the meeting.
- 4.6 Each member present at a Committee meeting must, subject to a provision of the Local Government Act 1999 to the contrary, vote on a question arising for decision at that meeting.
- 4.7 Where the Local Government Act 1999, the Local Government (Procedures at Meetings) Regulations 2000 and these Terms of Reference do not prescribe procedures to be observed in relation to the conduct of a meeting of the Committee, the Committee may determine its own procedures.
- 4.8 Administrative support will be provided to the Committee as required.

5. Terms of Reference

- 5.1 Within the parameters of the Local Government Act 1999, and having regard to the powers, functions and responsibilities of the Chief Executive Officer, the Committee is charged with undertaking the following functions:

People and Culture

- 5.2 Monitor the development of key strategies, policies and budgets aimed at improving the organisation's culture and performance.
- 5.3 Monitor the organisation's direction regarding the efficient and effective delivery of strategic and operational human resource functions.
- 5.4 Ensure the organisation has appropriate employee wellbeing strategies;

5.5 Review and monitor other strategic initiatives associated with people and culture

Organisational Structure

5.6 Provide feedback to the Chief Executive Officer when being consulted regarding determining or changing to a significant degree:

- The organisation's structure
- The processes, terms or conditions that are to apply to the appointment of senior executive officers
- The appraisal scheme that is to apply to senior executive officers
- The appointment of a deputy to the Chief Executive Officer (if any)
- The appointment of an acting chief executive officer in the absence of the Chief Executive Officer

Elected Member & Council Professional Development

5.7 Oversee the implementation of the Elected Member Professional Development Policy

5.8 Develop and recommend to Council a process to assess Council's effectiveness and performance with a view to improve outcomes for the community.

CEO Employment Agreement and Performance Review

5.9 Arranging for the conduct of the Chief Executive Officer's annual performance review on an annual basis within the parameters of the Chief Executive Officer's Employment Agreement.

5.10 Reviewing the Chief Executive Officer's performance criteria within the parameters of the Chief Executive Officer's Employment Agreement.

5.11 Reviewing the Chief Executive Officer's remuneration package within the parameters of the Chief Executive Officer's Employment Agreement.

5.12 Reviewing any aspect of the Chief Executive Officer's Employment Agreement within the parameters of the Chief Executive Officer's Employment Agreement.

5.13 Recommending to Council the outcomes of the Chief Executive Officer's annual performance review.

5.14 Recommending to Council the Chief Executive Officer's remuneration package and performance criteria to be applied for the ensuing year

5.15 Providing feedback to the Chief Executive Officer on outcomes of the performance review, and in conjunction with the Chief Executive Officer, determining appropriate courses of action as required.

5.16 Recommending to Council any changes to the Chief Executive Officer's Employment Agreement.

Vacancy of the Office of the Chief Executive Officer

5.17 The Council will appoint a Chief Executive Officer.

5.18 In the event a vacancy in the office of the Chief Executive Officer, the Committee will develop and recommend to Council the necessary steps to fill the vacancy in accordance with the requirements the *Local Government Act 1999*.

- 5.19 The Committee will act as the selection advisory group and make recommendations to the Council in accordance with the process developed and adopted in accordance with section 5.18.

Process to Source Appointment of Expert Members to section 41 Committees

- 5.20 This Committee and the Chief Executive Officer will act as the selection panel for all expert members to section 41 Committees.

- 5.21 This panel will be supported by the Manager Governance.

- 5.22 The process to be followed by the Committee is:

- Identification of potential candidates via an executive search rather than general advertisement.
- Short list candidates for interviews/discussion.
- Interviews with candidates to determine suitability for selection.
- Determine a preferred candidate and confirm their preparedness to be nominated for appointment.
- Make recommendation to Council on preferred candidate.

Process to Source Appointment of Expert Members to the Development Assessment Panel (DAP)

- 5.23 This Committee and the Chief Executive Officer will act as the selection panel for all expert members to the Development Assessment Panel.

- 5.24 This panel will be supported by the Manager Development Services

- 5.25 The process to be followed by the Committee is:

- Identification of potential candidates via general advertisement.
- Short list candidates for interviews/discussion.
- Interviews with candidates to determine suitability for selection.
- Determine a preferred candidate and confirm their preparedness to be nominated for appointment.
- Make recommendation to Council on preferred candidate.

Review Committee's Performance

- 5.26 Review the Committee's Performance on a bi-annual (every two years) basis using performance indicators developed for that purpose.

Adopted by Council:	25 October 2016
Next Review:	November 2019
Previous Version:	22 September 2015 (GC220915R07)
Owner:	Manager Corporate Governance Manager Human Resources
Applicable Legislation:	Local Government Act 1999

STRATEGY COMMITTEE TERMS OF REFERENCE



1. ESTABLISHMENT

- 1.1 Pursuant to section 41 of the *Local Government Act 1999* (The Act) the Council has established a Strategic Issues Committee.

2. OBJECTIVES

- 2.1 The Committee is established for the purposes of:
- Providing advice to Council regarding matters of strategic importance
 - The development and monitoring of Council's strategic management plans as defined under section 122 of the Act:
 - Providing advice to Council on the changing and emerging nature of the community, region and area in which it operates, and specifically the public policy objectives of other councils, State and Commonwealth governments
 - Providing advice to council on the extent or levels of service required to be provided by the Council to achieve its long-term objectives

3. MEMBERSHIP

- 3.1 The membership of the Committee will comprise of:
- The Mayor
 - Three other elected members
 - One expert member who is independent of Council
- 3.2 The Membership, term of appointment and the presiding member will be determined by resolution of the Council.

Elected Member Representatives

- 3.3 The Presiding Member will be one of the Elected Member Representatives. This member will receive the allowance prescribed in accordance with the Local Government Remuneration Tribunal determination.
- 3.4 The Elected Member Representatives will change during the term of Council however Council may resolve to re-appoint an Elected Member representative for consecutive terms if this provides continuity for the Committee.

Expert Member

- 3.5 The expert member will have experience in strategic management covering areas including business strategy and planning; integration and alignment of strategic directions and policies; foresight and critical analysis and thinking; systems development; change management principles and practice; and monitoring performance and outcomes,

- 3.6 The appointment of the expert member will be made by the Council for a term to be determined by the Council. Council may resolve to re-appoint an expert member for consecutive terms.
- 3.7 If Council proposes to remove an expert member from the Committee, it must give written notice to the expert member of its intention to do so and provide the expert member with the opportunity to be heard at a council meeting which is open to the public, if the expert member so requests.
- 3.8 A sitting fee for each scheduled meeting will be paid to the expert member of the Committee to be set by Council from time to time. At a minimum, the sitting fee paid to expert members will be reviewed within 12 months of a Council (periodic) election. The basis will be a set fee per meeting.
- 3.9 Any fees for additional workshops and/or meetings outside of the meeting schedule must be negotiated separately before the meeting occurs.

Process to source Expert Members

- 3.9 In accordance with sections 5.20 and 5.22 of the People and Culture Committee Terms of Reference, the People and Culture Committee will source and recommend to Council the appointment of the expert members on a Council committee

4. BASIS FOR OPERATION.

- 4.1 The Committee does not have any delegated powers of Council, and all decision of the Committee will constitute recommendations to the Council.
- 4.2 For the purposes of section 41(8) of the Local Government Act 1999, the Council does not impose any reporting and accounting ability requirements on the basis that all decisions of the Committee constitute recommendations to Council.
- 4.3 The Committee will meet bi-monthly between February and November each year.
- 4.4 A quorum for a meeting of the Committee shall be three members of the Committee.
- 4.5 In the absence of the presiding member from a meeting, the members present will determine who will preside at the meeting.
- 4.6 Each member present at a Committee meeting must, subject to the provision of the Local Government Act 1999, vote on a question arising for decision at that meeting.
- 4.7 Where the Local Government Act 1999, the Local Government (Procedures at meetings) Regulations 2000 and these Terms of Reference do not prescribe procedures to be observed in relation to the conduct of a meeting of the committee, the Committee may determine its own procedures.
- 4.8 Administrative support will be provided to the Committee as requested.

5. TERMS OF REFERENCE

- 5.1 Within the parameters of the Local Government Act 1999, and having regard to the powers, functions and responsibilities of the Chief Executive Officer, the Committee is charged with undertaking the following:
 - 5.1.1 To advise Council regarding the development, implementation and review of its strategic management plans.

- 5.1.2 To investigate and recommend to Council any boundary realignments required to benefit the community as a whole.
- 5.1.3 To develop a process for Council to conduct a representation review as required by the Local Government Act 1999.
- 5.1.4 To ensure that Council policy and strategies provide and promote Community 'wellbeing' through enhancing and sustaining economic, environmental and community development of the City of Marion.
- 5.1.5 To review any topic specific strategies or plans (not included within any other Committees Terms of Reference) prior to Council consideration and adoption.
- 5.1.6 To investigate opportunities for City of Marion to participate in benchmarking programs in pursuit of continuous improvement.
- 5.1.7 To investigate and recommend to Council opportunities for the City of Marion to enter into cost sharing or co-operative arrangements with other stakeholders.
- 5.1.8 To monitor the process for Council to assess the current and future extent and levels of services required to be delivered by Council.
- 5.1.9 To advise Council regarding opportunities for community advocacy and issues management, and monitor progress of programs put in place in this respect

Review Committee's Performance

- 5.1.10 Review the Committee's Performance on a bi-annual (every two years) basis using performance indicators developed for that purpose.

Adopted by Council:	1 November 2016
Next Review:	November 2019
Previous Version:	22 September 2015 (GC220915R07)
Owner:	Manager Corporate Governance Manager Innovation Strategy
Applicable Legislation:	Local Government Act 1999

INFRASTRUCTURE COMMITTEE TERMS OF REFERENCE



1. ESTABLISHMENT

- 1.1 Pursuant to section 41 of the *Local Government Act 1999* (The Act) the Council has established an Infrastructure Committee.

2. OBJECTIVES

- 2.1 The Committee is established for the purposes of:
- Providing advice and recommendations to Council regarding the strategic management council assets.
 - Monitoring of major Council Projects that are in excess of \$4 million and / or are of a nature which pose significant risk or high community impact.
 - Aligning Council's management of assets and infrastructure to its long term strategic objectives.

3. MEMBERSHIP

- 3.1 The membership of the Committee will comprise of:
- The Mayor
 - Three other elected members
 - One expert member who is independent of Council
- 3.2 The Membership, term of appointment and the presiding member will be determined by resolution of the Council.

Elected Member Representatives

- 3.3 The Presiding Member will be one of the Elected Member Representatives. This member will receive the allowance prescribed in accordance with the Local Government Remuneration Tribunal determination.
- 3.4 The Elected Member Representatives will change during the term of Council however Council may resolve to re-appoint an Elected Member representative for consecutive terms if this provides continuity for the Committee.

Expert Member

- 3.5 The expert member will have experience in Asset/Facilities Management, Project Management and/or Civil/Structural engineering.
- 3.6 The appointment of the expert member will be made by the Council for a term to be determined by the Council. Council may resolve to re-appoint an expert member for consecutive terms.
- 3.7 If Council proposes to remove an expert member from the Committee, it must give written notice to the expert member of its intention to do so and provide the expert

member with the opportunity to be heard at a council meeting which is open to the public, if the expert member so requests.

- 3.8 A sitting fee for each scheduled meeting Remuneration will be paid to the expert member of the Committee to be set by Council from time to time. At a minimum, the remuneration sitting fee paid to expert members will be reviewed within 12 months of a Council (periodic) election. The basis will be a set fee per meeting.

3.8 3.9 Any fees for additional workshops and/or meetings outside the meeting schedule must be negotiated separately before the meeting occurs.

Process to source Expert Members

- 3.9 3.10 In accordance with sections 5.20 and 5.22 of the People and Culture Committee Terms of Reference, the People and Culture Committee will source and recommend to Council the appointment of the expert members on a Council committee.

4. BASIS FOR OPERATION.

- 4.1 The Committee does not have any delegated powers of Council, and all decision of the Committee will constitute recommendations to the Council.
- 4.2 For the purposes of section 41(8) of the Local Government Act 1999, the Council does not imposes any reporting and accounting ability requirements on the basis that all decisions of the Committee constitute recommendations to Council.
- 4.3 The Committee will meet ~~met~~ ~~bi-monthly~~ as resolved by Council between February and November each year.
- 4.4 A quorum for a meeting of the Committee shall be three members of the Committee.
- 4.5 In the absence of the presiding member from a meeting, the members present will determine who will preside at the meeting.
- 4.6 Each member present at a Committee meeting must, subject to the provision of the Local Government Act 1999, vote on a question arising for decision at that meeting.
- 4.7 Where the Local Government Act 1999, the Local Government (Procedures at meetings) Regulations 2000 and these Terms of Reference do not prescribe procedures to be observed in relation to the conduct of a meeting of the Committee, the Committee may determine its own procedures.
- 4.8 Administrative support will be provided to the Committee as requested.

5. TERMS OF REFERENCE

- 5.1 Within the parameters of the Local Government Act 1999, and having regard to the powers, functions and responsibilities of the Chief Executive Officer, the Committee is charged with providing advice and recommendations to Council regarding:
- 5.1.1 The development and implementation of Council policy relating to the management and utilisation of Council assets and infrastructure.
 - 5.1.2 The monitoring and potential implementation strategies for the sporting facilities priorities of the City of Marion.

- 5.1.3 The monitoring, development and implementation of Council's Strategic Asset Management Plans in accordance with Council's Asset Management Policy.
- 5.1.4 Opportunities to either acquire new assets or dispose of assets in accordance with Council's Disposal of Land and Assets Policy.
- 5.1.5 Monitoring of major projects of the City of Marion or within the City of Marion.
- 5.1.6 The opportunities to further develop strategic transport and integration of transport needs of the Community.

Review Committee's Performance

- 5.2 Review the Committee's Performance on a bi-annual (every two years) basis using performance indicators developed for that purpose.

Adopted by Council:	1 November 2016
Next Review:	November 2019
Previous Version:	22 September 2015 (GC220915R07)
Owner:	Manager Corporate Governance Manager Development Services
Applicable Legislation:	Local Government Act 1999 Local Government (Procedures at Meetings) Regulations 2013 Development Act 1993

URBAN PLANNING COMMITTEE TERMS OF REFERENCE



1. ESTABLISHMENT

- 1.1 Pursuant to section 41 of the *Local Government Act 1999* (The Act) and Section 101A of the Development Act, the Council has established an Urban Planning Committee.

2. OBJECTIVES

- 2.1 The Committee is established for the purposes of:
- Reviewing the Development Plan for the City of Marion,
 - Addressing aggregated planning matters or concerns raised by the community,
 - Fulfilling Council's responsibilities pursuant to section 101A of the *Development Act 1993* regarding strategic planning and development policy for the City of Marion.

3. MEMBERSHIP

- 3.1 The membership of the Committee will comprise of:
- The Mayor
 - Three other elected members
 - ~~One expert member who is independent of Council~~
- 3.2 The Membership, term of appointment and the presiding member will be determined by resolution of the Council.

Elected Member Representatives

- 3.3 The Presiding Member will be one of the Elected Member Representatives. This member will receive the allowance prescribed in accordance with the Local Government Remuneration Tribunal determination.
- 3.4 The Elected Member Representatives will change during the term of Council however Council may resolve to re-appoint an Elected Member representative for consecutive terms if this provides continuity for the Committee.

Expert Member

- ~~3.5 The expert member will have experience in urban planning, development, and/or placemaking.~~
- ~~3.6 The appointment of the expert member will be made by the Council for a term to be determined by the Council. Council may resolve to re-appoint an expert member for consecutive terms.~~

~~3.7 If Council proposes to remove an expert member from the Committee, it must give written notice to the expert member of its intention to do so and provide the expert member with the opportunity to be heard at a council meeting which is open to the public, if the expert member so requests.~~

~~3.8 Remuneration will be paid to the expert member of the Committee to be set by Council from time to time. At a minimum, the remuneration paid to expert members will be reviewed within 12 months of a Council (periodic) election. The basis will be a set fee per meeting.~~

Process to source Expert Members

~~3.9 In accordance with sections 5.20 and 5.22 of the People and Culture Committee Terms of Reference, the People and Culture Committee will source and recommend to Council the appointment of the expert members on a Council committee.~~

4. BASIS FOR OPERATION.

4.1 The Committee does not have any delegated powers of Council, and all decision of the Committee will constitute recommendations to the Council.

4.2 For the purposes of section 41(8) of the Local Government Act 1999, the Council does not impose any reporting and accountability requirements on the basis that all decisions of the Committee constitute recommendations to Council.

4.3 The Committee will meet [as resolved by Council](#), between February and November each year.

4.4 A quorum for a meeting of the Committee shall be three members of the Committee.

4.5 In the absence of the presiding member from a meeting, the members present will determine who will preside at the meeting.

4.6 Each member present at a Committee meeting must, subject to the provision of the Local Government Act 1999, vote on a question arising for decision at that meeting.

4.7 Where the Local Government Act 1999, the Local Government (Procedures at meetings) Regulations 2000 and these Terms of Reference do not prescribe procedures to be observed in relation to the conduct of a meeting of the Committee, the Committee may determine its own procedures.

4.8 Administrative support will be provided to the Committee as requested.

5. TERMS OF REFERENCE

5.1 Within the parameters of the Local Government Act 1999, and having regard to the powers, functions and responsibilities of the Chief Executive Officer, the Committee is charged with undertaking the following:

5.1.1 To provide advice to the Council in relation to the extent to which the Council's strategic planning and development policies accord with the Planning Strategy;

5.1.2 To develop and recommend to Council a revised Development Plan for the City of Marion that takes into consideration:

- Orderly and efficient development within the area of the council;

- High levels of integration of transport and land use planning;
- Relevant targets set out in the Planning Strategy within the City of Marion;
- The implementation of affordable housing policies set out in the Planning Strategy for the City of Marion.

5.1.3 Broad resident planning matters causing problems within the community such as multiple complaints about the one subject matter unless that matter relates to a development application which must be delegated by the Council to the Development Assessment Panel or to staff;

5.1.4 The consideration and recommendation to Council of any Development Plan Amendments

5.1.5 To provide advice to the Council in relation to strategic planning and development policy issues where the council is preparing:

- (i) A Strategic Directions Report;
- (ii) A Development Plan Amendment proposal either by the Council or by the Minister

5.1.6 To conduct public meetings pursuant to Section 25 of the Development Act 1993 in relation to a Development Plan Amendment and to consider any representations made in relation to that DPA.

5.1.7 The on-going review and monitoring of Council's Strategic Directions report.

Review Committee's Performance

5.1.8 Review the Committee's Performance on a bi-annual (every two years) basis using performance indicators developed for that purpose.

Adopted by Council: 1 November 2016

Next Review: November 2019

Previous Version: 22 September 2015 (GC220915R07)

Owner: Manager Corporate Governance
Manager Development and Regulatory Services

Applicable Legislation: Local Government Act 1999
Development Act 1993

CEO PERFORMANCE REVIEW AND SELECTION COMMITTEE TERMS OF REFERENCE



1. Establishment

- 1.1 Pursuant to section 41 of the *Local Government Act 1999* (the Act) the Council has established a Chief Executive Officer Performance Review and Selection Committee.

2. Objectives

- 2.1 The Committee is established for the purpose of:
- 2.1.1 Sourcing and recommending to Council the appointment of expert members to Committees.
 - 2.1.2 Reviewing the performance of the Chief Executive Officer
 - 2.1.3 Recommending a process to Council for the recruitment of the Chief Executive Officer (as required).

3. Membership

- 3.1 Membership of the Committee will comprise:

- (i) the Mayor
- (ii) the Deputy Mayor
- (iii) Two Elected Members

The Membership for the two elected members of the Committee continues for the term as resolved by Council.

Elected Member Representatives

- 3.2 The Presiding Member will be the Mayor.
- 3.3 Appointment of the Elected Member representative will be made by Council on a rotational basis as resolved from time to time. Council may resolve to re-appoint an Elected Member representative for consecutive terms.
- 3.4 No additional allowance will be paid to the Mayor or Elected Member representatives over and above the allowance already received by the Elected Member.
- 3.5 If required, training and development will be sourced and provided to the Elected Member Representative on matters/subjects within the Committee's Terms of Reference.

4. Basis of Operation

- 4.1 The Committee does not have any delegated powers of Council, and all decisions of the Committee will constitute recommendations to Council.
- 4.2 For the purposes of Section 41(8) of the Local Government Act 1999, the Council does not impose any reporting and accountability requirements on the basis that all decisions of the Committee constitute recommendations to Council.
- 4.3 Committee meetings will take place at the City of Marion Administration Centre as required to undertake the responsibilities identified in these Terms of Reference

- 4.4 The Committee will meet on an ad-hoc basis with a meeting occurring at least every 6 months. Meetings will be convened at the request of the presiding member or the elected members on the Committee.
- 4.5 A quorum for a meeting of the Committee shall be three members of the Committee.
- 4.6 In the absence of the Presiding Member from a meeting, the Deputy Mayor will chair the meeting.
- 4.7 Each member present at a Committee meeting must, subject to a provision of the Local Government Act 1999 to the contrary, vote on a question arising for decision at that meeting.
- 4.8 Where the Local Government Act 1999, the Local Government (Procedures at Meetings) Regulations 2000 and these Terms of Reference do not prescribe procedures to be observed in relation to the conduct of a meeting of the Committee, the Committee may determine its own procedures.
- 4.9 Administrative support will be provided to the Committee as required.

5. Terms of Reference

Within the parameters of the Local Government Act 1999, and having regard to the powers, functions and responsibilities of the Chief Executive Officer, the Committee is charged with undertaking the following functions:

5.1 CEO Employment Agreement and Performance Review

- 5.1.1 Arranging for the conduct of the Chief Executive Officer's six month (informal) and annual performance review within the parameters of the Chief Executive Officer's Employment Agreement.
- 5.1.2 Reviewing the Chief Executive Officer's performance criteria within the parameters of the Chief Executive Officer's Employment Agreement.
- 5.1.3 Reviewing the Chief Executive Officer's remuneration package within the parameters of the Chief Executive Officer's Employment Agreement.
- 5.1.4 Reviewing any aspect of the Chief Executive Officer's Employment Agreement within the parameters of the Chief Executive Officer's Employment Agreement.
- 5.1.5 Recommending to Council the outcomes of the Chief Executive Officer's annual performance review.
- 5.1.6 Recommending to Council the Chief Executive Officer's remuneration package and performance criteria to be applied for the ensuing year.
- 5.1.7 Providing feedback to the Chief Executive Officer on outcomes of the performance review, and in conjunction with the Chief Executive Officer, determining appropriate courses of action as required.
- 5.1.8 Recommending to Council any changes to the Chief Executive Officer's Employment Agreement to be further negotiated with the CEO.

5.2 Vacancy of the Office of the Chief Executive Officer

- 5.2.1 The Council will appoint a Chief Executive Officer.
- 5.2.2 In the event a vacancy in the office of the Chief Executive Officer, the Committee will develop and recommend to Council the necessary steps to fill the vacancy in accordance with the requirements the Local Government Act 1999.

- 5.2.3 The Committee will act as the selection group and make recommendations to the Council in accordance with the process developed and adopted in accordance with section 5.2.2.

5.3 Process to Source Appointment of Expert Members to section 41 Committees

- 5.3.1 This Committee and the Chief Executive Officer will act as the selection panel for all expert members to section 41 Committees.
- 5.3.2 This panel will be supported by the manager with the relevant expertise required for the operations of the Committee.
- 5.3.3 The process to be followed by the Committee is:
- Identification of potential candidates via an executive search rather than general advertisement.
 - Short list candidates for interviews/discussion.
 - Interviews with candidates to determine suitability for selection.
 - Determine a preferred candidate and confirm their preparedness to be nominated for appointment.
 - Make recommendation to Council on a preferred candidate.

5.4 Process to Source Appointment of Expert Members to the Development Assessment Panel (DAP)

- 5.4.1 This Committee and the Chief Executive Officer will act as the selection panel for all expert members to the Development Assessment Panel.
- 5.4.2 This panel will be supported by the Manager Development Services and any other manager with the relevant expertise required for the operations of the Committee.
- 5.4.3 The process to be followed by the Committee is:
- Identification of potential candidates via general advertisement.
 - Short list candidates for interviews/discussion.
 - Interviews with candidates to determine suitability for selection.
 - Determine a preferred candidate and confirm their preparedness to be nominated for appointment.
 - Make recommendation to Council on a preferred candidate.

5.5 Review Committee's Performance

Review the Committee's Performance on a bi-annual (every two years) basis using performance indicators developed for that purpose.

Adopted by Council:	1 November 2016
Next Review:	November 2019
Previous Version:	Nil
Owner:	Manager Corporate Governance Manager Human Resources
Applicable Legislation:	Local Government Act 1999

INFRASTRUCTURE & STRATEGY COMMITTEE TERMS OF REFERENCE



1. ESTABLISHMENT

- 1.1 Pursuant to section 41 of the *Local Government Act 1999* (The Act) the Council has established an Infrastructure and Strategy Committee.

2. OBJECTIVES

- 2.1 The Committee is established for the purposes of:
- Providing advice to Council regarding matters of strategic importance.
 - The development and monitoring of Council's strategic management plans as defined under section 122 of the Act.
 - Providing advice to Council on the changing and emerging nature of the community, region and area in which it operates, and specifically the public policy objectives of other councils, State and Commonwealth governments.
 - Providing advice to council on the extent or levels of service required to be provided by the Council to achieve its long-term objectives.
 - Providing advice and recommendations to Council regarding the strategic management council assets.
 - Monitoring of major Council Projects that are in excess of \$4 million and / or are of a nature which pose significant risk or high community impact.
 - Aligning Council's management of assets and infrastructure to its long term strategic objectives.

3. MEMBERSHIP

- 3.1 The membership of the Committee will comprise of:
- The Mayor
 - Six other elected members
 - One expert member who is independent of Council
- 3.2 The Membership, term of appointment and the presiding member will be determined by resolution of the Council.

Elected Member Representatives

- 3.3 The Elected Member Representatives will change during the term of Council however Council may resolve to re-appoint an Elected Member representative for consecutive terms if this provides continuity for the Committee.

Expert Member

- 3.4 The expert member will be the presiding member of the Committee.
- 3.5 The expert member will have experience in strategic management covering areas such as business strategy/planning and integration/alignment of strategic directions, asset/facilities management, project management and/or civil/structural engineering.
- 3.6 The appointment of the expert member will be made by the Council for a term to be determined by the Council. Council may resolve to re-appoint an expert member for consecutive terms.
- 3.7 If Council proposes to remove an expert member from the Committee, it must give written notice to the expert member of its intention to do so and provide the expert member with the opportunity to be heard at a council meeting which is open to the public, if the expert member so requests.
- 3.8 A sitting fee for each scheduled meeting will be paid to the expert member of the Committee and will be set by Council. At a minimum, the remuneration sitting fee paid to expert members will be reviewed within 12 months of a Council (periodic) election.
- 3.9 Any fees for additional workshops and/or meetings outside the meeting schedule must be negotiated separately before the meeting occurs.

Process to source Expert Members

- 3.10 The Council will determine the process for appointing an expert member. This will be through resolution if not defined by another Committee's Terms of Reference.

4. BASIS FOR OPERATION.

- 4.1 The Committee does not have any delegated powers of Council, and all decision of the Committee will constitute recommendations to the Council.
- 4.2 For the purposes of section 41(8) of the Local Government Act 1999, the Council does not impose any reporting and accountability requirements on the basis that all decisions of the Committee constitute recommendations to Council.
- 4.3 The Committee will meet as resolved by Council between February and December each year.
- 4.4 A quorum for a meeting of the Committee shall be four elected members of the Committee (including the Mayor) plus the expert member.
- 4.5 Each member present at a Committee meeting must, subject to the provision of the Local Government Act 1999, vote on a question arising for decision at that meeting.
- 4.6 Where the Local Government Act 1999, the Local Government (Procedures at meetings) Regulations 2000 and these Terms of Reference do not prescribe procedures to be observed in relation to the conduct of a meeting of the Committee, the Committee may determine its own procedures.
- 4.7 Administrative support will be provided to the Committee as requested.
- 4.8 The Committee will review its Performance on a bi-annual (every two years) basis using performance indicators developed for that purpose.

5. TERMS OF REFERENCE

- 5.1 Within the parameters of the Local Government Act 1999, and having regard to the powers, functions and responsibilities of the Chief Executive Officer, the Committee is charged with providing advice and recommendations to Council regarding:
- 5.1.1 To advise Council regarding the development, implementation and review of its strategic management plans.
 - 5.1.2 To ensure that Council policy and strategies provide and promote Community 'wellbeing' through enhancing and sustaining economic, environmental and community development of the City of Marion.
 - 5.1.3 To review any topic specific strategies or plans (not included within any other Committees Terms of Reference) prior to Council consideration and adoption.
 - 5.1.4 The development and implementation of Council policy relating to the management and utilisation of Council assets and infrastructure.
 - 5.1.5 The monitoring and potential implementation strategies for the sporting facilities priorities of the City of Marion.
 - 5.1.6 The monitoring, development and implementation of Council's Strategic Asset Management Plans in accordance with Council's Asset Management Policy.
 - 5.1.7 Opportunities to either acquire new assets or dispose of assets in accordance with Council's Disposal of Land and Assets Policy.
 - 5.1.8 Monitoring of major projects of the City of Marion or within the City of Marion.
 - 5.1.9 The opportunities to further develop strategic transport and integration of transport needs of the Community.

Adopted by Council:	1 November 2016
Next Review:	November 2019
Previous Version:	Nil
Owner:	Manager Corporate Governance Manager Innovation and Strategy Manager Strategic Projects
Applicable Legislation:	Local Government Act 1999 Local Government (Procedures at Meetings) Regulations 2013 Development Act 1993

Appendix 8 – Meeting Schedule Option 1a

Schedule of Committee Meetings 2017				
Date	Committee	Expert Member Meeting Sitting Fee	Time	Venue
Tuesday, 7 February	People and Culture	\$500	6.30 – 8 pm	Committee Rooms
	Urban Planning	-	8 – 9.30 pm	Committee Rooms
	Infrastructure	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 7 March	Urban Planning	-	6.30 – 8 pm	Committee Rooms
	People and Culture	\$500	8 – 9.30 pm	Committee Rooms
	Infrastructure	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 4 April	People and Culture	\$500	6.30 – 8 pm	Committee Rooms
	Urban Planning	-	8 – 9.30 pm	Committee Rooms
	Strategy	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 2 May	Urban Planning	-	6.30 – 8 pm	Committee Rooms
	People and Culture	\$500	8 – 9.30 pm	Committee Rooms
	Infrastructure	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 6 June	People and Culture	\$500	6.30 – 8 pm	Committee Rooms
	Urban Planning	-	8 – 9.30 pm	Committee Rooms
	Infrastructure	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 4 July	Urban Planning	-	6.30 – 8 pm	Committee Rooms
	People and Culture	\$500	8 – 9.30 pm	Committee Rooms
	Strategy	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 1 August	People and Culture	\$500	6.30 – 8 pm	Committee Rooms
	Urban Planning	-	8 – 9.30 pm	Committee Rooms
	Infrastructure	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 5 September	Urban Planning	-	6.30 – 8 pm	Committee Rooms
	People and Culture	\$500	8 – 9.30 pm	Committee Rooms
	Infrastructure	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 3 October	People and Culture	\$500	6.30 – 8 pm	Committee Rooms
	Urban Planning	-	8 – 9.30 pm	Committee Rooms
	Strategy	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 7 November	Urban Planning	-	6.30 – 8 pm	Committee Rooms
	People and Culture	\$500	8 – 9.30 pm	Committee Rooms
	Infrastructure	\$1000	6.30 – 9.30 pm	Council Chamber

Appendix 6 – Meeting Schedule Option 1b

Schedule of Committee Meetings 2017				
Date	Committee	Expert Member Meeting Sitting Fee	Time	Venue
Tuesday, 7 February	Urban Planning	-	6.30 – 9.30 pm	Committee Rooms
	Infrastructure	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 7 March	People and Culture	\$1000	6.30 – 9.30 pm	Committee Rooms
	Infrastructure	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 4 April	Urban Planning	-	6.30 – 9.30 pm	Committee Rooms
	Strategy	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 2 May	People and Culture	\$1000	6.30 – 9.630pm	Committee Rooms
	Infrastructure	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 6 June	Urban Planning	-	6.30 – 9.30 pm	Committee Rooms
	Infrastructure	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 4 July	People and Culture	\$1000	6.30 – 9.30 pm	Committee Rooms
	Strategy	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 1 August	Urban Planning	-	6.30 – 9.30 pm	Committee Rooms
	Infrastructure	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 5 September	People and Culture	\$1000	6.30 – 9.30 pm	Committee Rooms
	Infrastructure	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 3 October	Urban Planning	-	6.30 – 9.30 pm	Committee Rooms
	Strategy	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 7 November	People and Culture	\$1000	6.30 – 9.30 pm	Committee Rooms
	Infrastructure	\$1000	6.30 – 9.30 pm	Council Chamber

Appendix 9 – Meeting Schedule Option 2

Schedule of Committee Meetings 2017				
Date	Committee	Expert Member Meeting Sitting Fee	Time	Venue
Tuesday, 7 February	Urban Planning	-	6.30 – 9.30 am	Committee Rooms
Tuesday, 4 April	Urban Planning	-	6.30 - 9.30 pm	Committee Rooms
Tuesday, 6 June	Urban Planning	-	6.30 - 9.30 pm	Committee Rooms
Tuesday, 1 August	Urban Planning	-	6.30 - 9.30 pm	Committee Rooms
Tuesday, 3 October	Urban Planning	-	6.30 - 9.30 pm	Committee Rooms
Tuesday, 4 December	Urban Planning	-	6.30 – 9.30 pm	Committee Rooms

Appendix 10 – Meeting Schedule Option 3

Schedule of Committee Meetings 2017				
Date	Committee	Expert Member Meeting Sitting Fee	Time	Venue
Tuesday, 7 February	Urban Planning	-	6.30 – 9.30 pm	Committee Rooms
	Infrastructure and Strategy	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 4 April	Urban Planning	-	6.30 - 9.30 pm	Committee Rooms
	Infrastructure and Strategy	\$1000	6.30 - 9.30 pm	Council Chamber
Tuesday, 6 June	Urban Planning	-	6.30 – 9.30 pm	Committee Rooms
	Infrastructure and Strategy	\$1000	6.30 – 9.30 pm	Council Chamber
Tuesday, 1 August	Urban Planning	-	6.30 - 9.30 pm	Committee Rooms
	Infrastructure and Strategy	\$1000	6.30 - 9.30 pm	Council Chamber
Tuesday, 3 October	Urban Planning	-	6.30 - 9.30 pm	Committee Rooms
	Infrastructure and Strategy	\$1000	6.30 – 9.30 pm	
Tuesday, 4 December	Urban Planning	-	6.30 - 9.30 pm	Committee Rooms
	Infrastructure and Strategy	\$1000	6.30 - 9.30 pm	Council Chamber