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**From:** Kiki Magro <kmagro@walkerville.sa.gov.au>  
**Sent:** Wednesday, 10 July 2019 4:31 PM  
**To:** Wheeler, Dianne (OSAPC)  
**Cc:** Vanessa Davidson; Ranasinghe, Rasika (OSAPC)  
**Subject:** RE: South Australian Productivity Commission - additional information request  
**Attachments:** 14.3.8 Benchmarking Performance Reporting -Attachment A.pdf; 16.1.1 Benchmarking Performance Reporting Attachment A.pdf; 16.1.1 Benchmarking Performance Reporting Attachment B.pdf; Benchmarking report 2016.pdf

Hi Dianne

Please find attached relevant documents in relation to Council's benchmarking activities as requested. As way of background I offer the following:

On 16 February 2015, Council resolved to explore and research the benefits or otherwise of the Town of Walkerville remaining a small, independent local government authority.

Council also resolved to establish a Reference Group, made up of the Mayor and three Elected Members to oversee the necessary work. As CEO, I was involved throughout the process.

Council engaged UHY Haines Norton to undertake a benchmark performance review, based in part on the Victorian Local Government Benchmark Framework.

Subsequent to the first benchmark report delivered in September 2016, further updates have been undertaken in 2018 and again in 2019. These documents are all attached for your reference.

This substantial work consisted of three stages:

Stage	Description
1	Benchmark against other comparative Councils in regards to information already available: determine Councils to benchmark determine information to benchmark analyse information available
2	Determine other information that is relevant and already collected but not readily available: information held by the Grants Commission but not published source information direct from comparative Councils
3	Determine the use and framework of a Council Performance Report. This would need to be considered regionally / state-wide using information and learning from Stages 1 and 2

The scope of the report was also to undertake a five year analysis of critical measures for comparative Councils. Information was sourced from ABS data, the latest Grants Commission data, Annual Reports, Websites and direct from the comparative Councils.

We decided to benchmark ourselves against the following metropolitan Councils. The majority of which are fellow Eastern Region Alliance (ERA) members.

- City of Burnside
- Campbelltown City Council

- City of Norwood Payneham St Peters
- City of Prospect
- City of Unley
- City of Port Adelaide Enfield (not a member of ERA)

We also identified the critical measures to analyse, which are listed immediately below.

Financial	adjusted operating surplus ratio net financial liabilities ratio revenue and expenditure growth rates grants own source income business undertakings (leased premises) employees
Asset Management	asset sustainability ratio renewal building assets
Governance	transparency accountability Ombudsman complaints Elected Member responsibilities
Service Delivery	Expenditure per service

A copy of the final report was provided to each of the comparative Councils, the Premier and Ministers (at the time).

Notwithstanding the magnitude of the work undertaken in time and resources, this has been a valuable and rewarding exercise.

We believe that a sector wide benchmark, possibly mandated, will go a long way to:

- ensure consistent reporting;
- ensure that Councils will have evidence based information to support strategic decision making;
- ensure that communities will have accurate information about their respective Council performance;
- Councils and other tiers of Government will be better informed to make decision that support an effective, efficient and sustainable system of local government;
- identify areas for improvement;
- promote accountability and transparency across the sector

I trust you will recognise the scale and significance of the work undertaken by the Town of Walkerville and consider the findings of the report as a whole and in the knowledge that our aim is to work to improve our effectiveness and efficiency.

Kind regards,

Kiki Magro  
Chief Executive Officer

**Town of Walkerville**

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# Benchmarking & Performance Reporting

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*The Corporation of the Town of Walkerville*

***UHY Haines Norton***

***Corinne Garrett***

***August 2016***

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## Introduction

The Corporation of the Town of Walkerville (Walkerville) is a unique council in South Australia. It is the smallest council within the metropolitan area of Adelaide and covers an area of 3.5 square kilometres with a population of approximately 7000.

(Samsom, 2014), explains that Local Government is about delivering cost-effective and good quality services but it also articulates the needs and desires of local residents.

A small council has the advantage of a lower ratio of community members to their representatives, the elected members. However a small council may find it more challenging to achieve cost efficiencies.

Analysing performance is therefore important to ensure that the community is getting 'value for money' from their Council.

The Victorian State Government introduced a Performance Reporting Framework in 2014 which required all Councils in Victoria to include their performance report in their Annual Reports for the 2014/15 year and onwards. The objectives of the Performance Reporting Framework are that:

- Councils will have information to support strategic decision-making and continuous improvement
- Communities will have information about council performance and productivity
- Regulators will have information to monitor compliance with relevant reporting requirements
- State and Federal governments will be better informed to make decisions that ensure an effective, efficient and sustainable system of local government.

It is also expected that the framework would improve local government services in Victoria by:

- Enhancing measurement approaches and techniques
- Helping councils identify where there is scope for improvement
- Promoting greater transparency and informed debate about comparative performance.

South Australia does not have the same reporting framework in place but information is reported to the South Australian Local Government Grants Commission by each council annually. Some of this collected information is reported back to Councils. There has also been some information collected by the Local Government Association (LGA) as part of analysing the costs to Councils of undertaking statutory duties.

Comparing information or 'benchmarking' is a tool which is often used to consider how an organisation is functioning compared to others. This report details benchmarking information, comparing Walkerville with other comparative Councils using information that is readily available to South Australian Councils.

There are some inherent limitations in benchmarking activities and benchmarking results should be considered only as an indicator which can highlight areas requiring further investigation.

One limitation is if information is compared for a single year. Any Council may have an unusual year or unusual one-off results. This report considers information from comparison Councils averaged over a number of years to give a better understanding of the Councils' data.

## Scope of Report

Being the smallest metropolitan Council, Walkerville has similar numbers of ratepayers and staff to many rural councils, whilst ratepayer expectations are those of an inner city council. It can therefore be quite difficult to compare the activities of Walkerville to other Councils.

However being a smaller city Council it is important for Walkerville to have a clear understanding of its activities and costs in order to remain viable and competitive as a sustainable Council.

Benchmarking with an understanding of service delivery would enhance Walkerville's understanding of its costs and activities compared to other Councils and may highlight those areas where Walkerville is best placed in service delivery for its community and those areas that would be better outsourced or undertaken regionally.

A benchmarking project that evolved into a Council Performance Report similar to that undertaken in Victorian Councils would require the following stages:

### Stage 1

Benchmark against other comparative councils in regards to information already available:

- Determine information to benchmark
- Determine councils to benchmark
- Analyse information available.

### Stage 2

Determine other information that is relevant and already collected but not readily available:

- Information held by Grants Commission but not published
- Source information direct from comparative councils.

### Stage 3

Determine the use and framework of a Council Performance Report. This would need to be considered regionally/state-wide using information and learning from Stages 1 and 2.

The scope for this report was to incorporate Stage 1 and 2 and undertake an analysis of critical measures for comparative Councils for a period of 5 years where possible. Information was sourced from ABS data, Grants Commission Data Bases, Annual Reports and Websites and directly from Councils if required.

The Comparative Councils chosen were:

- City of Burnside (Burnside)
- Campbelltown City Council (Campbelltown)
- City of Norwood Payneham and St Peters (NPS)
- City of Prospect (Prospect)

- City of Unley (Unley)
- City of Port Adelaide Enfield (PAE)
- Town of Walkerville (Walkerville)

Walkerville’s Benchmarking Working Panel met to discuss the critical measures to analyse and the following areas have been analysed in this report:

<p><b>Financial</b></p> <ul style="list-style-type: none"> <li>• Adjusted Operating Surplus Ratio</li> <li>• Net Financial Liabilities Ratio</li> <li>• Revenue and Expenditure Growth</li> <li>• Rates</li> <li>• Grants</li> <li>• Own Source Income</li> <li>• Business Undertakings</li> <li>• Employees</li> </ul>	<p><b>Asset Management</b></p> <ul style="list-style-type: none"> <li>• Asset Sustainability Ratio</li> <li>• Renewal</li> <li>• Building Assets</li> </ul>
<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Transparency</li> <li>• Accountability</li> <li>• Ombudsman Complaints</li> <li>• Elected Member Responsibility</li> </ul>	<p><b>Service Delivery</b></p>

## Summary

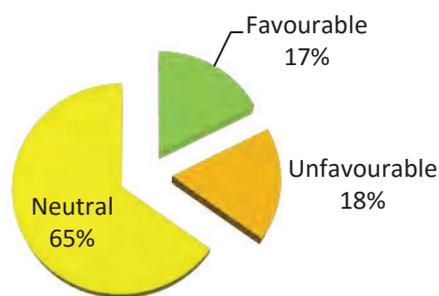
Councils vary considerably and so do their communities which can make it difficult and problematic to draw definitive conclusions from any particular statistic. This report has taken a number of comparison statistics averaged over the past 5 years (where possible) for the Councils identified as comparison Councils to Walkerville.

The information in this report is useful if considered as a whole and as a means to work to improve Council’s effectiveness and efficiency.

The findings are summarised in the tables below to give an indication of where Council may wish to monitor and improve areas that are less favourable than the averages of the comparison Councils.

<b>Legend</b>		
Favourable	Better than the average of comparison Councils	Favourable
Average	Equals average of comparison Councils	No immediate action required, but could strive for improvement Or attribute is neither favourable or unfavourable without further analysis
Unfavourable	Worse than the average of comparison Councils	Council may wish to monitor and improve this position.

## Summary of Comments



Attribute	Walkerville compared to Average	Comment
<b>Financial Performance</b>		
Adjusted Operating Surplus Ratio	Lower than Average (unfavourable)	Council should continue to monitor this ratio when forming budgets and to monitor the long term financial plans forecasts.
Net Financial Liabilities Ratio	Higher than Average (unfavourable)	Council should continue to monitor this ratio when forming budgets and long term financial plans to continue to improve this outcome.
Revenue and Expenditure Growth	Increase in Income is higher than increase in expenditure (favourable)	Walkerville has increased income at a higher rate than expenditure in order to move to a surplus operating position. The ongoing increase in Operating Surplus in Council's Long Term Financial Plan will reduce the level of debt and decrease the Net Financial Liabilities Ratio.
Rates per Ratepayer	Higher than Average (unfavourable)	Council may wish to continue to monitor this result and take it into account when setting its Annual Business Plan, Budget and Rates
Increase in Rates	Average	
Grants per Ratepayer	Lower than Average	Higher grants mean lower reliance on own source income such as rates but also means income is subject to changes from other levels of Government
Own Source Income	Higher than Average	
Business Undertakings Operating Surplus Ratio	Slightly higher than Average	Although results are slightly higher than average, Council may wish to review their business activities to ensure that are delivering the results that Council desires.
Workforce Turnover	Higher than Average (unfavourable)	Council may wish to continue to monitor this data to ensure that the results are reflective of Council's Workforce Strategy. It is worth keeping in mind that in a Council with small numbers of employees a single termination is of greater effect than for Councils with larger numbers of employees.
Number of Employees	Higher than Average	Number of employees is not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data but this should be undertaken in respect to levels of services provided.
Employee Costs per Employee	Lower than Average	Employee costs per employee are not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data but this should be undertaken in respect to levels of services provided
CEO Remuneration	Lower than Average	Favourable from the point of view of cost to Council but should also be considered from a recruitment and retention point of view.

<b>Asset Management</b>		
Asset Sustainability Ratio	Below average	Continue to monitor this ratio but commence monitoring from 2014/15 using the revised ratio comparing asset renewal undertaken to the required renewal as set out in the Asset Management Plans.
Renewal per Ratepayer	Above the average	Continue to monitor this ratio but commence from 2014/15 and consider along with the Asset Sustainability Ratio
Renewal Cost per Km	Above the average	Continue to monitor this data but commence from 2014/15 as revised Asset Management Plans are in place.
Building Asset Value per Ratepayer	Above the average	Council may wish to consider whether the level of building assets is appropriate for the community.

<b>Governance and Community Leadership</b>		
Transparency – Use of Confidentiality	Above Average (unfavourable)	Council may wish to review its approach to confidential items to attain results closer to many of the comparison Councils.
Transparency – FOI	Below Average (favourable)	
Accountability – Review of Council Decisions	Below Average (favourable)	
Accountability – Annual Objectives Achieved	Above Average (favourable)	
Ombudsman Complaints per 10,000 population	Average	
Elected Member Responsibility – Attendance at Meetings	Below Average (unfavourable)	Improved in past year with an above average result. Council may decide to continue to monitor this factor to ensure they continue to remain above the average attendance level.

Service Delivery		
Public Order & Safety Cost	Above average	Council may wish to review services provided to ensure they are providing the level of services for their particular community.
Health Services	Below average	Council may wish to review the delivery of these services against cost to ensure that it is receiving value for money for their community.
Cost of Health Services	Below average but not to the level of the services delivered	
Immunisations provided	Below average	Council may consider reviewing immunisation data to ensure that their community is being appropriately covered at an appropriate cost
Communicable Diseases followed up		
Destruction of Noxious Insects	Below average	Council may wish to review services provided to ensure they are providing the 'right' mix and level of services for their particular community.
Community Support cost per Ratepayer	Below average	
Community Amenity cost per Ratepayer	Average	
Library Use	Above average (favourable)	Council may wish to continue to monitor this data to ensure that the service is providing value for money.
Library Cost per Ratepayer	Above average (unfavourable)	
Library Cost per Opening Hour	Below average (favourable)	
Cultural Services Cost	Above average	Council may wish to review services provided to ensure they are providing the level of services for their particular community.
Economic Development Cost	Below average	
Agricultural Services Cost	Above average	
% of waste that is sent to Landfill	Above average (unfavourable)	Council may wish to continue to monitor waste collection statistics and promote waste reduction in order to avoid higher costs in the future.
Waste Management Cost per Ratepayer	Above average (unfavourable)	Council may wish to review waste costs to ensure that the level of cost is appropriate for the service level but landfill costs should be separated to fully understand the cost of service.
Other Environment Cost	Average	Council may wish to review services provided to ensure they are providing the level of services for their particular community.
Recreation Cost	Below average	
Regulatory Services Cost	Above average	
Transport Costs per Ratepayer	Above average	Continue to review this spending area with the new asset plans in place to monitor whether spending moves to being more in line with other Councils with the same road lengths per ratepayer.
Development Applications	Above average (favourable)	

## Benchmarking

### Why Benchmark?

It is normal to compare ourselves, businesses and Councils to others. Comparisons with others is often termed 'Benchmarking'. Benchmarking can help to:

- Focus on best practice
- Strive for continuous improvement
- Partner to share information
- Focus on customer needs.

Competitive benchmarking compares us to others. It helps to evaluate the position we hold within an industry and will usually consider questions like:

- How do our costs compare to others
- Do we offer the same or different services
- Local Government will often compare rates raised

Strategic benchmarking will identify high level performance, often outside of a business' industry, or geographical area. This type of benchmarking will raise questions like:

- What do leaders around the world do?
- Could we adapt these practices to our industry?

### Information available to Benchmark

A number of states in Australia are setting up performance frameworks for Councils. Those of operating in Victoria and Tasmania are described below along with the information that is available in South Australia and generally.

#### Victoria

The Victorian Performance Reporting Framework collects the following information:

<b>Governance &amp; Management</b>	24 qualitative measures (checklist)
<b>Services Performance Framework</b>	<b>Outcome Measures (13 Auditable)</b>
1. Governance	Satisfaction with council decisions
2. Statutory Planning	Planning decision upheld at VCAT
3. Economic Development	Economic activity
4. Roads	Satisfaction with local roads
5. Libraries	Active library members
6. Waste Collection	Waste diverted from landfill
7. Aquatic Facilities	Utilisation of aquatic facilities
8. Animal Management	Animal prosecutions
9. Food Safety	Non-compliance notifications
10. Home and Community Care	Participation in HACC Service (2)
11. Maternal and Child Health	Participation in MCH Service (2)

<b>Financial Performance Framework</b>	<b>Outcome Measures (All Auditable)</b>
1. Operating Result	Adjusted underlying result
2. Liquidity	Working Capital
3. Obligations	Level of debt
	Repayment of debt
	Long term liabilities
	Asset Renewal
4. Stability	Rates concentration
	Rates effort
5. Efficiency	Level of rates
	Level of expenditure
	Staff Turnover
<b>Sustainable Capacity Framework</b>	<b>Outcome Measures (All Auditable)</b>
1. Revenue	Own source revenue per capita
2. Grants	Grants per capita
3. Expenditure	Expenditure per capita
4. Infrastructure	Infrastructure per capita
5. Population	Population density
6. Disadvantage	Relative socio-economic disadvantage

## Tasmania

(Local Government Division, Department of Premier and Cabinet, Tasmania), sets out the following categories of indicators:

- Governance
  - Voter turnout
- Management and Finance
  - Financial ratios
  - Revenue growth
  - Expenditure growth
  - Sources of revenue
  - Revenue per capita
  - Rates per capita
  - Average rates
  - Asset ratios
- Human Resource Management
  - Average cost per employee
  - Average cost of training per employee
  - Number of employees per 1000 population
  - Staff turnover rate
  - Average sick leave per employee
  - Lost time due to injury
- Information Systems Management
  - Electronic Service Delivery Receipts
  - IT expenses and per terminal
- Regulation
  - Community Health and Safety Expenses
  - Food-handling inspections
  - Days to obtain approvals (building and development)

- Number of development approvals
- Infrastructure
  - Expenditure on roads and footpaths compared to depreciation
  - State of road and footpath assets
  - Expenditure per kilometre on sealed and unsealed roads
- Waste Management
  - Average Cost of Waste Management per property and per capita
- Community services and development
  - Cost of Social and Community services per capita
  - Cost of recreational and cultural expenditure per capita

## South Australia

South Australia does not have the same reporting framework for its Councils. In South Australia the SA Local Government Grants Commission produces a database of information each year that is collected from Councils.

The database provides the following information:

Report Name	Information
General Information	<ul style="list-style-type: none"> <li>● Area</li> <li>● Estimated Resident Population</li> <li>● Council Employees (FTE)</li> <li>● Roads kms</li> <li>● Rateable properties</li> <li>● Capital value of properties within Council areas</li> </ul>
Sources of Operating Revenue	<ul style="list-style-type: none"> <li>● All items on Council's Operating Income</li> </ul>
Operating Expense Information	<ul style="list-style-type: none"> <li>● All items on Council's Operating Expenditure</li> <li>● Operating Surplus/(Deficit)</li> </ul>
Net Outlays on Non-Financial Assets	<ul style="list-style-type: none"> <li>● Capital Expenditure on Renewal/Replacement of existing assets</li> <li>● Deprecation</li> <li>● Proceeds from sale of replaced assets</li> <li>● Net outlays on existing assets</li> <li>● Capital expenditure on new/upgraded assets</li> <li>● Amounts specifically received for new/upgraded assets</li> <li>● Proceeds from sale of Surplus Assets</li> <li>● Net outlays on new/upgraded assets</li> <li>● Net outlays on non-financial assets</li> </ul>
Summary Balance Sheet Information	<ul style="list-style-type: none"> <li>● All items on Council's Balance Sheet</li> </ul>
Council Rating Information	<ul style="list-style-type: none"> <li>● Capital Value of Properties</li> <li>● Number of rateable properties</li> <li>● Rating basis: Minimum Rate/Fixed charge</li> <li>● % of general rates raised by fixed charge</li> <li>● Total rates</li> <li>● Rates as a proportion of total operating revenue</li> <li>● Total rate revenue increase/(decrease) from previous year</li> <li>● Total residential rates (excluding CWMS)</li> <li>● Total residential rates (excluding CWMS) per rateable residential property</li> </ul>

Report Name	Information
Net Financial Liabilities	<ul style="list-style-type: none"> <li>• Total liabilities</li> <li>• Cash and cash equivalents</li> <li>• Trade and other receivables</li> <li>• Other financial assets</li> <li>• Total financial assets</li> <li>• Net financial liabilities</li> </ul>
Financial Indicators	<ul style="list-style-type: none"> <li>• Operating Surplus ratio</li> <li>• Adjusted operating surplus ratio</li> <li>• Net financial liabilities ratio</li> <li>• Asset sustainability ratio</li> </ul>
Operating Expenses Summary	<ul style="list-style-type: none"> <li>• All operating expenses by functions</li> </ul>
Operating Income Summary	<ul style="list-style-type: none"> <li>• All operating income by functions</li> </ul>

The Grants Commission also collects considerable information from Councils which are included in a data base; however this information is not sent to Councils but is available on request;

- Development Applications Lodged and approved under delegation
- Libraries – Borrowers and Visitors
- Employment FTE, Sick Leave and Terminations, Equal Opportunity data
- Data regarding the delivery of:
  - Environmental Health Services
  - Waste Management
  - Roads Expenditure
  - Jetties, Wharves and Airports
  - Subsidiaries
  - Environment
  - Governance

### Statutory Fees Costing Information

UHY Haines Norton prepared a paper for the LGA in 2013 ‘Methodologies of Cost Recovery’. In this paper the principles and methodology were explored for determining appropriate fees and charges for cost recovery of statutory duties undertaken by Councils. We also provided the LGA with a Costing Model which can be used to determine cost recovery of any Council activity.

Using the principles determined in the paper, we have collected data from sample Councils and prepared reports for the LGA on the cost of compliance and cost recovery fees for the following Statutory Fees and Charges:

- Development (Trusses) Variation Regulations 2011
- Swimming Pool Inspections
- Dog and Cat Management Act 1995
- Inspections required as per Food Act 2001 and Food Regulations 2002
- Information provided as per Land and Business (Sale and Conveyancing) Regulations 2010.

This project has provided a set methodology in determining costings of Council activities and considerable cost and activity data from a range of Councils.

## Council Annual Reports

Councils in South Australia produce an Annual Report each year. The Local Government Act 1999, Schedule 4 sets out the material to be included in the annual report of a Council, namely:

- A copy of the audited financial statements
- A list of the registers that are required to be kept
- A list of the codes of conduct or practice required to be kept
- Information on allowances paid to members of the council or a council committee
- Information on the number of senior executive officers and information on the kinds of allowances, bonuses and benefits that are made available to those offices as part of a salary package
- A report on the use of confidentiality by the council and its committees
- A report on the applications made to the council under the Freedom of Information Act 1991
- A statement of the council's representation quota and average quota for councils of a similar size and type.
- Annual report of any subsidiary
- Council's performance in implementing its strategic management plans and the council's projections and targets under its plans for the next financial year
- The council's performance against its annual business plan
- The extent to which activities of the council have been subjected to competitive tender or other measures to ensure services are delivered cost-effectively and the extent to which the council has pursued policies for purchasing local goods and services
- The decision-making structure of the council
- The training and development activities for members of the council
- The implementation of equal employment opportunity programs and other human resource management or development programs
- The progress of the council in preparing or finalising any management plans for community land.

Most Councils also report the attendance of Elected Members at Council Meetings in their Annual Reports.

## Council Websites

Schedule 5 of the Local Government Act 1999 requires councils to have a number of documents available for access by the public. Some, but not all, of this information will also be available on Councils' websites.

Documents that are required to be available are:

- Reviews of council constitution, wards and boundaries
- Registers and returns
  - Required under the Local Government (Elections) Act 1999
  - Register of Interests
  - Campaign donations returns
- Codes of conduct or codes of practice
- Meeting papers; agendas, reports and minutes
- Policy and administration documents including:

- Record of delegations
- Contract and tenders policies
- Policy for reimbursement of members' expenses
- Strategic management plans
- Annual business plan and summary
- Annual budget
- Audited financial statements
- Annual report
- Extracts from Council's assessment record
- List of fees and charges
- Public consultation policies
- Management plans for community land
- Policy on the making of orders
- Procedures for the review of council decisions and any report
- Charter for subsidiaries
- Most recent information statement under the Freedom of Information Act 1991 and any related policy document
- Bylaws.

### Australian Bureau of Statistics

The Australian Bureau of Statistics (ABS) collects considerable information from four yearly census returns and also ongoing business returns. The following data is available by Local Government Area on the ABS website:

- People: population, age, occupation, density, family, households, language, migration, education, travel, socio economic disadvantage,
- Economy: building approvals, number of businesses, industries, income, labour force, government pensions, rent and mortgage payments,
- Industry: registered motor vehicles, main employment industries
- Energy and Environment: land area.

### Determining Information to use for Benchmarking

There is considerable data available to use in benchmarking however using all of this data would result in a large amount of information that would not necessarily be very useful for a Council in understanding how it is performing in relation to other Councils.

(Premier & Cabinet, Division of Local Government, NSW Government, 2013); in its Discussion Paper, identified four key areas that gauge the overall health of councils, how they are managing their resources and delivering services that achieve community outcomes;

- **Financial Performance** – shows a council's ability to meet the needs of a local community now and into the future
- **Asset Management** – balancing need with available funds to make the best use of public resources.
- **Governance/Community Leadership** - strong governance frameworks
- **Service Delivery** – agreed levels of service

Using the NSW categorisation, the Victorian Framework and information available from South Australian Councils as a basis the following information was benchmarked:

Category	Information	Source
<b>General</b>	Population density Socio Economic Disadvantage	Grants Commission Database (GC) and calculation Australian Bureau of Statistics – Census data and forecasts (ABS)
<b>Financial Performance</b>	SA Financial Indicators <ul style="list-style-type: none"> <li>Op Surplus Ratio</li> <li>Net Financial Liabilities Ratio</li> </ul> Revenue Growth Expenditure Growth Rates per Ratepayer Grants per Ratepayer Own source revenue per Ratepayer (revenue not grants & contributions, and share of joint ventures) Business Undertakings Operating Results Employees: <ul style="list-style-type: none"> <li>Workforce Turnover</li> <li>Employee Costs per Employee</li> <li>CEO Remuneration</li> </ul>	(GC) (GC) and Annual Financial Statements (GC) and calculation (GC) and calculation (GC) and calculation (GC) (GC) (GC) and Calculation (GC) and Calculation Annual Financial Statements CEO Remuneration Survey
<b>Asset Management</b>	Asset Sustainability Ratio <ul style="list-style-type: none"> <li>Expenditure on Infrastructure (renewal/replacement) compared to depreciation</li> <li>Revised ratio being expenditure on infrastructure (renewal/replacement) compared to required expenditure in Council Asset Management Plans from 2014/15</li> </ul> Operating Expenditure on transport assets (roads) <ul style="list-style-type: none"> <li>per km</li> <li>per ratepayer</li> </ul> Building Assets per Ratepayer	(GC) (GC) and calculation (GC) from 2014/15      (GC) and calculation
<b>Governance</b>	Voter Turnout Representation Quota Use of confidentiality FOI applications Review of Council decisions Annual Objectives Achieved Ombudsman Complaints Elected Member attendance at Council Meetings	Electoral Commission Report Annual Report (AR) ( AR) (AR) (AR) GC Ombudsman Annual Report Annual Reports or Minutes
<b>Service Delivery</b>	Services Delivered Development Applications Cost of Services per Ratepayer <ul style="list-style-type: none"> <li>Public Order and Safety</li> <li>Health</li> <li>Community Support</li> <li>Community Amenities</li> <li>Library Services</li> <li>Cultural Services</li> <li>Economic Development</li> <li>Agricultural Services</li> <li>Waste Management</li> <li>Other Environment</li> </ul> <ul style="list-style-type: none"> <li>Other Environment</li> <li>Recreation</li> <li>Regulatory</li> <li>Transport</li> </ul>	(GC)

## Who to Benchmark Against?

It is useful to benchmark against organisations that are similar when undertaking competitive benchmarking.

UHY Haines Norton's 'Methodologies of Cost Recovery' paper explores the principle of comparing Councils' costing for services with a section on identifying comparison Councils.

### The Australian Centre of Local Government Categories

The Department of Regional Australia, Local Government, Arts and sport, classifies Councils in groups, the ACLG code. Comparison Councils can be drawn from those Councils with the same ACLG codes.

Type	Population	Code	
Capital City		UCC	Urban Capital City
Metropolitan	Up to 30,000	UDS	Urban Developed Small
	30,001 to 70,000	UDM	Urban Developed Medium
	70,001 to 120,000	UDL	Urban Developed Large
	More than 120,000	UDV	Urban Developed Very Large
Regional Towns/City	Up to 30,000	URS	Urban Regional Small
	30,001 to 70,000	URM	Urban Regional Medium
	70,001 to 120,000	URL	Urban Regional Large
	More than 120,000	URV	Urban Regional Very Large
Fringe	Up to 30,000	UFS	Urban Fringe Small
	30,001 to 70,000	UFM	Urban Fringe Medium
	70,001 to 120,000	UFL	Urban Fringe large
	More than 120,000	UFV	Urban Fringe Very Large
Rural	Significant Growth	RSG	Rural Significant Growth
Rural Agricultural	Up to 2,000	RAS	Rural Agricultural Small
	2,001-5000	RAM	Rural Agricultural Medium
	5,000-10,000	RAL	Rural Agricultural Large
	10,001-20,000	RAV	Rural Agricultural Very Large
Rural Remote	Up to 400	RTX	Rural Remote Extra Small
	401 to 1000	RTS	Rural Remote Small
	1001 to 3000	RTM	Rural Remote Medium
	3001 to 20,000	RTL	Rural Remote large

The ACLG codes for Councils in South Australia are listed below (sorted by code):

Clare And Gilbert Valleys	RAL	Adelaide City	UCC
Coorong	RAL	Charles Sturt	UDL
Grant	RAL	Marion	UDL
Lower Eyre Peninsula	RAL	Tea Tree Gully	UDL
Mallala	RAL	Burnside	UDM
Mid Murray	RAL	Campbelltown	UDM
Naracoorte Lucindale	RAL	Holdfast Bay City	UDM
Renmark Paringa	RAL	Mitcham	UDM
Tatiara	RAL	Norwood, Payneham & St. Peters	UDM
Wakefield	RAL	Unley City	UDM
Barunga West	RAM	West Torrens	UDM
Ceduna	RAM	<b>Prospect</b>	<b>UDS</b>
Goyder	RAM	<b>Walkerville</b>	<b>UDS</b>
Kangaroo Island	RAM	Port Adelaide Enfield	UDV
Kingston District	RAM	Salisbury	UDV
Mount Remarkable	RAM	Playford	UFL
Northern Areas	RAM	Adelaide Hills	UFM
Southern Mallee	RAM	Alexandrina	UFS

Streaky Bay	RAM
Tumby Bay	RAM
Yankalilla	RAM
Cleve District	RAS
Elliston	RAS
Flinders Ranges	RAS
Franklin Harbour	RAS
Kimba	RAS
Orroroo/Carrieton	RAS
Peterborough	RAS
Robe	RAS
Wudinna District	RAS
Berri Barmera	RAV
Copper Coast	RAV
Light Regional	RAV
Loxton Waikerie	RAV
Port Pirie	RAV
Wattle Range	RAV
Yorke Peninsula	RAV

Barossa	UFS
Gawler	UFS
Onkaparinga	UFV
Mount Barker	URM
Cooper Pedy	URS
Mount Gambier	URS
Murray Bridge	URS
Port Augusta	URS
Port Lincoln	URS
Roxby Downs	URS
Victor Harbor	URS
Whyalla	URS

Using the ACLG Code in South Australia, the only comparable Council to Walkerville is Prospect.

### The South Australian Remuneration Tribunal Groupings

Councils in South Australia are grouped by the South Australian Remuneration Tribunal for the purposes of determining the level of allowances for Elected Members.

The following table shows the groupings set by the Tribunal in 2014. The City of Adelaide is separated from the other groupings.

Group 1A	Group 2	Group 3	Group 4	Group 5
Charles Sturt	Adelaide Hills	Berri Barmera	<b>Walkerville</b>	Barunga West
Onkaparinga	Alexandrina	Port Lincoln	Coorong	Ceduna
Port Adelaide Enfield	Barossa	Victor Harbor	Grant	Cleve
Salisbury	Burnside	Clare & Gilbert Valleys	Lower Eyre	Cooper Pedy
	Campbelltown	Loxton Waikerie	Mallala	Elliston
<b>Group 1B</b>	Gawler	Copper Coast	Yankalilla	Franklin Harbour
Holdfast Bay	Mount Barker	Yorke Peninsula	Renmark Paringa	Karoonda East Murray
Marion	Mount Gambier	Light	Kangaroo Island	Kimba
Mitcham	Murray Bridge	Mid Murray	Northern Areas	Mount Remarkable
Playford	Norwood Payneham St Peters	Naracoorte Lucindale	Goyder	Orroroo Carrieton
Tea Tree Gully	Port Augusta	Port Pirie	Wakefield	Peterborough
West Torrens	Prospect	Tatiara		Robe
	Unley	Wattle Range		Streaky
	Whyalla			Tumby Bay
				Kingston
				Southern Mallee
				Flinders Rangers
				Wudinna

Note that the Tribunal did not include Roxby Downs Council in the above grouping.

### ***Councils Excluded from Comparison***

There are three councils in South Australia which have very different characteristics to the remainder of the state and would be less useful for comparison. There are:

- Adelaide City Council – Largest amount of user charges and highest % of user charges compared to Total Operating Revenue
- Coober Pedy – Abnormally high user charges as the Council supplies the electricity and water.
- Roxby Downs – Abnormally high user charges and Council is administered by a State Government appointed administrator.

### **Neighbouring Councils**

- Elected Members and the community will often compare their own Council to their neighbouring Councils and also to Councils where they might have other property. It can be useful to include these Councils when undertaking benchmarking.

### **Determining Councils to Benchmark Against**

Using either of the Council categorisations detailed above could result in Walkerville being compared with the following Councils:

- City of Prospect
- District Council of Grant
- District Council of Lower Eyre Peninsula
- District Council of Mallala
- District Council of Yankalilla
- Renmark Paringa Council
- Kangaroo Island Council
- Northern Areas Council
- Regional Council of Goyder
- Coorong District Council
- Wakefield Regional Council

With the exception of the City of Prospect, the Councils on this list are all rural councils and are unlikely to have comparative communities of interest.

The neighbouring Councils for Walkerville are:

- City of Prospect
- City of Adelaide
- City of Norwood Payneham & St Peters
- City of Port Adelaide Enfield

Walkerville is part of the Eastern Region Alliance which is “a group of eastern metropolitan councils who voluntarily work together for the benefit of their local communities and the eastern region community as a whole” (Eastern Region Alliance, n.d.). These Councils are:

- City of Burnside
- Campbelltown City Council
- City of Norwood Payneham and St Peters
- City of Prospect
- City of Unley
- Town of Walkerville.

Combining Walkerville’s neighbouring Councils and the members of the Eastern Region Alliance would appear to give the best group of Councils against which to benchmark. This list would then be:

- Town of Walkerville (Walkerville)
- City of Burnside (Burnside)
- Campbelltown City Council (Campbelltown)
- City of Norwood Payneham and St Peters (NPS)
- City of Prospect (Prospect)
- City of Unley (Unley)
- City of Port Adelaide Enfield (PAE)
- City of Adelaide (Adelaide)

As explained earlier, the City of Adelaide is usually excluded from Council benchmarking as it is a different type of entity compared to other Councils with some different legislation and also receives much higher user charges than other Councils. However as the City of Adelaide is a neighbouring Council to Walkerville it was initially considered for comparison but its inclusion often skewed results and made it difficult to consider the detail of the remaining Councils’ data. Adelaide was excluded in this final report.

The final list of comparison Councils are:

- Town of Walkerville (Walkerville)
- City of Burnside (Burnside)
- Campbelltown City Council (Campbelltown)
- City of Norwood Payneham and St Peters (NPS)
- City of Prospect (Prospect)
- City of Unley (Unley)
- City of Port Adelaide Enfield (PAE)

# Performance Report

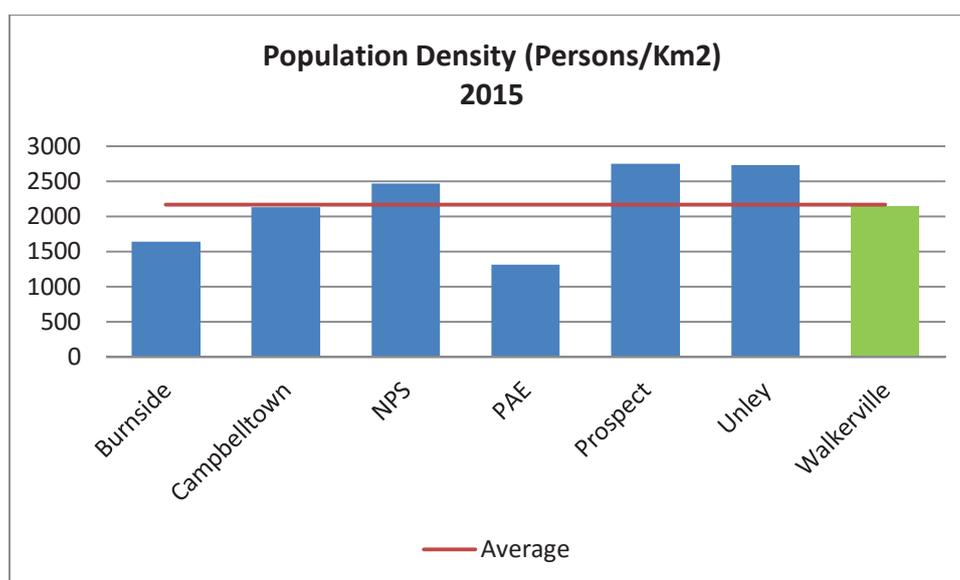
## General

### Population Density

Very high density rates means that people are closer together, perhaps in apartments and on smaller blocks. Councils whose population have less personal land such as individual gardens, may need to provide higher service levels in community amenities such as parks, gardens and community meeting areas. There may be more community issues resulting from more crowded living including more neighbour disputes. The cost of provision of infrastructure services can be lower as the council has to cover less geographical area to provide services. Any service that requires travel is likely to be lower such as waste pickup, inspections for development approvals etc.

Lower population density can result in a Council having to provide services over a larger geographical area and this can increase costs in those services that require travel.

Prospect and Unley have the highest density in the group. Walkerville is close to average and very similar to Campbelltown.

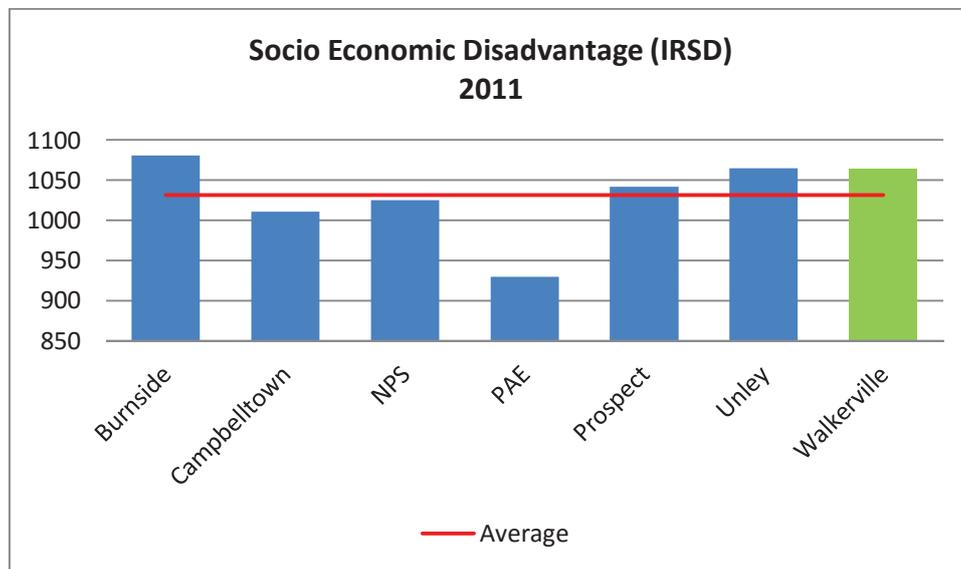


### Socio Economic Disadvantage

The Index of Relative Socio-economic Disadvantage (IRSD) summarises a range of information about the economic and social conditions of people and households within an area. A low score indicates a greater disadvantage such as households with low income, many people with no qualifications or many people in low skill occupations. A high score indicates fewer disadvantages.

Not all households within the Council areas will have the same issues and Socio-Economic Disadvantage can be quite different if different parts of a single Council. As can be seen from the graph following, most of the comparison Councils, except for Port Adelaide Enfield, are in the least disadvantaged groupings.

A Council with a larger disadvantaged population may need to provide more community services than a Council with a less disadvantaged population. Disadvantaged households are also likely to find it more difficult to pay Council rates and fees and charges for other Council services.



## Financial Performance

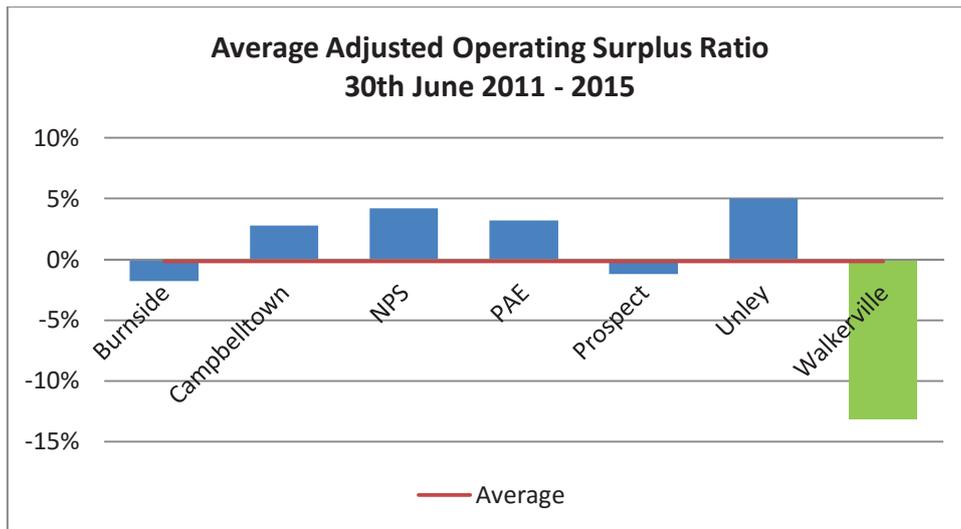
Financial performance shows a Council’s ability to meet the needs of a local community now and into the future.

### Operating Surplus Ratio

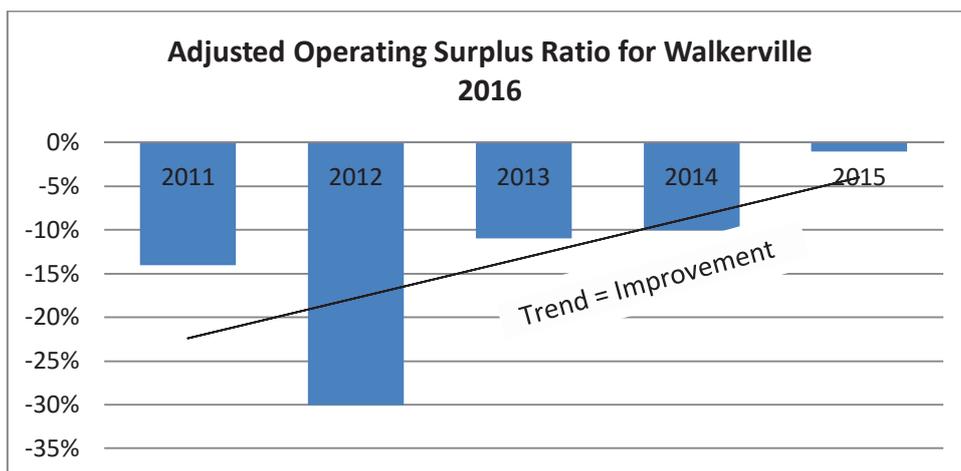
A Council’s Operating Surplus is the operating income less operating expenditure. Operating expenditure includes depreciation which is not paid in cash. Having a deficit (negative operating surplus ratio) does not mean the Council can’t pay its bills but does mean for **that particular year** they have not raised enough income to pay all their costs and also put aside funds that equal the amount of depreciation. Depreciation is the measure of how much the Council is consuming its fixed assets such as infrastructure. Depreciation is not paid in cash but is put towards the Asset Renewal work that Council is undertaking for that year. While having a surplus means that for **that particular year** the Council has raised more income than it needs to pay for its operating expenditure and fund its depreciation. There may be a particular project or significant issue that affected the Council in a particular year.

There have been a number of times over the past years where large amounts of grant funding have been received by Council in June on one year but relating to work that will be undertaken in the following financial year. The Accounting Standards required Councils to include these particular grants in the year in which the funds were received. This situation would distort the operating results. Councils have therefore reported their Operating Surplus Ratio but also an Adjusted Operating Surplus Ratio to remove the effect of these grants received in advance.

The following graph shows the Adjusted Operating Surplus Ratios.



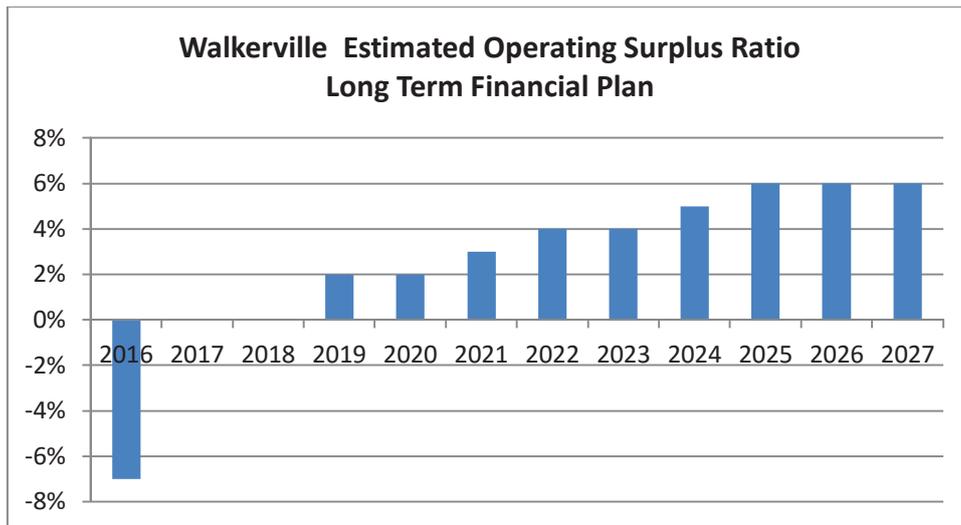
Over the 2011-2015 period, Walkerville had an average deficit, and this deficit was higher than the comparison Councils. However this result has improved since 2012 and the trend of improvement is shown in the graph below.



There were some particular situations that effected both 2011 and 2012 financial years:

- 2010/11
  - Significant increase in depreciation cost
  - High level of spending in Planning due to large development at the time
  - Some increase in Planning fees but not as high as the expenditure
  - Large grant received for ERA stormwater
- 2011/12
  - Grant for ERA stormwater expended
  - Drop in town planning fees

Walkerville’s Long Term Financial Plan adopted along with the Annual Business Plan for 2015/16 shows the following estimates for the Operating Surplus Ratio.



**Comment: Council should continue to monitor this ratio when forming budgets and to monitor the long term financial plans forecasts.**

### Net Financial Liabilities Ratio

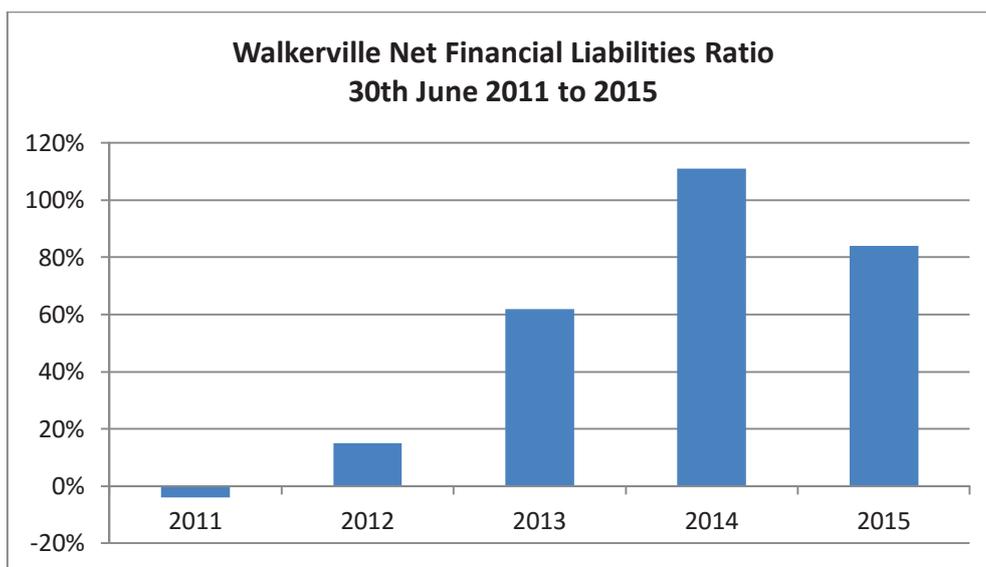
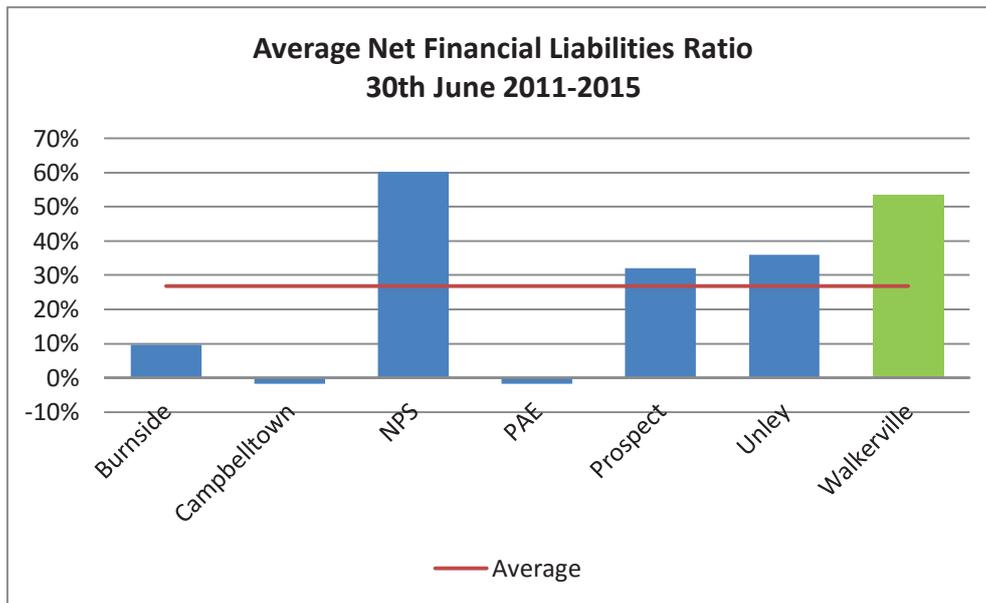
The Net Financial Liabilities Ratio shows how significant the net amount owed by Council is to the operating income. The net financial liabilities are the total liabilities less financial assets as a percentage of operating revenue. Councils generally have low Net Financial Liabilities Ratios and if they were at 100% it would be equivalent to a household earning \$70,000 per year having a \$70,000 mortgage and no savings.

Financial Indicators on their own or in a single year are not very informative. It is more useful to see the trend over a period of time.

- A Council with an ongoing surplus is:
  - Raising more income than it needs to pay its operating expenditure including depreciation and might be using the additional funds to;
    - pay off debt
    - put money aside for infrastructure renewal
    - put money aside for future increases in operating expenditure or
    - It is raising too much income.
- A Council with an ongoing deficit is:
  - Not raising enough money to pay its operating expenditure including depreciation.
  - Incurring an increasing Net Financial Liability Ratio and debt levels are increasing over time. This might be to fund additional infrastructure needs over the shorter term but the Council should work to have their Net Financial Liability Ratio reduce again in the future.
- A Council with a decreasing Net Financial Liability is:
  - Paying off debt. This is appropriate as long as their infrastructure renewal needs are not sacrificed in order to pay off debt.

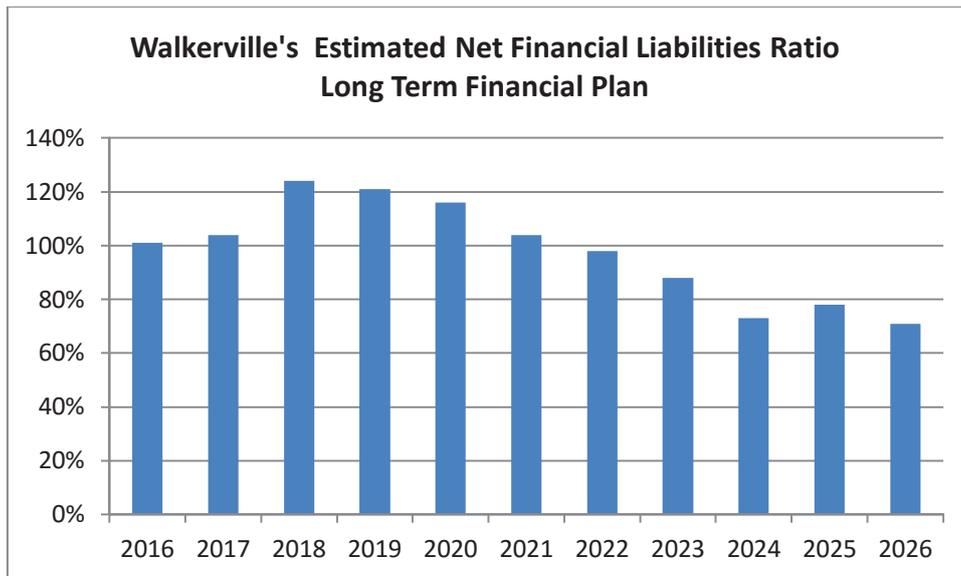
This ratio is broader than just considering loan borrowings as it takes into account future liabilities such as employee long service leave entitlements as well as cash and investments and is a more useful ratio of a Council's indebtedness.

Debt is appropriate for Councils when constructing long lived assets but borrowings have an interest expense that must be also considered.



Walkerville had the second highest average Net Financial Liabilities Ratio and higher than the average. This ratio increased due to the loan borrowings for assets infrastructure, in particular the redeveloped Civic Centre. However a 'debt' ratio of just over 100% on average for Walkerville is not very high. As mentioned earlier, this is similar to a household with an income of \$70,000 having a mortgage of \$70,000, and is not of great concern but still needs to be monitored along with the other ratios including the Asset Sustainability Ratio.

Walkerville's Long Term Financial Plan adopted in July 2016 shows the following estimates for the Net Financial Liabilities Ratio.

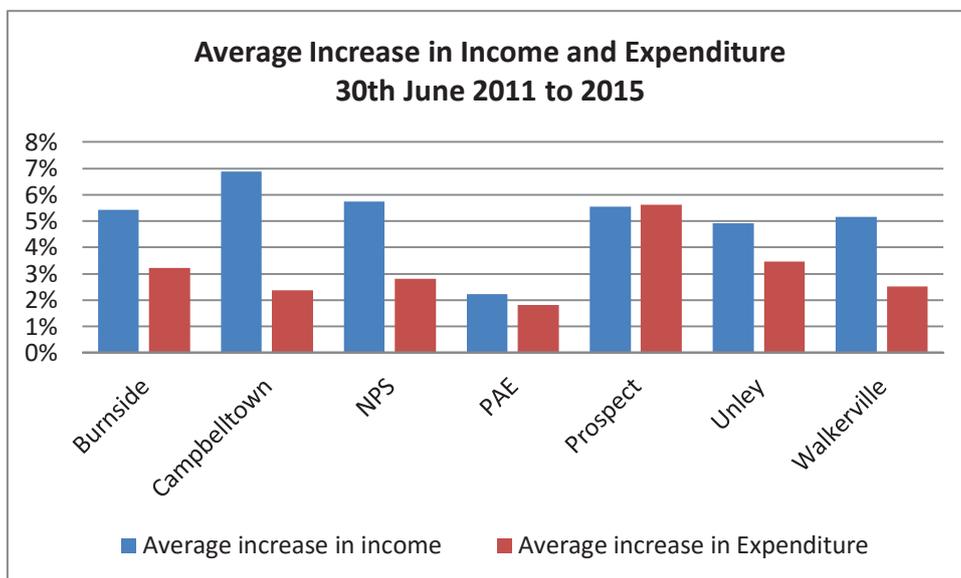


The level of Net Financial Liabilities will increase up to the 2017/18 year as there is some large capital projects planned, particularly \$3.5m for Stormwater.

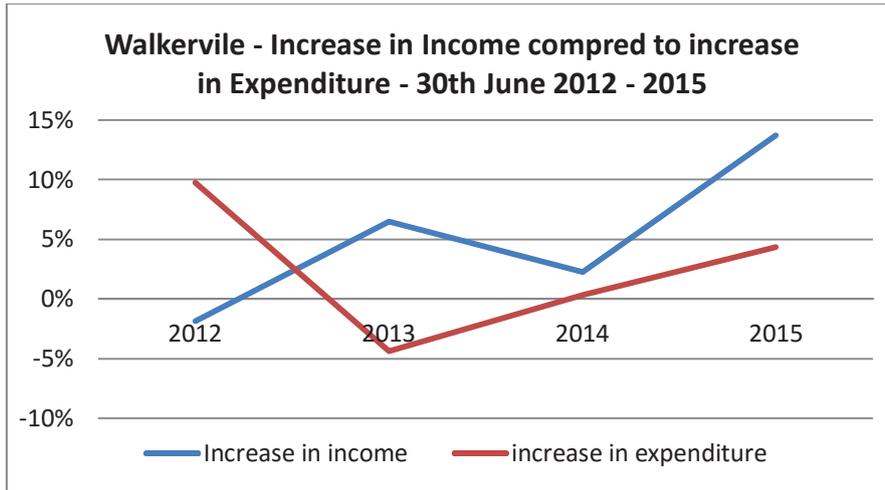
**Comment: Council should continue to monitor this ratio when forming budgets and long term financial plans to continue to improve this outcome.**

#### Revenue and Expenditure Growth

A trend of increasing expenditure that is higher than increasing income will lead to reduced surpluses or increased deficits. A trend of increasing income and decreasing expenditure will lead to increased surpluses or decreased deficits over time.



All Councils had higher increases in income than expenditure on average over the period.



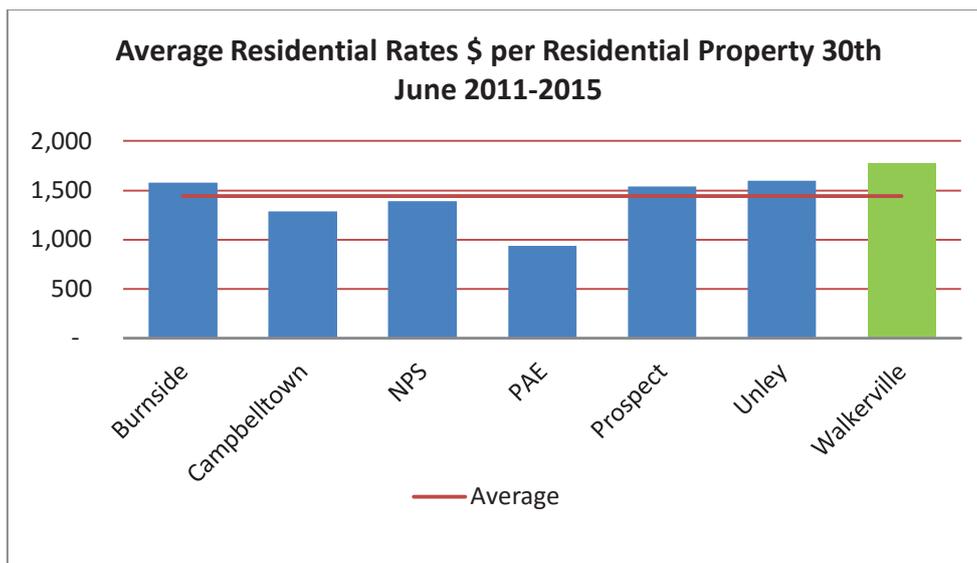
Generally Walkerville has a higher increase in income than expenditure.

**Comment: Walkerville has increased income at a higher rate than expenditure in order to move to a surplus operating position. The ongoing increase in Operating Surplus in Council’s Long Term Financial Plan will reduce the level of debt and decrease the Net Financial Liabilities Ratio.**

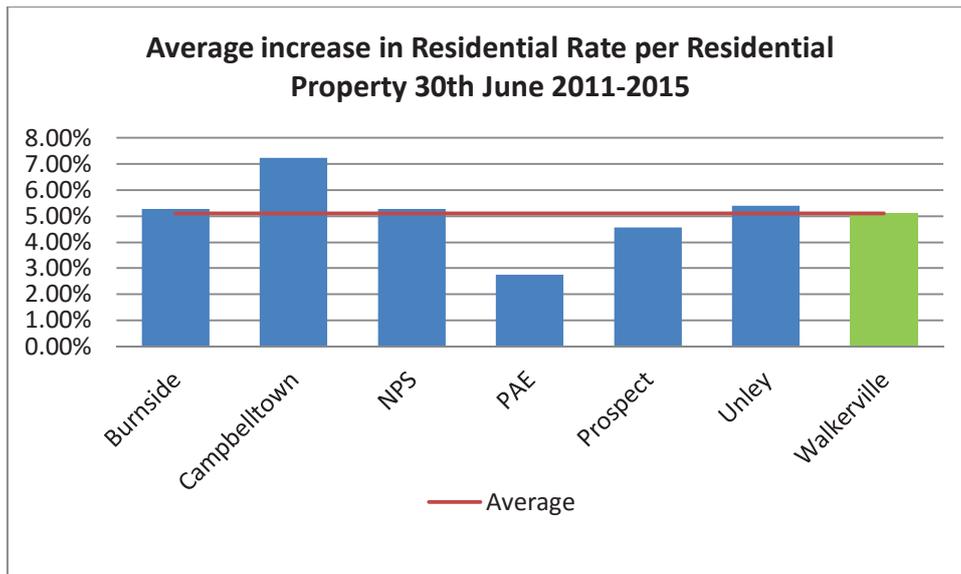
### Revenue Sources

#### Rates per Ratepayer

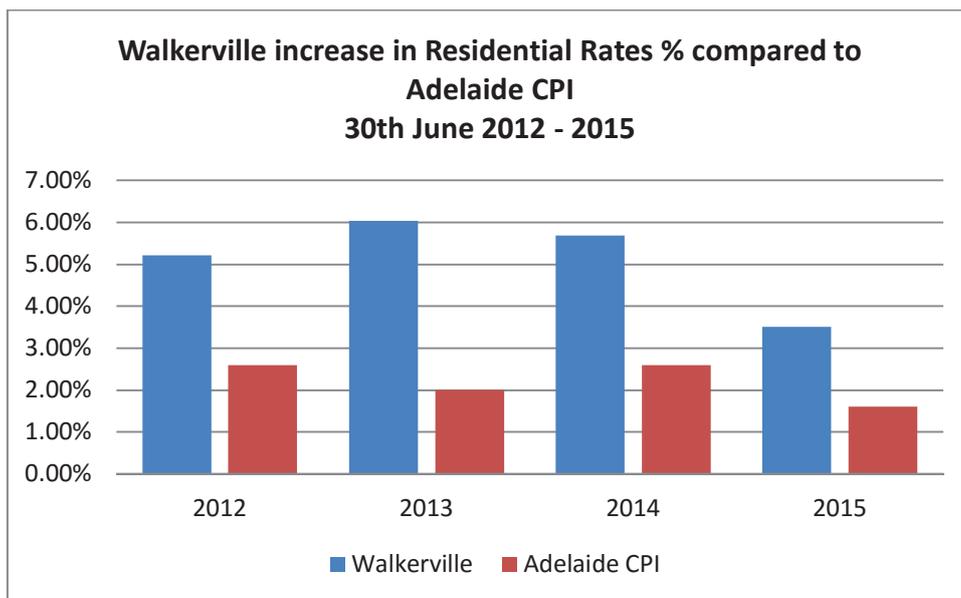
The Victorian Performance Reporting Framework uses the average residential rate per residential property as an indicator of efficiency, stating that low or decreasing levels of rates suggests an improvement in organisation efficiency. The Victorian definition doesn’t take into account different requirements of different communities, the availability of grants or the ability to raise funds through user-pay programs such as car parking or facility use. However the community, media and state government are usually interested in the levels of rates paid to Councils.



For the period, Walkerville has a higher average residential rate per residential property than all the comparison Councils.



Walkerville has increased its residential rates less than the average of the comparison Councils for the period. Campbelltown had a higher average increase but started almost \$500 lower in 2011 than Walkerville.



Walkerville has reduced its ongoing increase in residential rates in the past two years with the 2014/15 being considerably closer to Adelaide's CPI.

**Comment: Council may wish to continue to monitor this result and take it into account when setting its Annual Business Plan, Budget and Rates.**

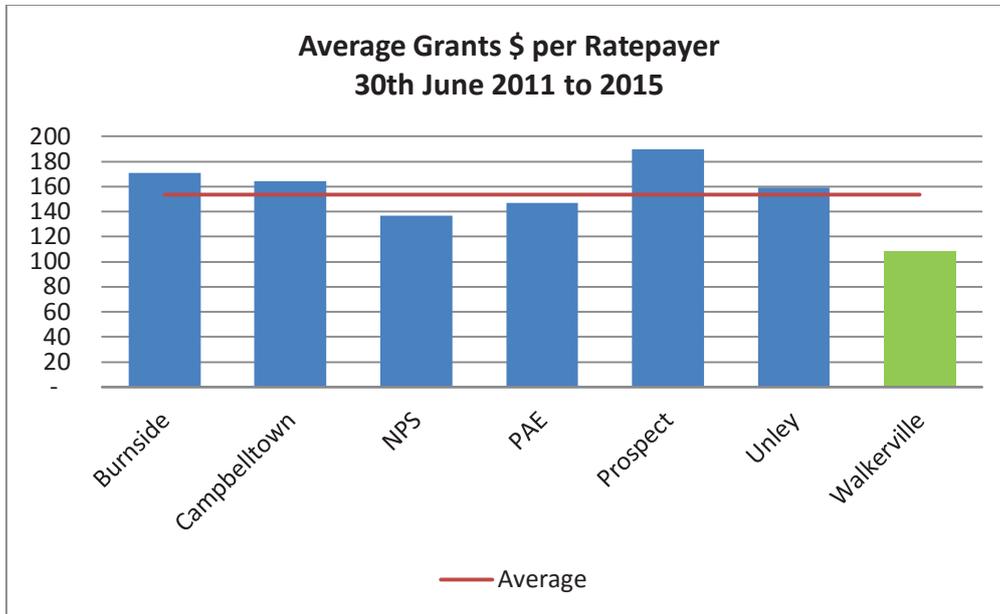
***Grants per Ratepayer***

A common perception is that if a Council can increase its Grant income then it can decrease its reliance on Rates. There are a number of issues with Grant income that need to be considered:

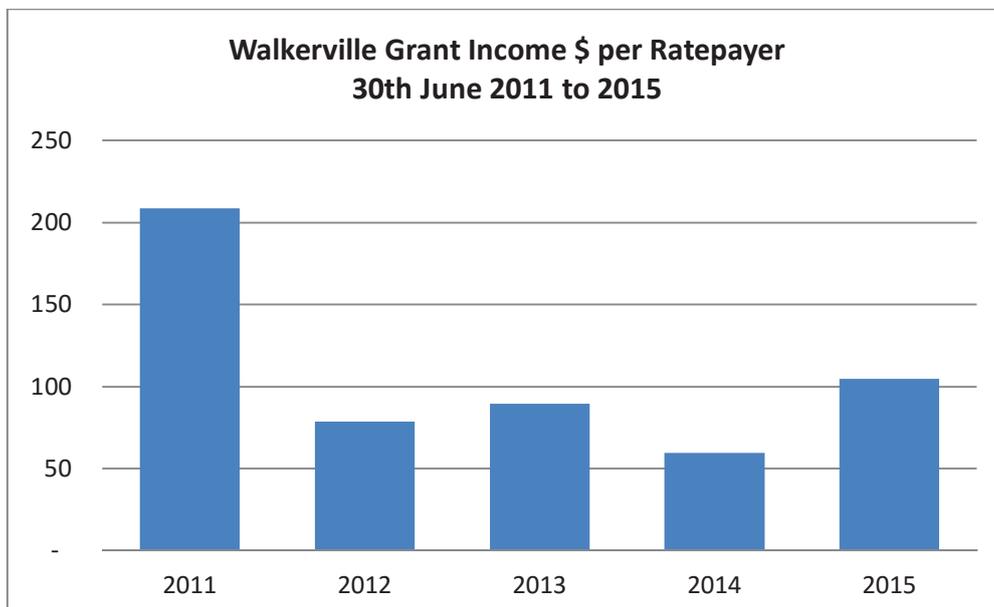
- Grant income from the South Australian Grants Commission is distributed as per a number of factors but the ability of a Council's ratepayers to pay their own way is an

important factor. Many rural less advantaged Councils will receive higher levels of grants than more advantaged Councils.

- Many Grants require a dollar for dollar contribution from the Council, so a grant of \$100,000 will require a matching spend of \$100,000 by the Council.
- A heavy reliance on Grants can be difficult for a Council if the State or Federal Government suddenly change policy direction which results in decreases in funding.

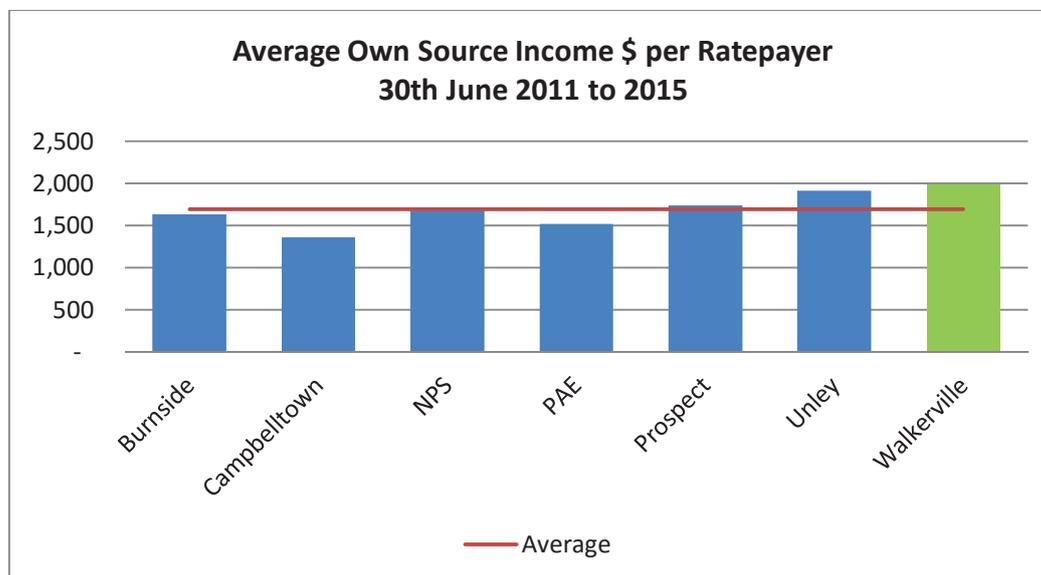


Walkerville received the lowest level of grants per ratepayer over the period. Walkerville’s Grant income per ratepayer per year is shown below;



### Own Source Income

Income sourced from within Council includes Rates, Statutory Charges, User Charges and Investment Income and is termed 'Own Source Income'. A higher level of Own Source Income means that a Council is less reliant on external grant funding which may make it more vulnerable to political policy of other levels of Government.



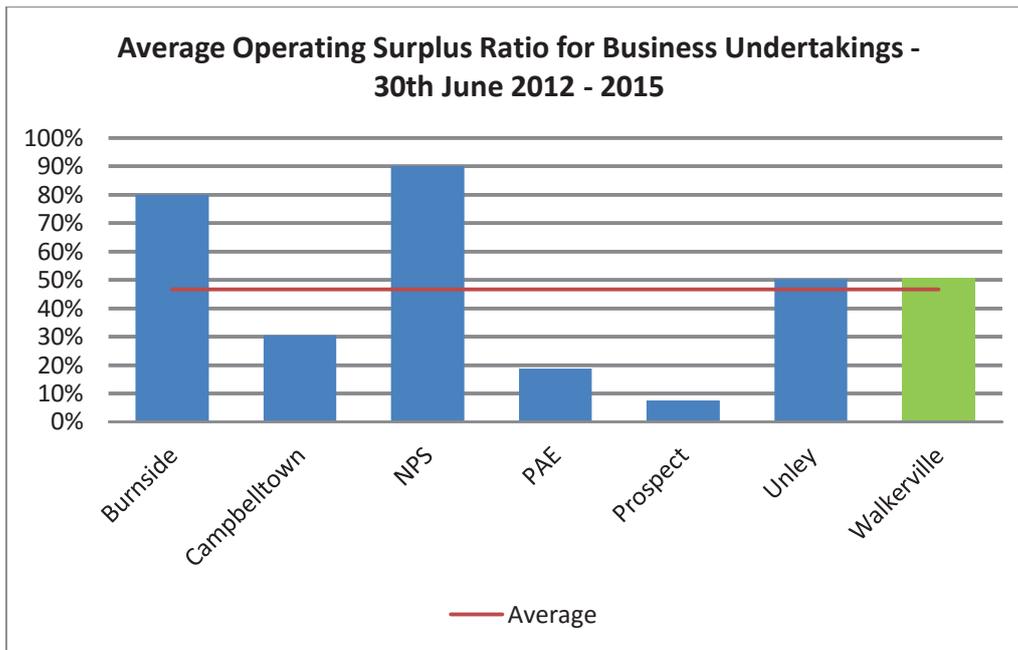
### Business Undertakings Result

Business undertakings are not usually a major part of a Council's income and there are a number of factors to consider with Council business activities.

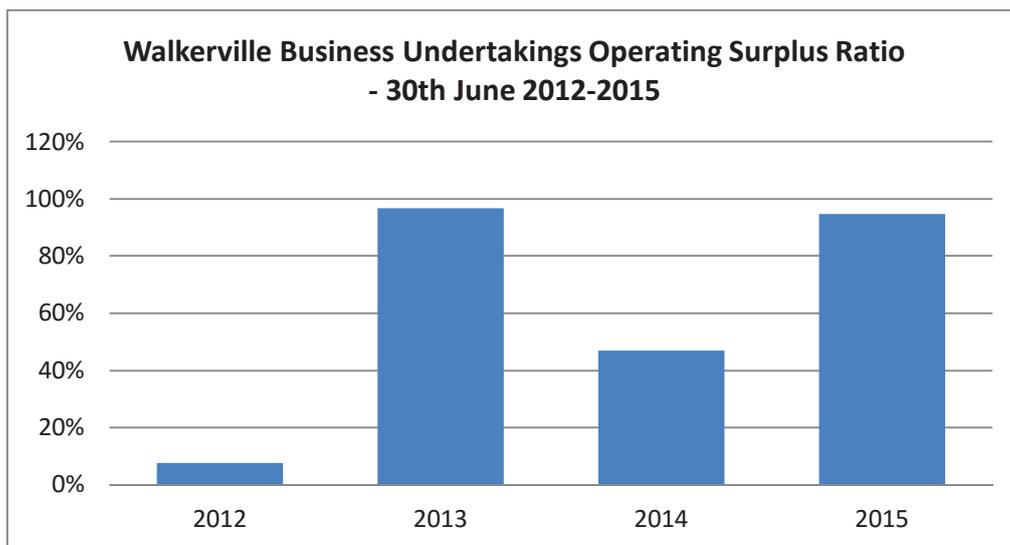
- If the activity is being undertaken to increase income to Council to reduce the reliance on rating then the activity should be making reasonable profits for the Council. Losses would be a burden on rating.
- If the activity is being undertaken to provide a service to the community then the profits may not be as high as outcomes other than financial ones may be more important to Council.
- The transparent nature of Council makes operating businesses more challenging particularly if competing with other private businesses.

Business undertakings include the following activities:

- Caravan/camping parks
- Real estate development
- Car parking – off street
- Community Waste Water Management
- Domestic water supply
- Electricity Supply
- Town Bus Service
- Gravel Pits/Quarries
- Markets/Saleyards
- Private works
- Investment Property



This data only became available on the Grants Commission Database from 2012. Walkerville's results were slightly higher on average of the comparison Councils.



Walkerville has been making an Operating Surplus over this period but the results are not consistent.

**Comment: Although results are slightly higher than average and better in 2013 and 2015, Council may wish to review their business activities to ensure that are delivering the results that Council desires.**

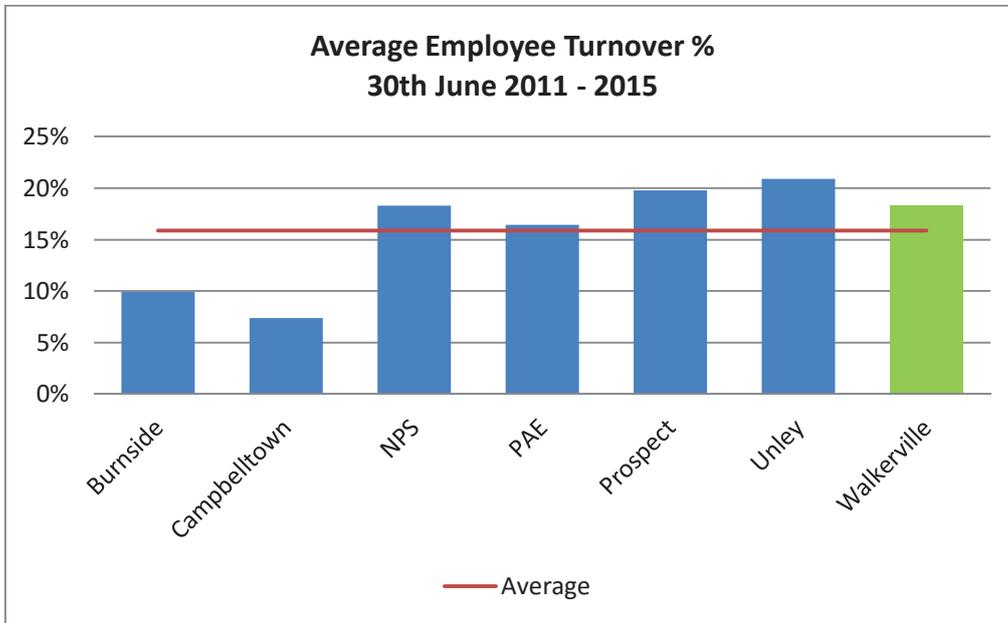
### Employees

Employee costs are approximately 30% of total operating expenditure for Councils and are therefore a significant expenditure area.

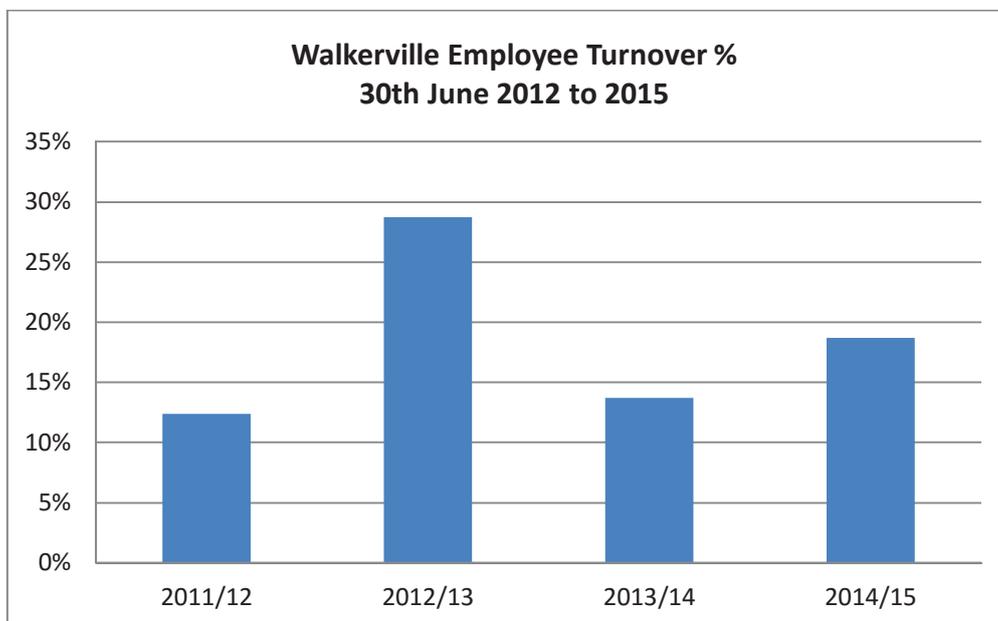
### Workforce Turnover

Councils commit considerable resources into employing and developing staff. A high turnover of staff can increase employment costs, decrease productivity and lose corporate knowledge and competence.

A lower turnover of staff may indicate a more stable and effective workforce.



Walkerville is above average in turnover of staff of the comparison Councils over the period and is equal 3<sup>rd</sup> with Norwood Payneham St Peters.

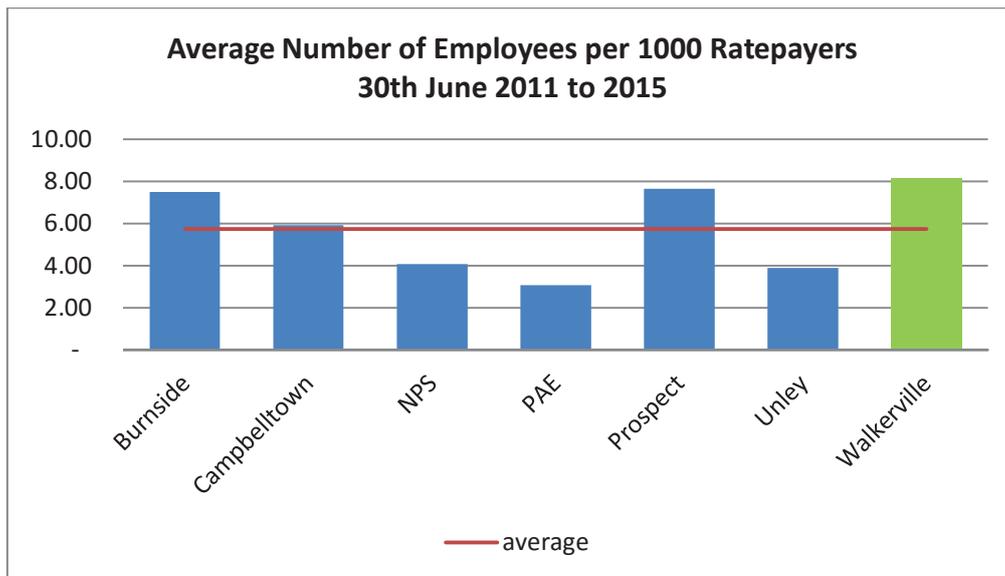


Walkerville's average over the period is improved with very low turnovers in 2012 and 2014.

**Comment: Council may wish to continue to monitor this data to ensure that the results are reflective of Council’s Workforce Strategy. It is worth keeping in mind that in a Council with small numbers of employees a single termination is of greater effect than for Councils with larger numbers of employees.**

***Number of Employees***

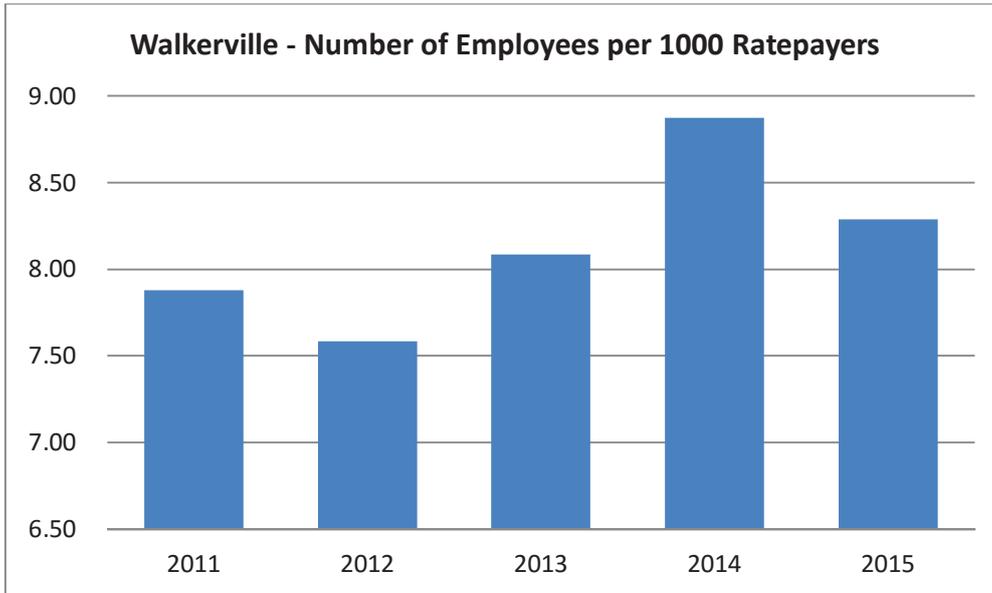
Obviously the number of employees in a smaller Council is going to be less than a larger Council so it is better to break the data into comparable information such as operating employees per 1000 head of population to give a comparable figure.



The data indicates how many employees are required to provide the Councils’ services to their communities. Walkerville has the highest of the comparison Councils with relevant provided data. Councils will also provide services using contractors who are not included in this data. This data is therefore limited in providing any comparison as a Council with a low number of employees may be using more contractors to provide services instead of using employees.

Walkerville has had an increase over the period as shown below.

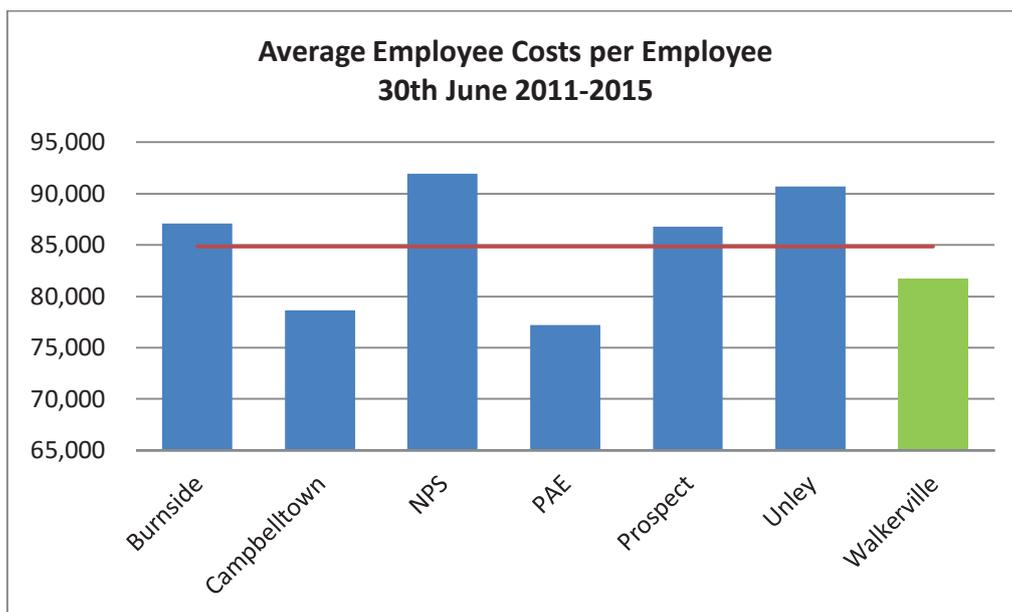
This increase in numbers reflects differently when shown as per numbers of Ratepayers as shown below.



**Comment: Number of employees is not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data but this should be undertaken in respect to levels of services provided.**

***Employee Costs per Employee***

Employee costs include the cash wages paid to employees along with superannuation, workers compensation insurance and leave costs. Staff in Councils range from manual labourers to professionals through to executives, all paid at different rates. Some Councils use contractors and consultants to fill some roles instead of employing staff. Some Councils are geographically larger with more asset management requirements and consequently more labour staff compared to professionals and thus a different mix of staff salaries and wages. This can make comparisons of employee costs difficult. However the average employee costs per employee are shown below and give some insight in the variations between Councils.



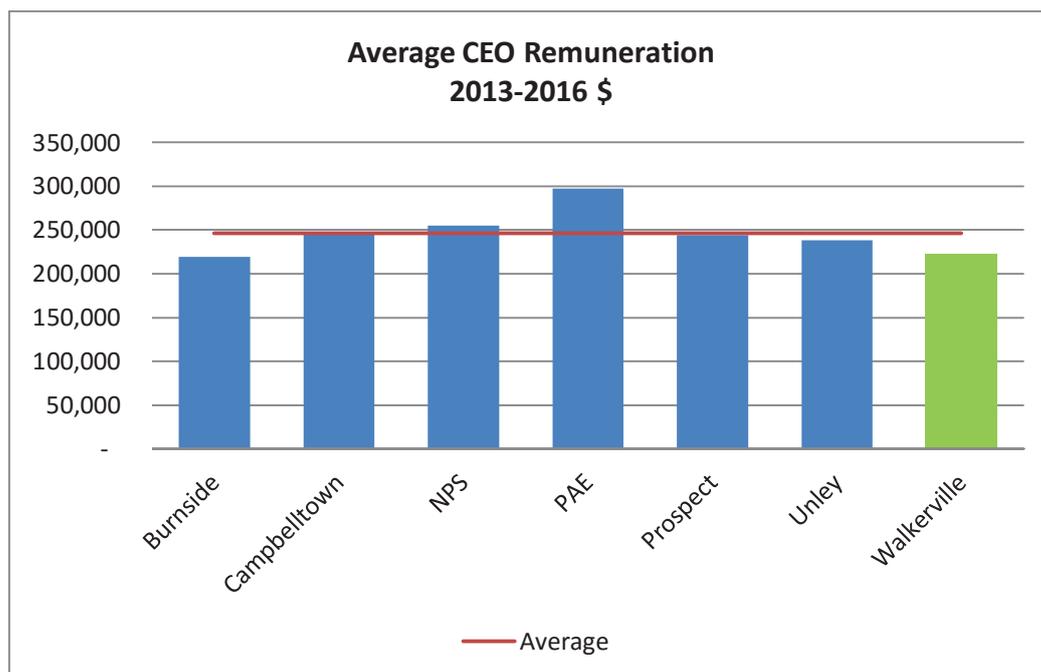
Walkerville has the third lowest in the group and is below average. Both Campbelltown and Port Adelaide Enfield have larger geographically sized Councils and potentially more field staff than the other Councils. Walkerville has very low numbers of field staff which should push the average employee costs higher but also uses consultants and contractors for a number of tasks so this may reduce the cost of professional staff.

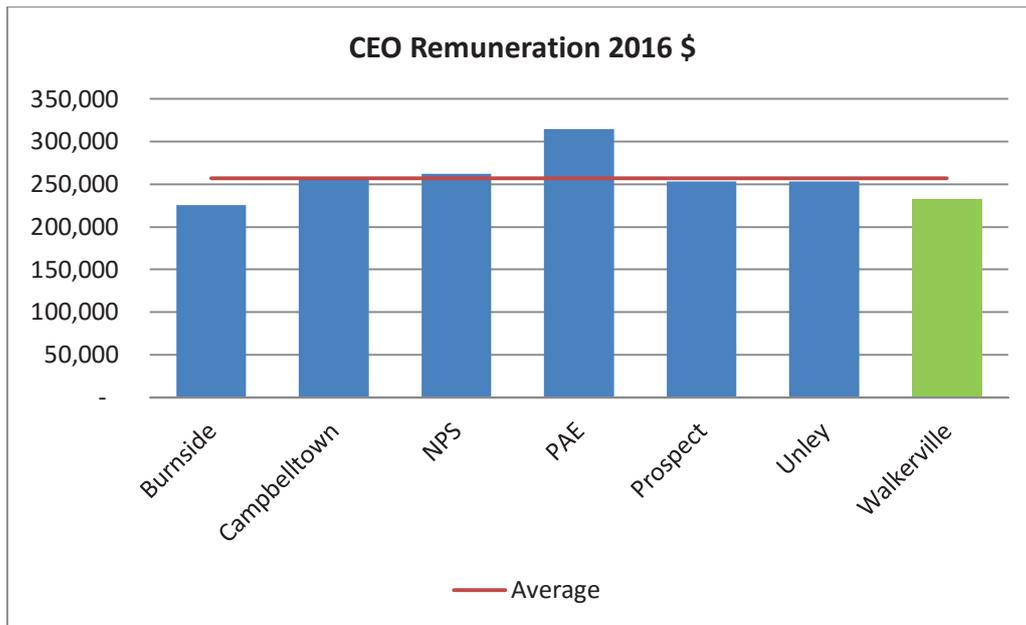
**Comment: Employee costs per employee are not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data but this should be undertaken in respect to levels of services provided**

**CEO Remuneration**

The CEO is the only person employed directly by the Elected Members and is the key staff member driving the achievement of the communities and Council’s plans. Councils understand they need to offer competitive packages to attract quality people however the media and communities are often interested in what CEOs earn from a more cost pressure perspective.

The graphs below show the average CEO remuneration for the comparison Councils over the 2013-2016 period and also the average for the comparison Councils just for 2016.





In both graphs Walkerville is below the average and also the second lowest.

**Comment: Favourable from the point of view of cost to Council but should also be considered from a recruitment and retention point of view.**

## Financial Performance Summary

Attribute	Walkerville compared to Average	Comment
Adjusted Operating Surplus Ratio	Lower than Average (unfavourable)	Council should continue to monitor this ratio when forming budgets and to monitor the long term financial plans forecasts.
Net Financial Liabilities Ratio	Higher than Average (unfavourable)	Council should continue to monitor this ratio when forming budgets and long term financial plans to continue to improve this outcome.
Revenue and Expenditure Growth	Increase in Income is higher than increase in expenditure (favourable)	Walkerville has increased income at a higher rate than expenditure in order to move to a surplus operating position. The ongoing increase in Operating Surplus in Council's Long Term Financial Plan will reduce the level of debt and decrease the Net Financial Liabilities Ratio.
Rates per Ratepayer	Higher than Average (unfavourable)	Council may wish to continue to monitor this result and take it into account when setting its Annual Business Plan, Budget and Rates
Increase in Rates	Average	
Grants per Ratepayer	Lower than Average	Higher grants mean lower reliance on own source income such as rates but also means income is subject to changes from other levels of Government
Own Source Income	Higher than Average	
Business Undertakings Operating Surplus Ratio	Slightly higher than Average	Although results are slightly higher than average, Council may wish to review their business activities to ensure that are delivering the results that Council desires.
Workforce Turnover	Higher than Average (unfavourable)	Council may wish to continue to monitor this data to ensure that the results are reflective of Council's Workforce Strategy. It is worth keeping in mind that in a Council with small numbers of employees a single termination is of greater effect than for Councils with larger numbers of employees.
Number of Employees	Higher than Average	Number of employees is not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data but this should be undertaken in respect to levels of services provided.
Employee Costs per Employee	Lower than Average	Employee costs per employee are not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data but this should be undertaken in respect to levels of services provided
CEO Remuneration	Lower than Average	Favourable from the point of view of cost to Council but should also be considered from a recruitment and retention point of view.

## Asset Management

Asset Management balances asset management needs with available funds to make the best use of public resources.

### Asset Sustainability Ratio

Renewal/replacement is the \$ amount that a Council's Asset Management Plan states is required each year to retain the asset at a certain standard. This amount is not included in a Council's financial reports as an operating expenditure but is capital expenditure.

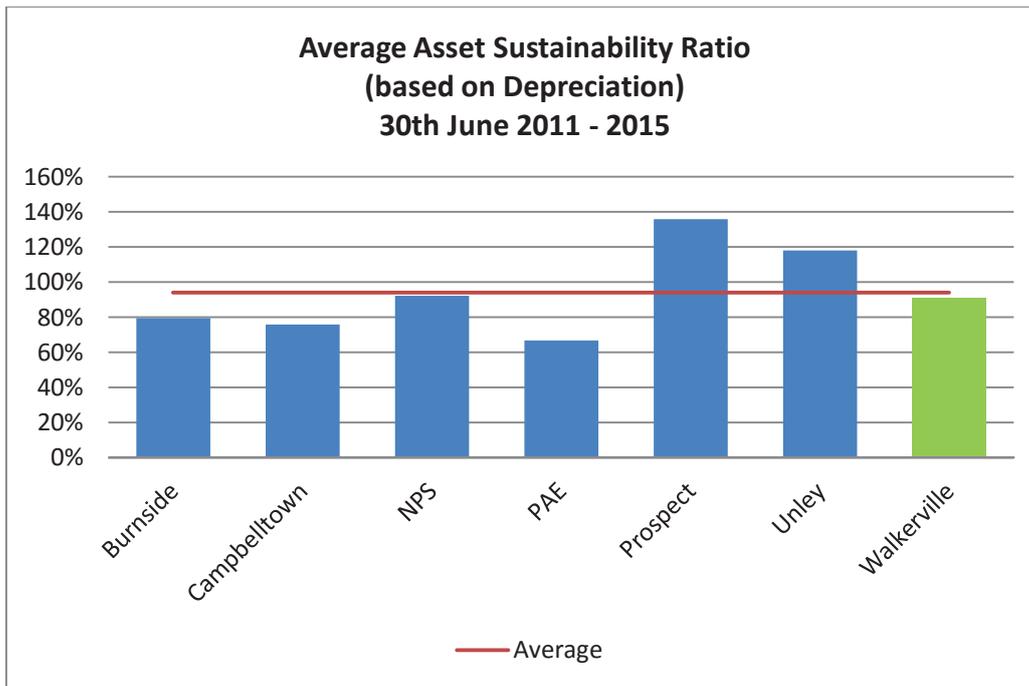
The Asset Sustainability Ratio shows the amount of spending on asset renewal/replacement compared to the amount set out in the Council's Asset Management Plan. If a Council spends less than their Asset Management Plan sets out, consistently over time, the assets will deteriorate. This may result in higher asset renewal/replacement costs in the future than the Council would have been subjected to if it had managed its assets in a timely manner.

In the past the Asset Sustainability Ratio has been calculated differently by many Councils, comparing renewal/replacement expenditure to depreciation. Depreciation is a calculation of Value of Asset/life of Asset. This calculation results in a \$ amount which is the same each year and represents the consumption of the asset. It is included in a Council's financial reports as an operating expenditure item.

Renewal/Replacement expenditure may be different to depreciation as the Renewal/Replacement amounts for Assets are not equal each year. An asset may last for many years before it requires renewal expenditure and thus there will be some years when expenditure is higher and some when it is lower.

From the 2014/15 financial year, all Councils are required to use their Asset Management Plan Renewal/Replacement requirements in the calculation and not the depreciation amount.

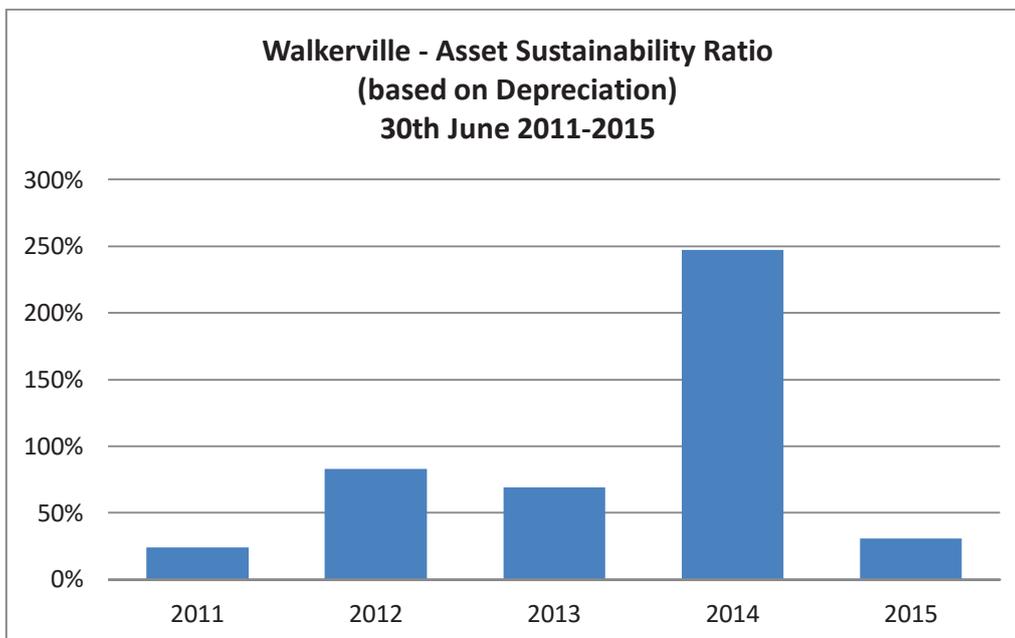
For consistency this report has used the ratio that was used at the beginning of the analysis period that compared the asset renewal work undertaken to the level of depreciation expenditure. From 2014/15 Councils now all consistently use a ratio that compares the asset renewal work undertaken to the asset renewal work required in their Asset Management Plans. Ongoing monitoring and comparison will need to move to comparing the revised ratio results.



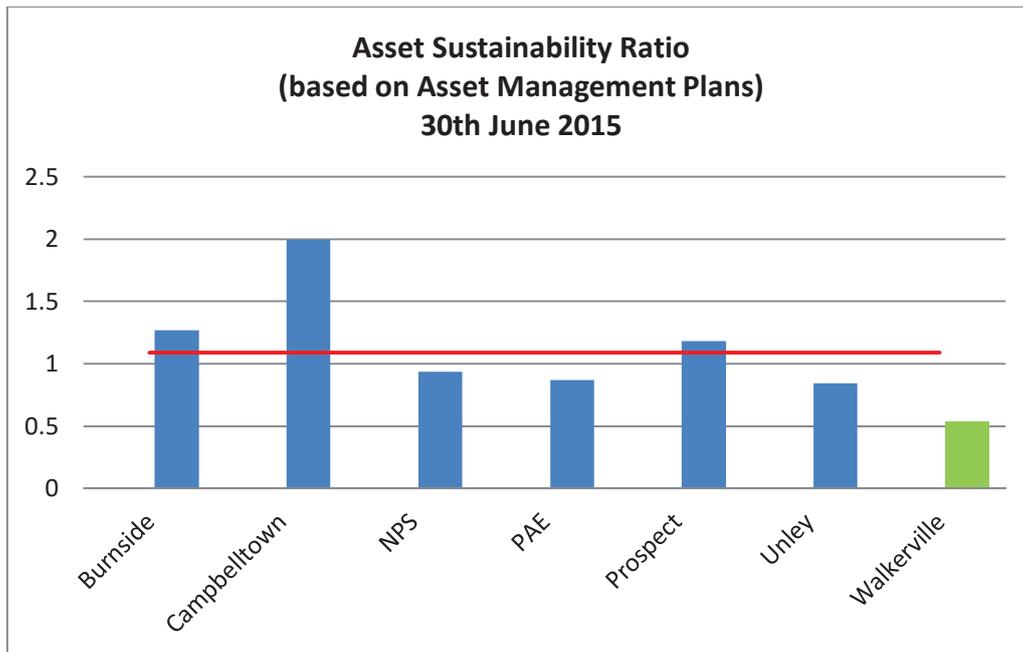
A Council that is consistently spending much more or much less than the amount of depreciation would need to investigate the results to determine if they are spending as per their Asset Management Plans and whether their depreciation methodology and underlying information such as the useful lives of assets are valid.

Walkerville is just below the average of the comparison Councils.

Over the years this ratio has fluctuated considerably for Walkerville as shown below.



The graph below shows the Asset Sustainability Ratio based on Asset Management Plans for the comparison Councils and would be the first year in ongoing comparisons of this ratio.



The ratio is low for Walkerville for 2014/15 but needs to be compared over coming years. There were some delays in the capital works program for 2014/15 with a large amount carried forward to the 2015/16 year.

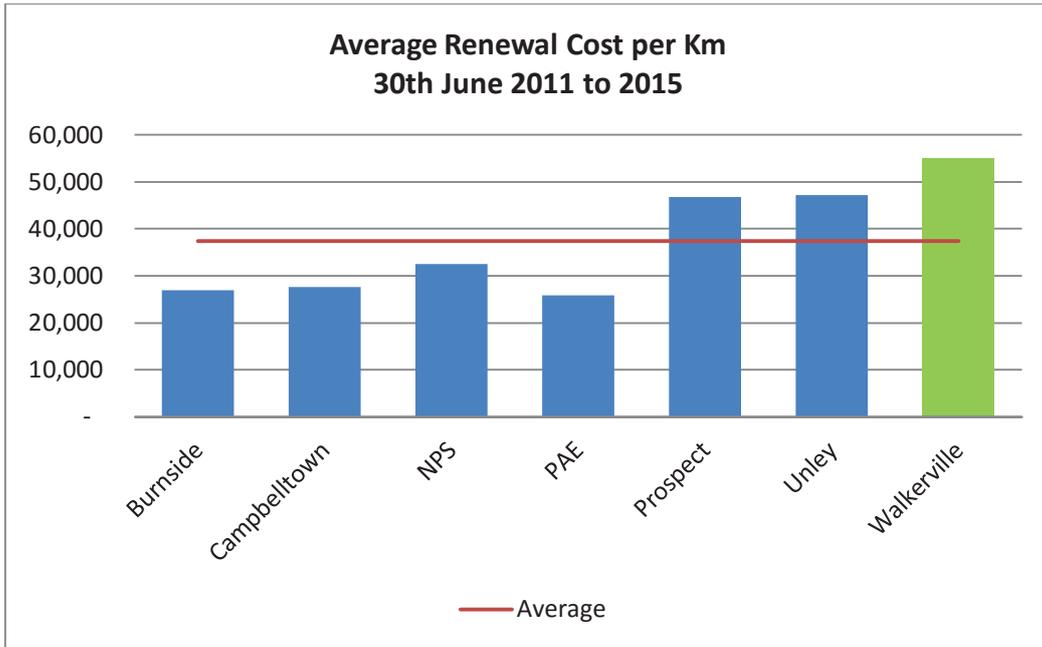
**Comment: Continue to monitor this ratio but commence monitoring from 2014/15 using the revised ratio comparing asset renewal undertaken to the required renewal as set out in the Asset Management Plans.**

### Renewal per Ratepayer

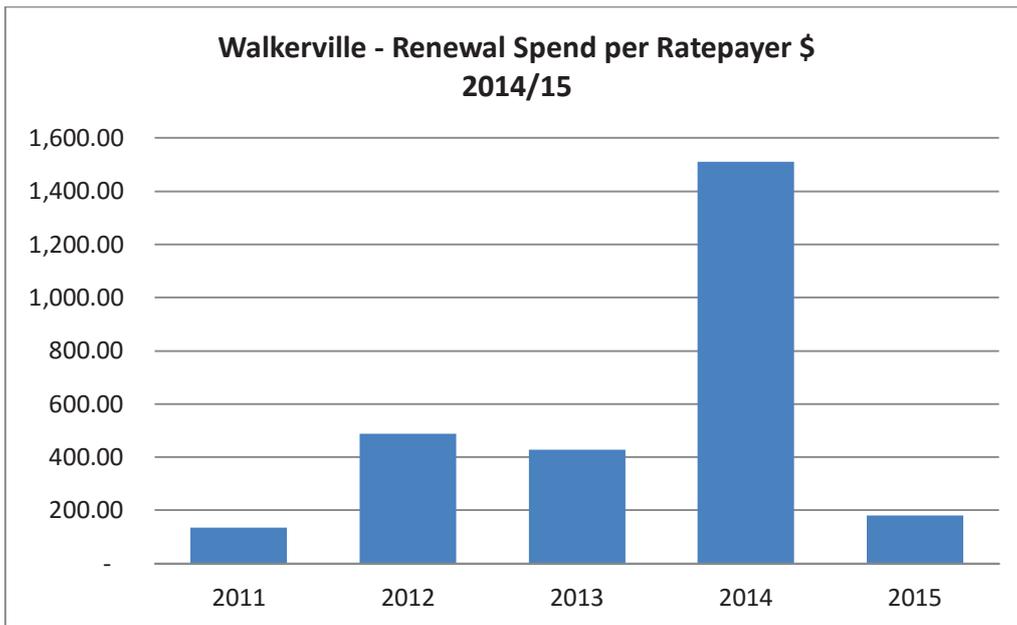
Asset sustainability considers the amount of renewal work undertaken on Councils' existing assets. The amount spent per ratepayer is used in the Victorian Reporting Framework but the ratio doesn't really give a full picture of the standard of a Council's assets and whether the renewal work undertaken is appropriate. It therefore doesn't give a true indication about whether a higher spend per ratepayer means that a Council is spending more than it should or being less efficient.

From 2014/15 onwards Councils have to report their spending on renewal of assets compared to the requirements in their asset management plans. Renewal per Ratepayer will become a more useful statistic once this is also compared to the Asset Sustainability Ratio based on Asset Management Plans and not depreciation.

The graph below shows the average renewal per ratepayer for 2011 to 2015 for information but limited conclusions can be drawn from the data.



Walkerville had the highest average level of renewal spending per ratepayer in the comparison group.

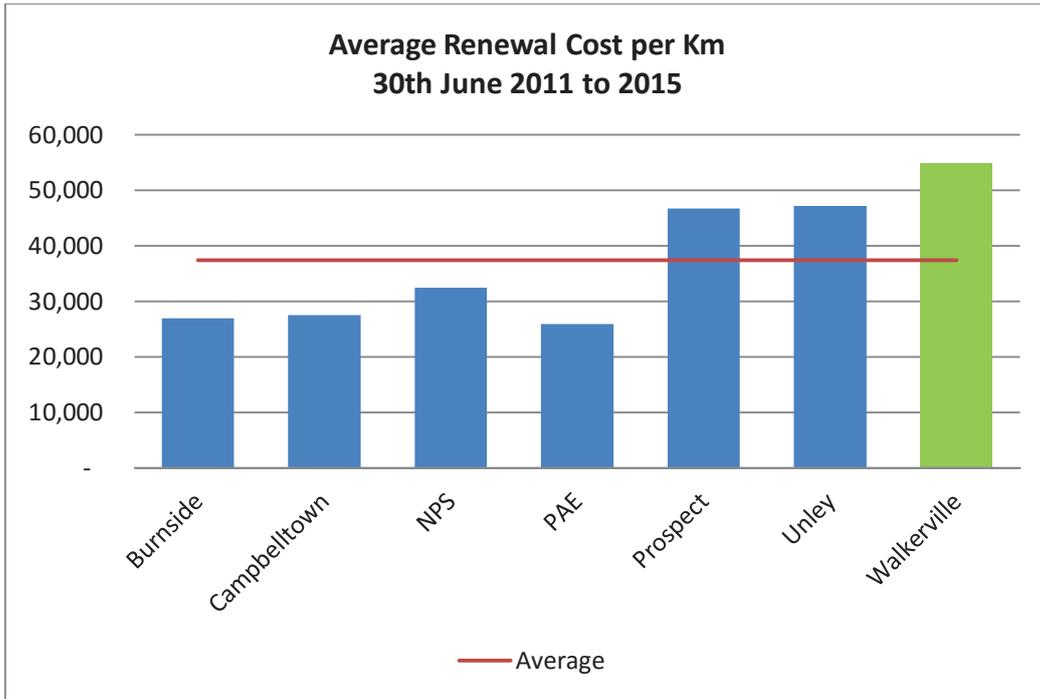


Walkerville’s renewal spend has fluctuated considerably over the years. The spending should become more consistent now that Asset Management Plans are in place.

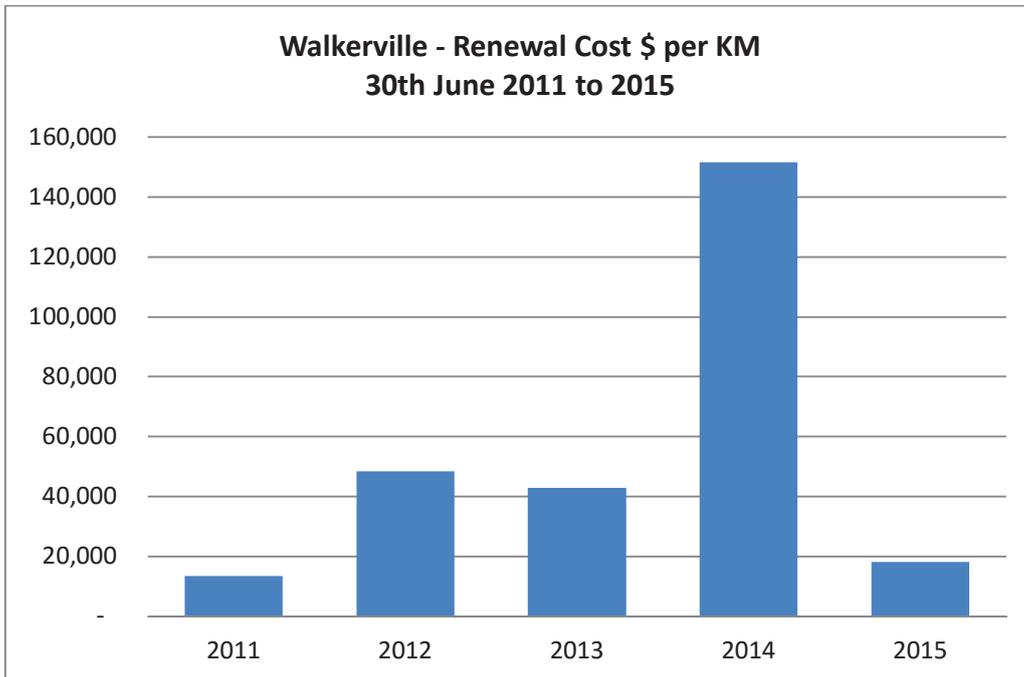
**Comment: Continue to monitor this ratio but commence from 2014/15 and consider along with the Asset Sustainability Ratio**

### Renewal per Kilometre of Road

The graph below shows the average renewal cost per kilometre of road.



Walkerville is above the average over the period and also the highest. Walkerville’s Asset Management Plans have been revised so expenditure in the past on renewal may not reflect the amount required as per the plans.

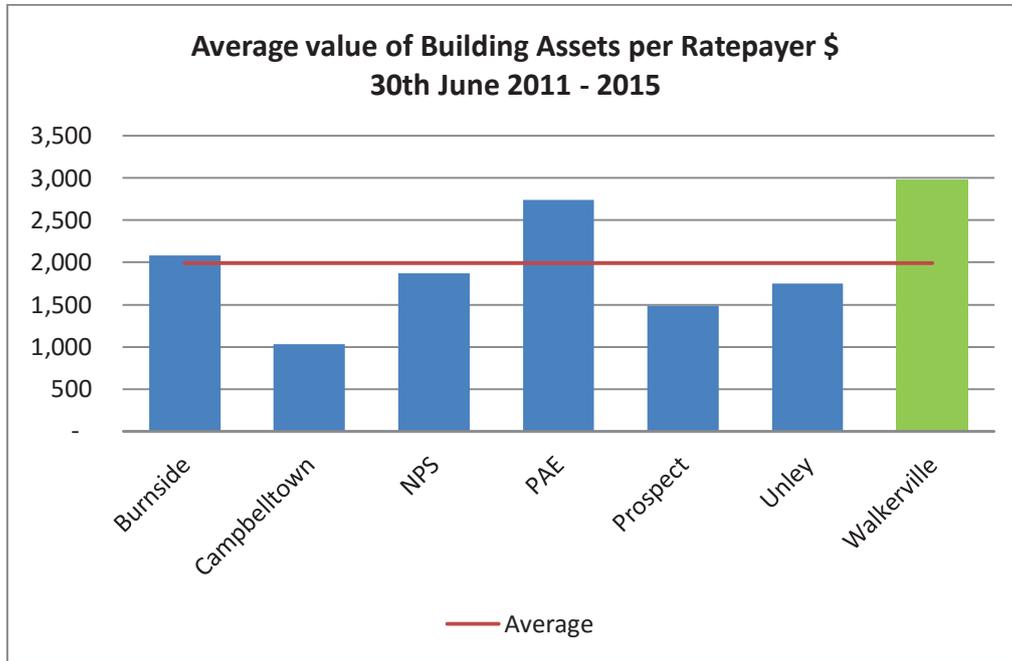


Walkerville’s renewal cost per km has varied considerably over the past few years.

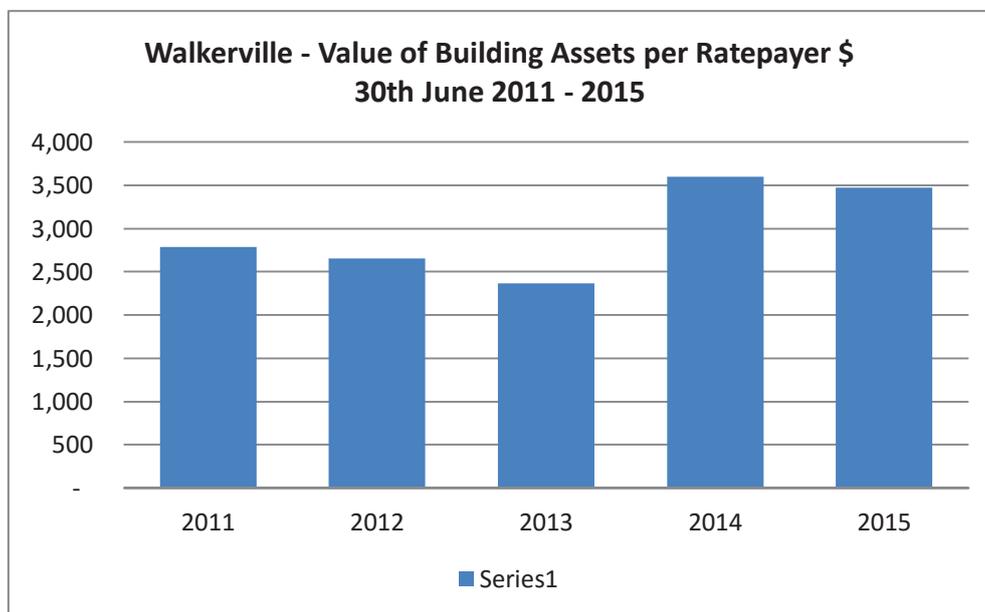
**Comment: Continue to monitor this data but commence from 2014/15 as revised Asset Management Plans are in place.**

### Building Assets per Ratepayer

Councils in the city area have considerable building assets. Comparing the Building Asset values to the number of ratepayers gives an understanding of the potential impact of renewing, replacing and maintaining these assets.



Walkerville has the highest value of building assets per ratepayers of the comparison group and above the average.



The redeveloped Civic Centre has contributed to some of the increase in 2014, however the years before were also higher than the average so Walkerville has a significant stock of buildings.

**Comment: Council may wish to consider whether the level of building assets is appropriate for the community.**

### Asset Management Summary

Attribute	Walkerville compared to Average	Comment
Asset Sustainability Ratio	Below average	Continue to monitor this ratio but commence monitoring from 2014/15 using the revised ratio comparing asset renewal undertaken to the required renewal as set out in the Asset Management Plans.
Renewal per Ratepayer	Above the average	Continue to monitor this ratio but commence from 2014/15 and consider along with the Asset Sustainability Ratio
Renewal Cost per Km	Above the average	Continue to monitor this data but commence from 2014/15 as revised Asset Management Plans are in place.
Building Asset Value per Ratepayer	Above the average	Council may wish to consider whether the level of building assets is appropriate for the community.

## **Governance/Community Leadership**

The Victorian Government Performance Reporting Framework defines Governance as the provision of good governance to the community including making and implementing decisions with reference to community engagement, policy frameworks and agreed practice and in compliance with relevant legislation.

Local Government in Victoria produced a 'Good Governance Guide'. This is a website which sets out information and aspects of 'good governance' for Councils. The Guide lists the following attributes of 'good governance';

Good Governance is:

- Accountable – has an obligation to report, explain and be answerable for the consequences of decisions it has made on behalf of the community it represents.
- Transparent – people should be able to follow and understand the decision-making process and be able to clearly see how and why a decision was made, what information, advice and consultation council considered, and which legislative requirements council followed.
- Follows the rule of law – decisions are consistent with relevant legislation or common law and are within the powers of council.
- Responsive – local government should always try to serve the needs of the entire community while balancing competing interests in a timely, appropriate and responsive manner.
- Equitable and Inclusive – a community's wellbeing results from all of its members feeling their interests have been considered by council in the decision-making process. All groups, particularly the most vulnerable, should have opportunities to participate in the process.
- Effective and Efficient – implement decisions and follow processes that make the best use of the available people, resources and time to ensure the best possible results for their community.
- Participatory – those affected or interested in a decision should have the opportunity to participate in the process for making that decision.

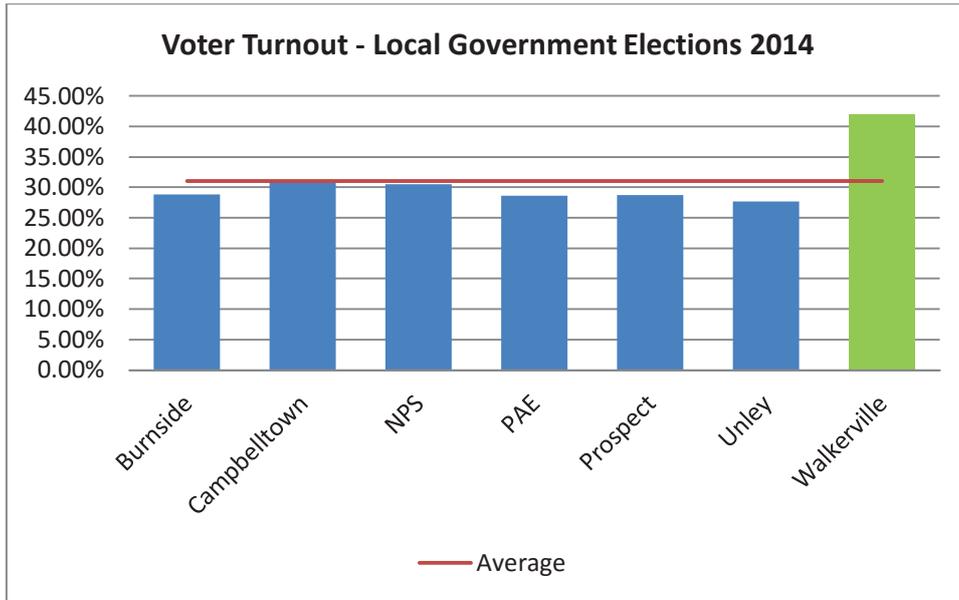
This section will consider some of these aspects that have been measured by the comparison Councils that would be indicative of 'good governance'.

## **Democracy**

### ***Voter Turnout***

Elected Members represent their communities and make decisions on their behalf. Local Government elections in South Australia are not compulsory and therefore the level of voter turnout may indicate the strength of the democracy and how representative Council is of its community. A high turnout may indicate a community that is more interested and aware of their Council and their activities or may indicate a particular concern amongst voters. A low turnout may indicate either a lack of interest and involvement with Council or contentment among voters.

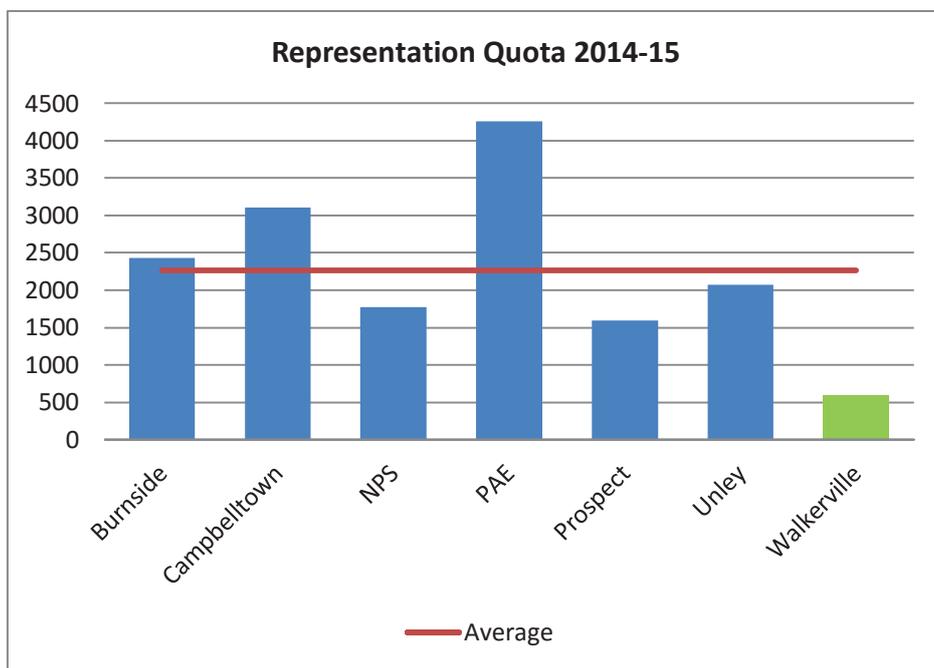
Walkerville had the highest turnout in the 2014 Local Government election.



### Representation Quota

The Representation Quota is the number of electors to each Elected Member. Higher numbers make it more difficult for Elected Members to be in touch with their electors. Smaller numbers may mean that it is easier for electors to contact their Elected Members about issues.

Walkerville had the lowest quota of the comparison Councils.



### Transparency

Transparency refers to the information and decision making of Council being open to the public. This can be demonstrated in a number of ways.

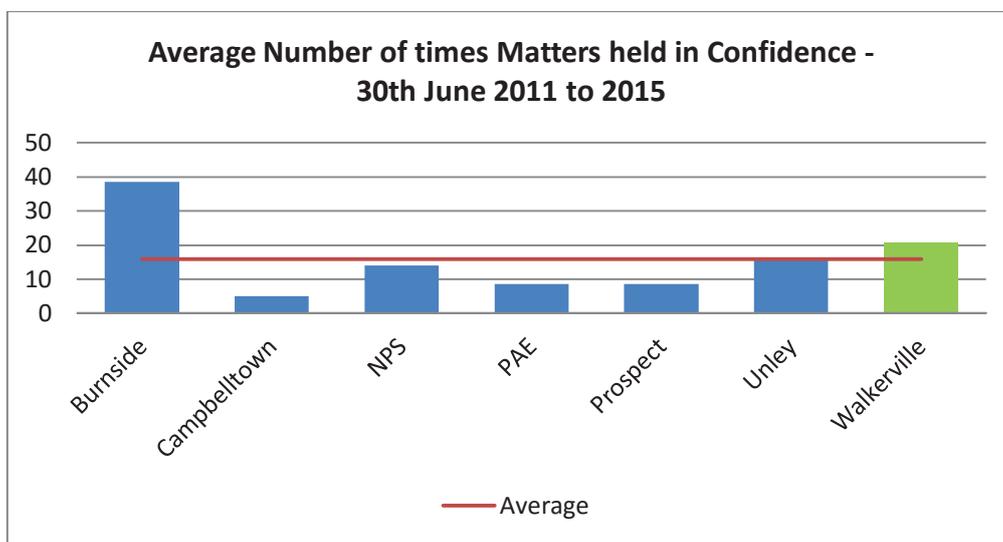
### Use of Confidentiality

Councils can meet in confidence (without public present) for only specific reasons set out in the Local Government Act 1999. Councils can deal with many different issues over a year including

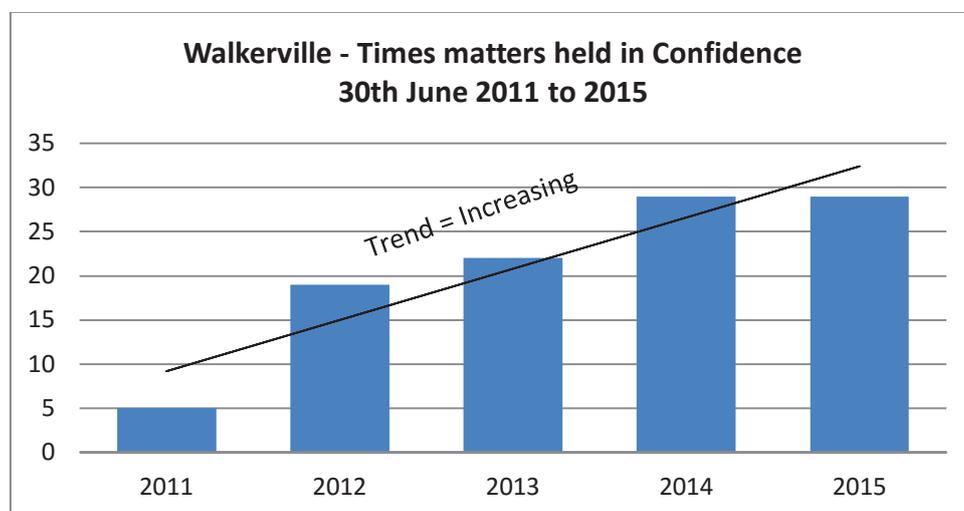
business issues with commercial interests the Council owns and issues regarding staff. These discussions are closed to the public and related documents also kept confidential. A high use of confidentiality may merely indicate that a Council has a number of business issues to discuss but very high usage may be of concern to ratepayers.

The South Australian Ombudsman produced a report in November 2012 on an audit of 12 South Australian Councils and the use of confidentiality at meetings. In this report the Ombudsman notes that ‘open and transparent display of a council at work in the interests of its community is a strongly supported feature of our democracy’. The Ombudsman’s report shows the number of times items were considered in confidence and there was an average of 32 times for the audited Councils.

The average of our comparison Councils is 16 which is half the number of the Ombudsman’s audited Councils.



Over the period 2011 to 2015, Walkerville had the second highest level of items considered in confidence and above the average for the comparison Councils, however Walkerville’s Annual Report provides the number of times that Councils and Council Committees have gone into confidence, many other Councils only report Council ordinary and special meetings.



Walkerville’s level of the use of Confidentiality has been increasing. In the past few years there has been a number of Council matters relating to commercial matters which would have increased the use of confidentiality.

**Comment: Council may wish to continue to monitor this factor to see if trend improves with a reduction of commercial matters to discuss.**

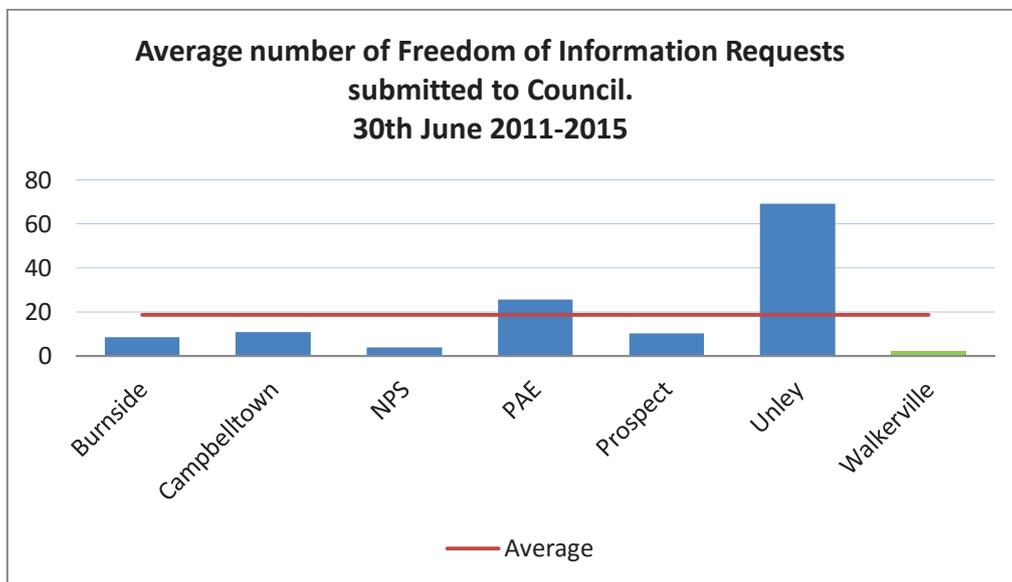
**Freedom of Information.**

Councils provide considerable information on their websites and within material that is available at the Council Offices. The Freedom of Information Act 1991 gives all members of the public the right to access documents which are held by government-related agencies, including Councils. There are some exemptions allowed within the Act.

When the Australian Parliament first considered introducing Freedom of Information legislation in the 1970’s a Senate Committee Report outlines three reasons why FOI is important:

1. FOI allows individuals to see what information government holds about them, and to seek correction of that information if they consider it wrong or misleading.
2. FOI enhances the transparency of policy making, administrative decision making and government service delivery.
3. A community that is better informed can participate more effectively in the nation’s democratic process.

An additional reason considered by the Australian Government is that there is greater recognition that information gathered by government at public expense is a resource and should be available more widely to the public.



Walkerville’s level of FOI requests is the lowest amongst the comparison Councils.

## Accountability

### Review of Council Decisions

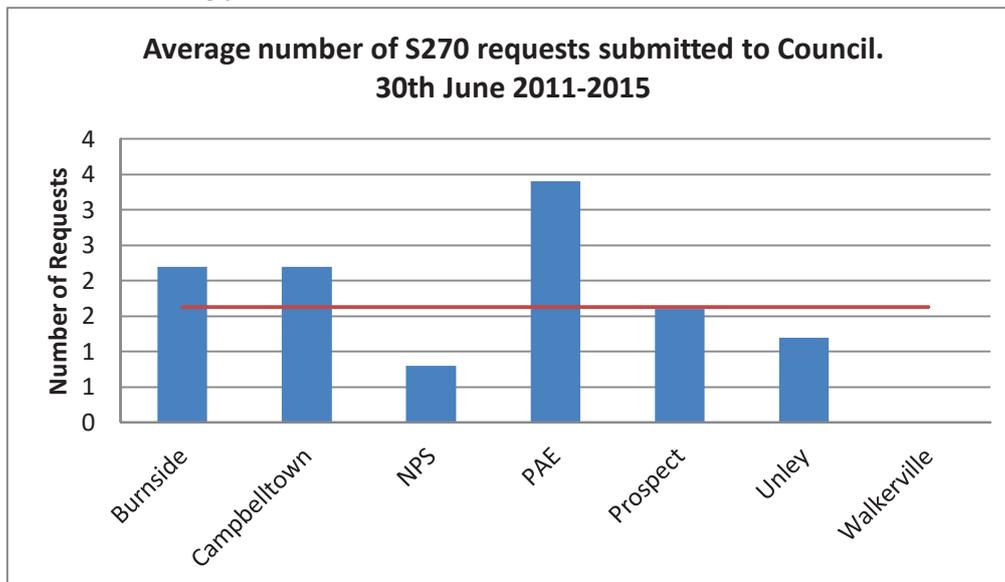
Section 270(1) of the Local Government Act 1999 requires Councils to establish procedures for the review of decisions of:

- a) The Council
- b) Employees of the Council
- c) Other persons acting on behalf of the Council.

Reviews are of the processes undertaken by Council and its representatives used to reach a decision.

The Queensland Ombudsman produced a report 'Good Decision – Making Guide' where the introduction states that "Today's community expects that public agencies will operate consistently and fairly and that government at all levels will have systems in place to ensure this happens".

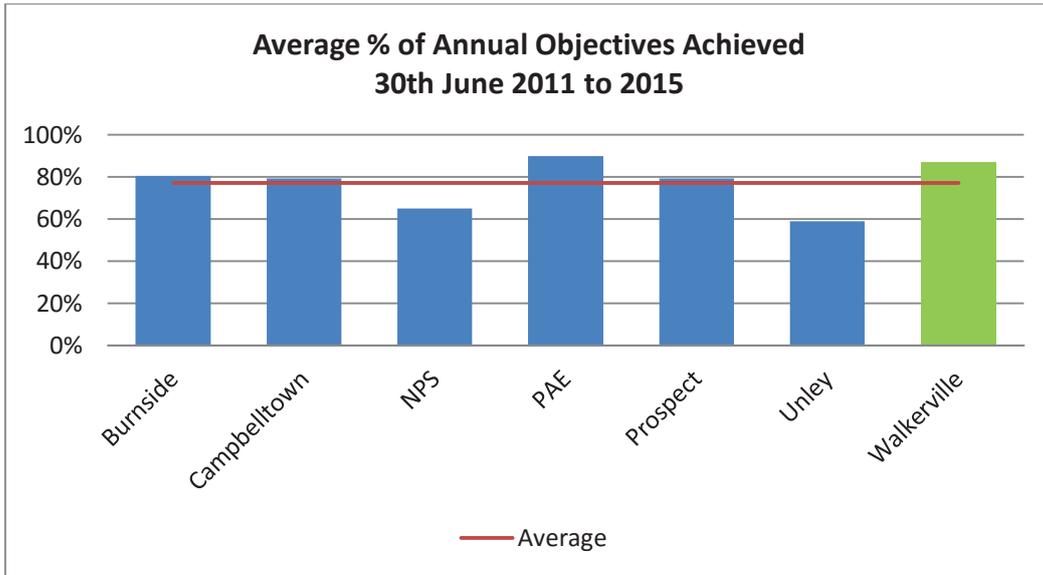
Councils in South Australia report on the number of Section 270 requests they have had each year for a review of a Council decision. A very high number of requests may indicate issues with a Council's decision making processes.



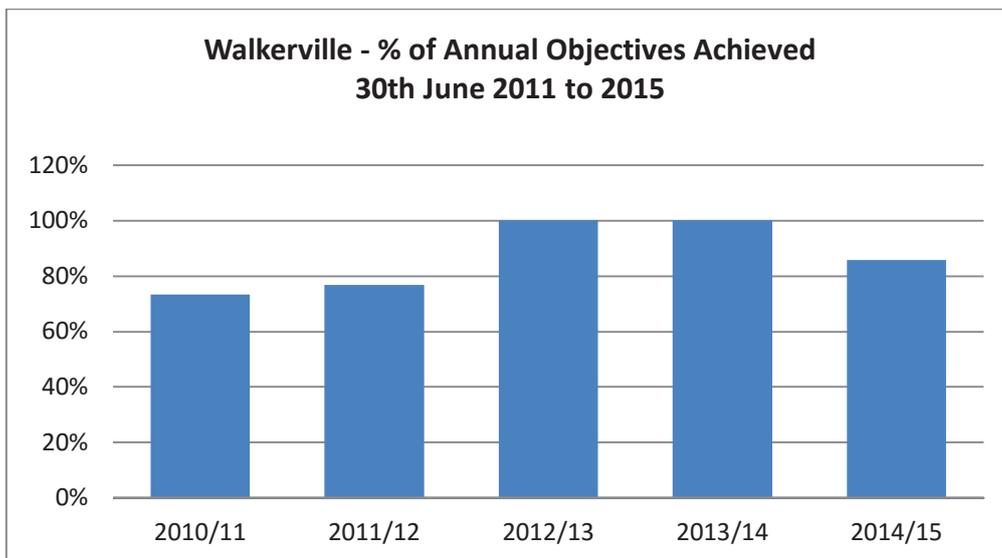
Walkerville had no S270 requests during this period.

### Annual Objectives Achieved

Councils list their objectives in their Strategic Plans and each year within their Annual Business Plans. An important element of accountability for a Council is achieving what is promised to the community.

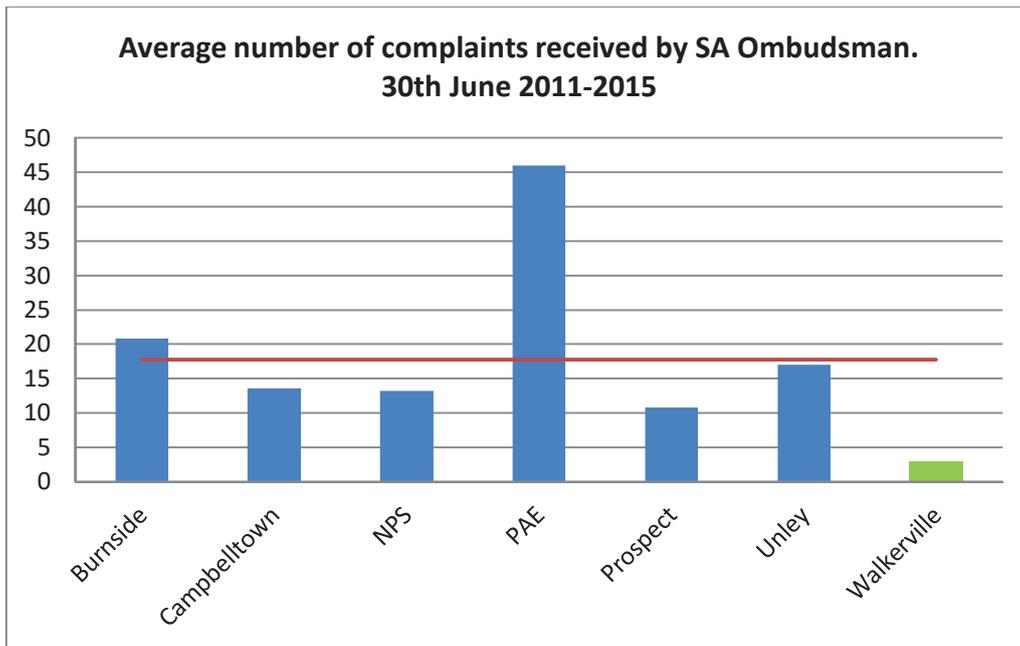


Walkerville achieved higher than the average achieved by the comparison Councils and second highest in the group. Walkerville’s achievement percentages over the period are shown below.



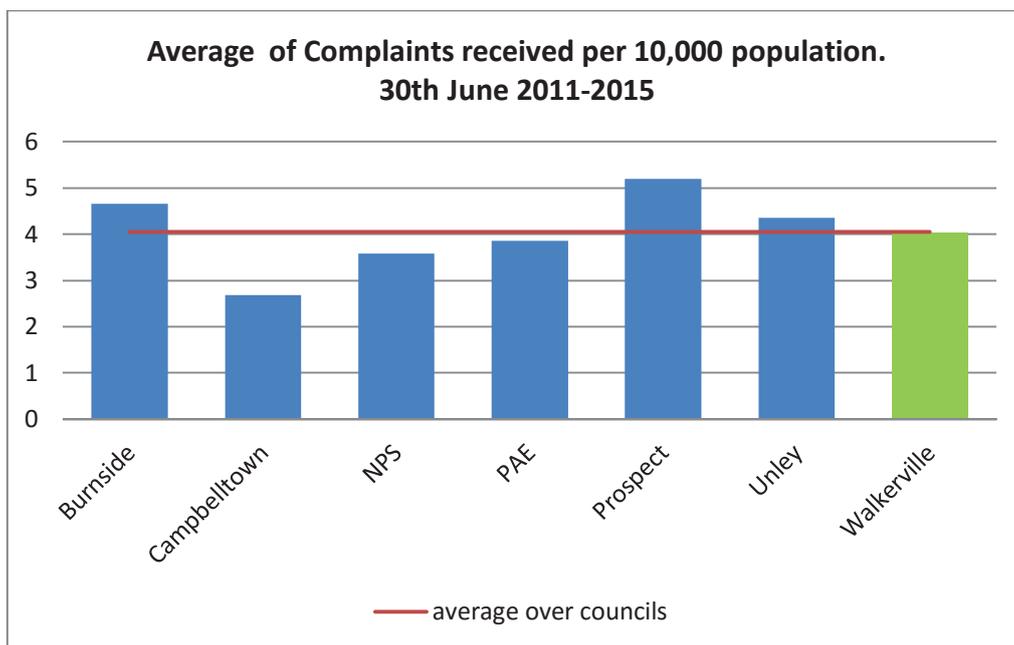
### Ombudsman Complaints

The Ombudsman SA investigates complaints about South Australian government and local government agencies and determines whether the process the agency used was reasonable and fair and that the decision was not unlawful, unreasonable or wrong. A low level of Ombudsman complaints may indicate that a Council is following the ‘rule of the law’ as described in the Victorian Good Governance Guide. A high level of complaints to the Ombudsman may indicate a concern amongst its community regarding a Councils governance conduct.



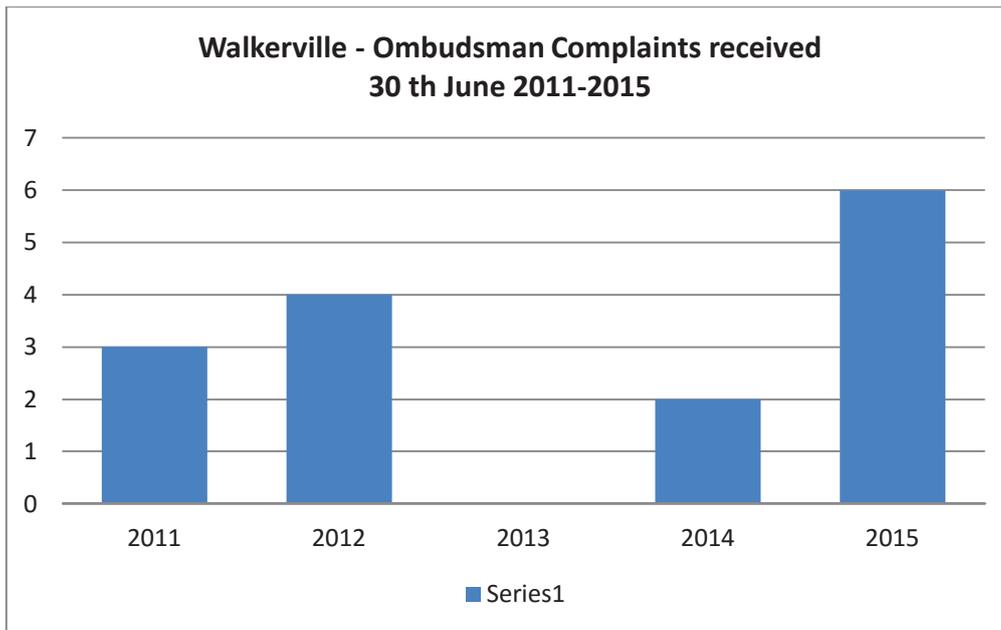
There were less complaints to the Ombudsman regarding Walkerville than the other comparison Councils.

The Ombudsman also calculates these numbers per 10,000 population to take into account that a higher population could lead to higher complainants.



In this data Walkerville is not the lowest but is sitting on the average for the comparison Councils.

The actual complaints are very low as shown in the graph below, ranging from 0 to 6 complaints.



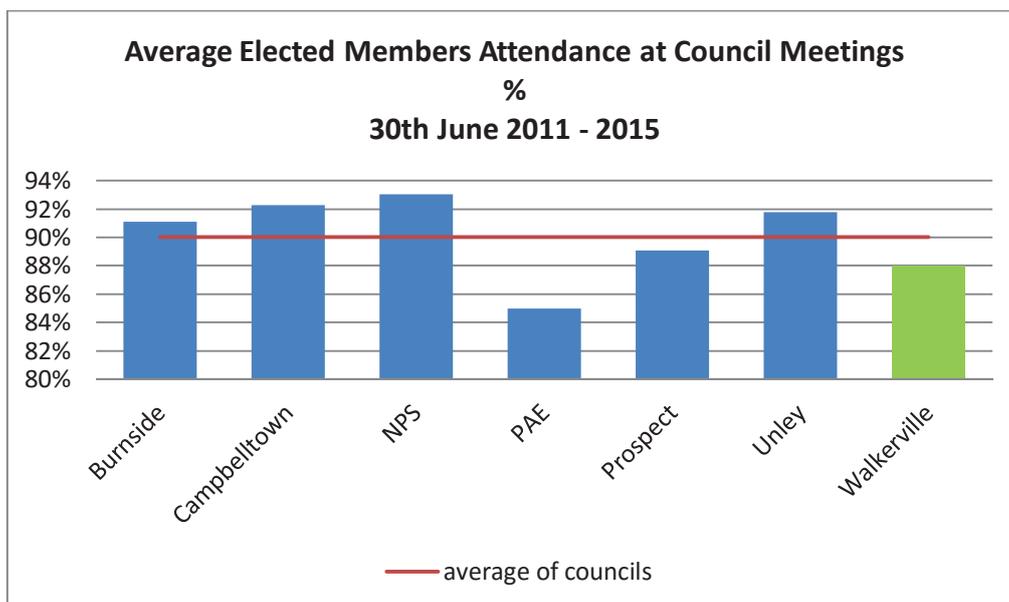
### Elected Member Responsibility

Part of an Elected Member’s responsibilities is to attend and participate in Council meetings. A Council will be more effective if its members are involved and attend meetings, workshops and trainings and this will assist in achieving the remaining aspects of Good Governance such as being responsive, equitable, inclusive, effective, efficient and participatory.

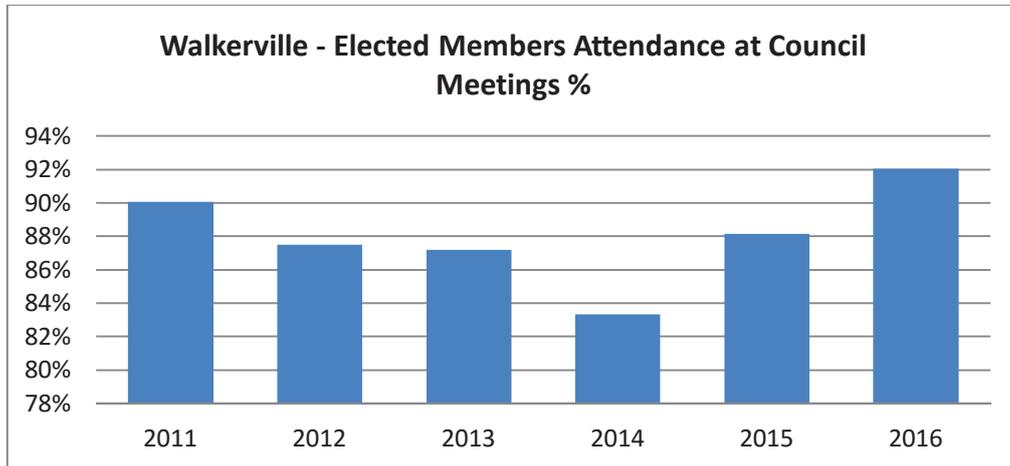
The graph below shows the attendance level of the comparison Councils over the past 5 years. Attendance of Elected Members is usually provided within their Annual Report. The percentage is calculated as;

$$\frac{\text{Number of Elected Member attending each meeting totalled over each year}}{\text{Total number of meetings held in year} \times \text{Number of Elected Members on Council}}$$

This is the calculation used by the Victorian Government in their Performance Framework.



Walkerville had the second lowest level of attendance as an average over the period. The data shown within Councils' Annual Reports is based on attendance numbers and the calculation uses the number of Elected Members for that Council. This means that if there is a vacancy in the year of an election which is not required to be filled, the attendance result would be lower. Walkerville's Mayoral position was vacant for a period prior to the elected in 2014. The attendance % in the first full year after the election, 2015/16, was 92%. The attendance % for Walkerville is shown below over the period including 2015/16.



**Comment: Walkerville's current attendance level is 92% which is above the average, the results for the previous period was affected by a Mayoral Vacancy. Council may decide to continue to monitor this factor to ensure they continue to remain above the average attendance level.**

## Governance and Community Leadership Summary

Attribute	Walkerville compared to Average	Comment
Voter Turnout	Above Average (favourable)	
Representation Quota	Below Average (favourable)	
Transparency – Use of Confidentiality	Above Average (unfavourable)	Council may wish to continue to monitor this factor to see if trend improves with a reduction of commercial matters to discuss. Note that Walkerville reports confidential matters for Council and Committee Meetings which is not the case in all Councils with many only reporting Council meetings not Committee Meetings.
Transparency – FOI	Below Average (favourable)	
Accountability – Review of Council Decisions	Below Average (favourable)	
Accountability – Annual Objectives Achieved	Above Average (favourable)	
Ombudsman Complaints per 10,000 population	Average	Whilst average per 10,000 in population the actual figures over the period are very low ranging from 0 to 6
Elected Member Responsibility – Attendance at Meetings	Below Average (unfavourable) However above average for 2015/16	Walkerville's current attendance level is 92% which is above the average, the results for the previous period was affected by a Mayoral Vacancy. Council may decide to continue to monitor this factor to ensure they continue to remain above the average attendance level.

## Service Delivery

Councils deliver a range of services to their communities and different communities will have different needs depending upon their locality, local industries, socio economic levels, distance from the city, federal and state provided services and many other reasons. This can make comparisons difficult. However the Victorian Government has set up a reporting framework that all Victorian Councils are required to report against. The data provided can then be used for comparisons.

The Victorian Government requires Councils to provide considerable data which is used to compare services and their reporting framework outlines their service performance indicators as:

Dimension	Definition	Indicator
Appropriateness	Indicators that measure the extent to which services <i>meet users' needs</i>	Participation rate Response time
Quality	Indicators that measure the extent to which a service is delivered <i>in accordance with defined standards.</i>	Resource Standard Service Standard
Cost	Indicators that measure how <i>efficiently services use their resources to produce outputs</i>	Average cost per unit
Service outcome	Indicators that measure how well the <i>outcomes of the service have achieved the stated objective</i>	Community satisfaction Health & Safety

South Australian Councils are not required to report to the State Government in the same manner but do report considerable information to the Grants Commission and various Government Departments.

Walkerville is part of a number of regional subsidiaries with many of the comparison Councils. These subsidiaries deliver a number of services to the members Councils' communities.

This paper will consider a number of service areas where information is captured and reported by Councils.

### Range of Services

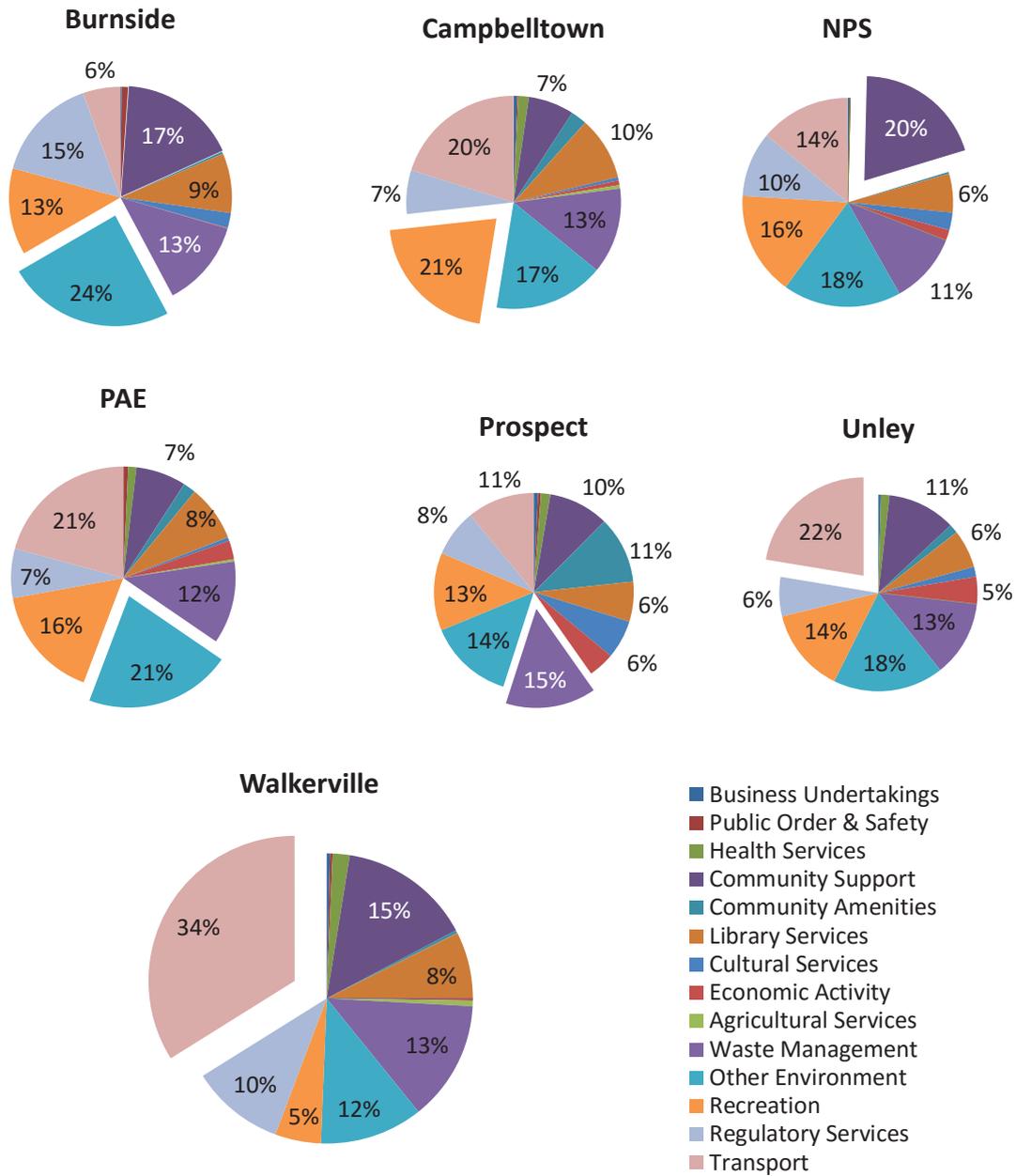
The Local Government Act 1999 allows for each Council to have considerable flexibility in delivering services that their communities need and request.

Councils' Financial Statements, (Note 12), split a Council's costs by services/functions. The South Australian Model Financial Statements have a suggested list but each Council is encouraged to use their own reporting according to their own strategic directions. This information is not therefore useful for benchmarking.

Each Council is required to allocate expenditure against standard functions in their return to the South Australian Grants Commission. This information can therefore be used for benchmarking however the administration component for each council is allocated across the functions of Council and not shown separately in this information.

The graphs below show there is considerable differences between Councils in what services they spend the most on.

Percentage of Operational Expenditure for 2014/15

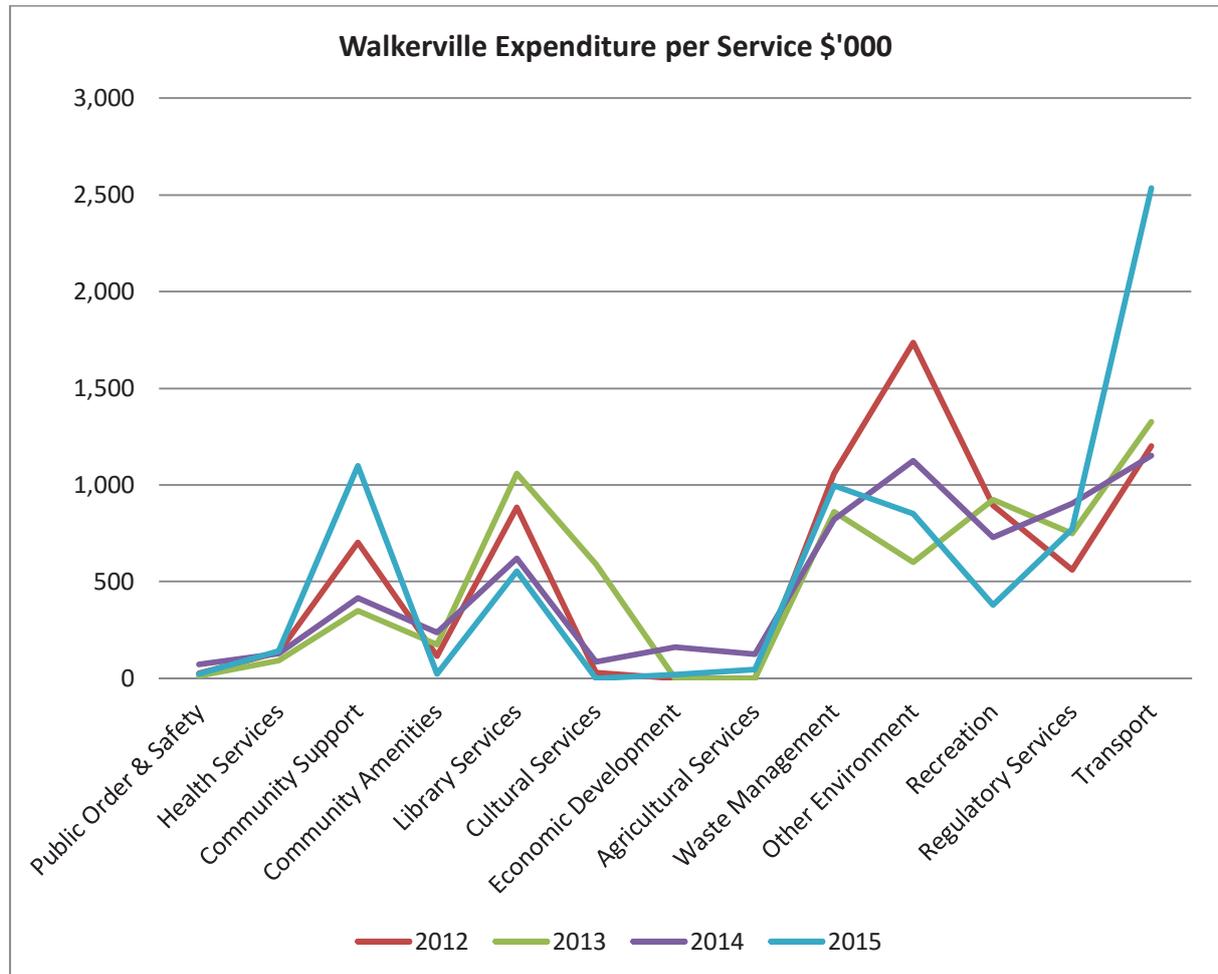


Council	Highest Spend Area
Burnside	Other Environment
Campbelltown	Recreation
NPS	Community Support
PAE	Other Environment
Prospect	Waste Management
Unley	Transport
Walkerville	Transport

Note that Business Undertakings has been included in Financial Performance where the Operating Surplus Ratio has been analysed.

## All Services Expenditure

Walkerville's spending and priorities have changed over the years as shown in the graph below.



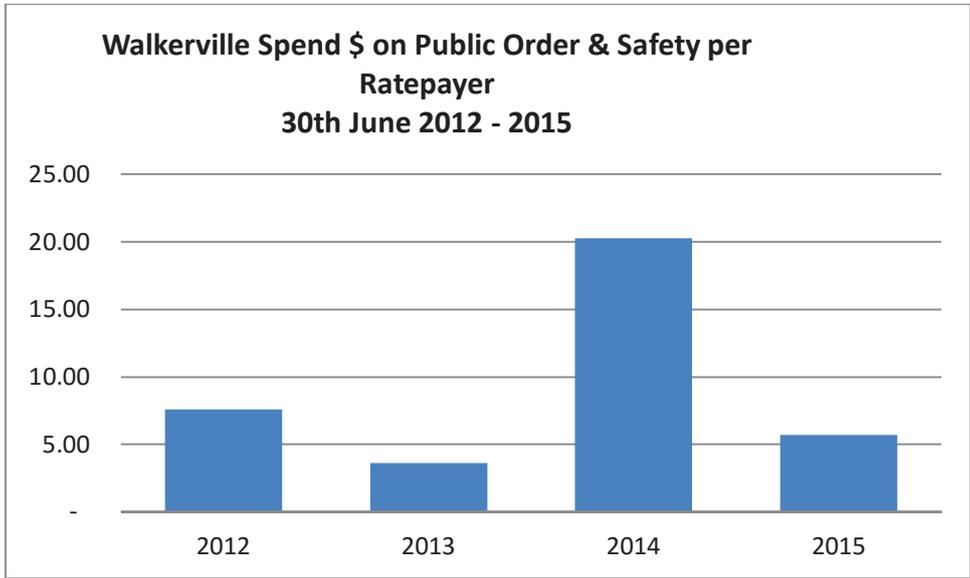
This data is analysed further and shown compared to the other Councils in the comparison group in the following information.

### Public Order and Safety

Public Order & Safety include the following activities:

- Emergency Services and fire prevention
- Other; i.e. beach inspections/patrols,
  - surf lifesaving,
  - road safety/driving schools,
  - General inspectors.

The graphs below show that Walkerville's spending on Public Order and Safety is above the average for the group and the 3<sup>rd</sup> highest but has not been consistent year by year.

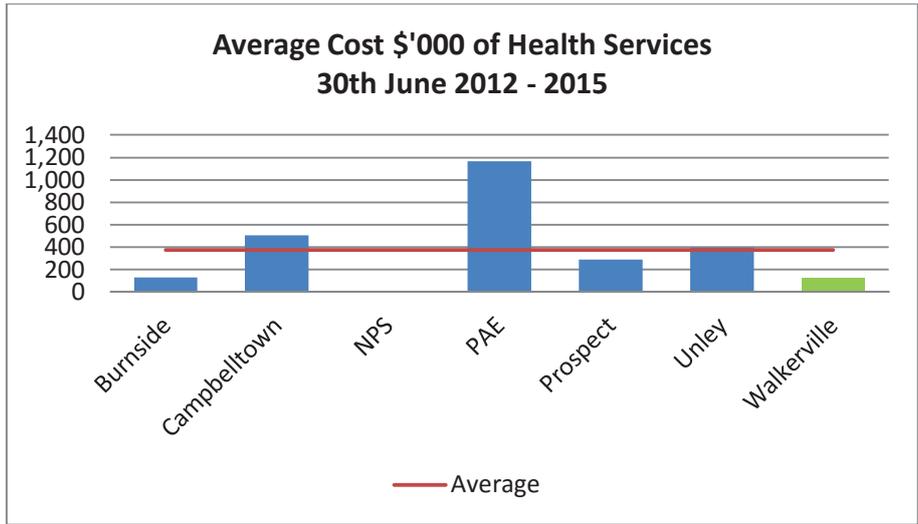


**Health Services**

Health Services include the following activities:

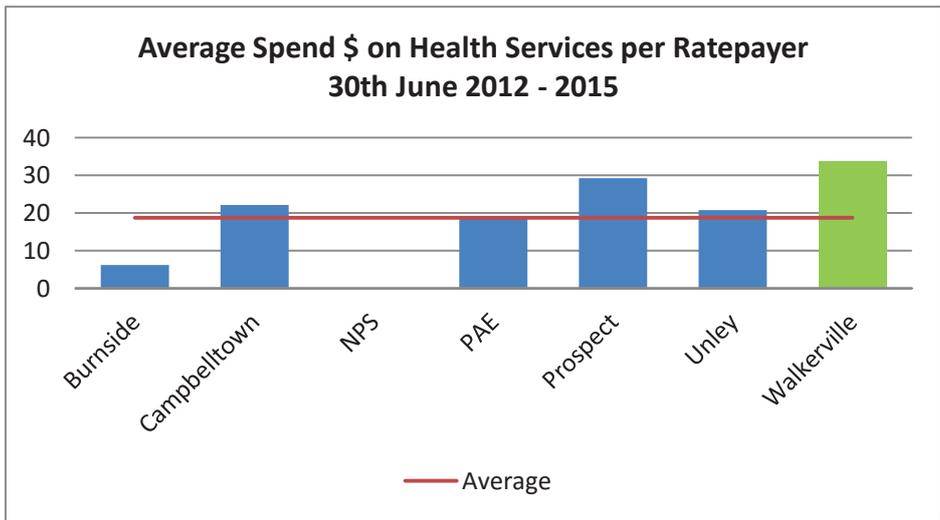
- Immunisation
- Nursing homes
- Other; i.e.
  - public health campaigns,
  - drug and alcohol awareness programs,
  - control of vermin and noxious insects,
  - support for domiciliary care and home nursing,
  - community health and dental clinics,
  - family planning,
  - CAFHS/CAMHS,
  - Housing for health workers.

The graph below shows the average cost of delivering Health Services.

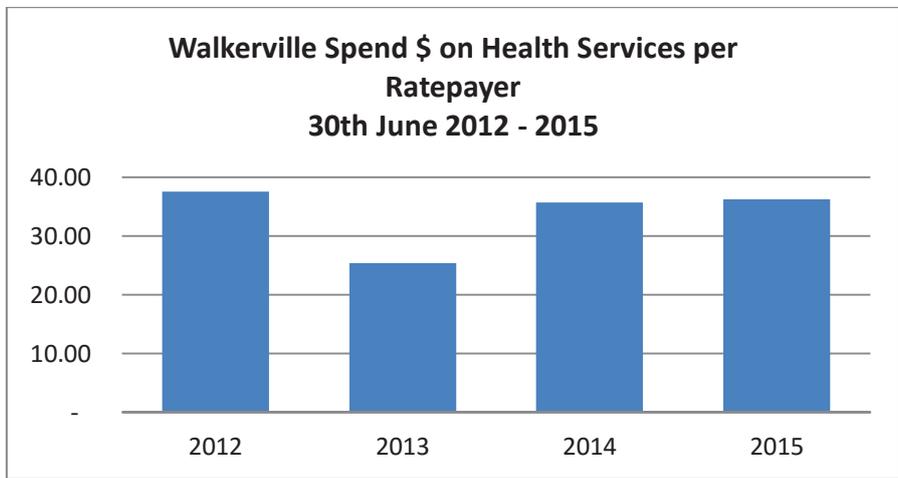


Norwood Payneham, St Peters entered nil in the Grants Return data for this period.

Walkerville had the lowest average spend on health services for the period but the highest spend per ratepayer.



Walkerville's expenditure has been consistent over the years except for 2013.



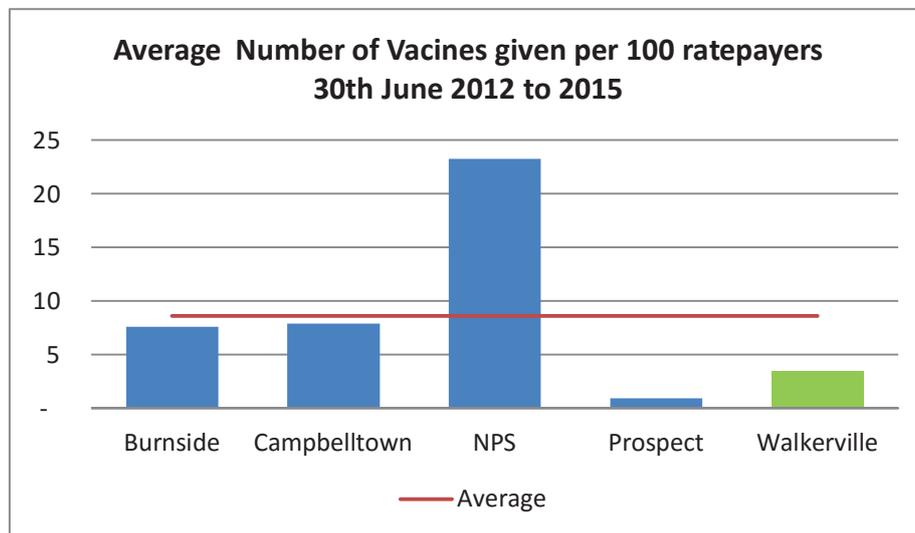
Walkerville is part of the Eastern Health Authority which provides Health Services for their member Councils. The member Councils are:

- Burnside
- Campbelltown
- Norwood Payneham St Peters
- Prospect
- Walkerville

Following are some areas of Health where there is additional data available from the Grants Commission and also from Eastern Health.

### *Immunisation*

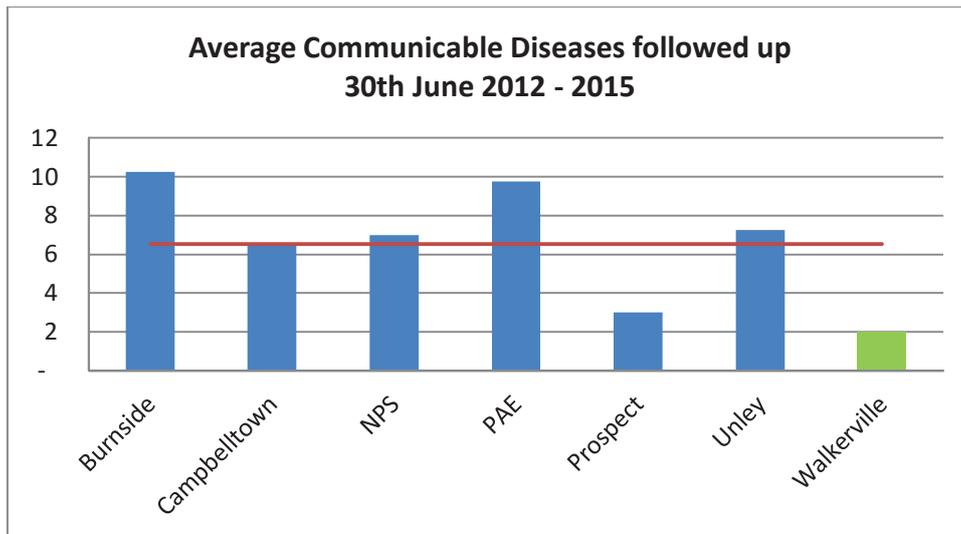
Data from Unley as well as Port Adelaide Enfield was not included in the Annual Reports for Eastern Health and has therefore been excluded from the following graphs.



Walkerville had the second lowest number of vaccines provided and below the average. Many vaccines provided are childhood vaccines and Councils with lower populations of children are likely to have lower immunisation rates for these diseases.

**Comment: Council may consider reviewing immunisation data to ensure that their community is being appropriately covered at an appropriate cost**

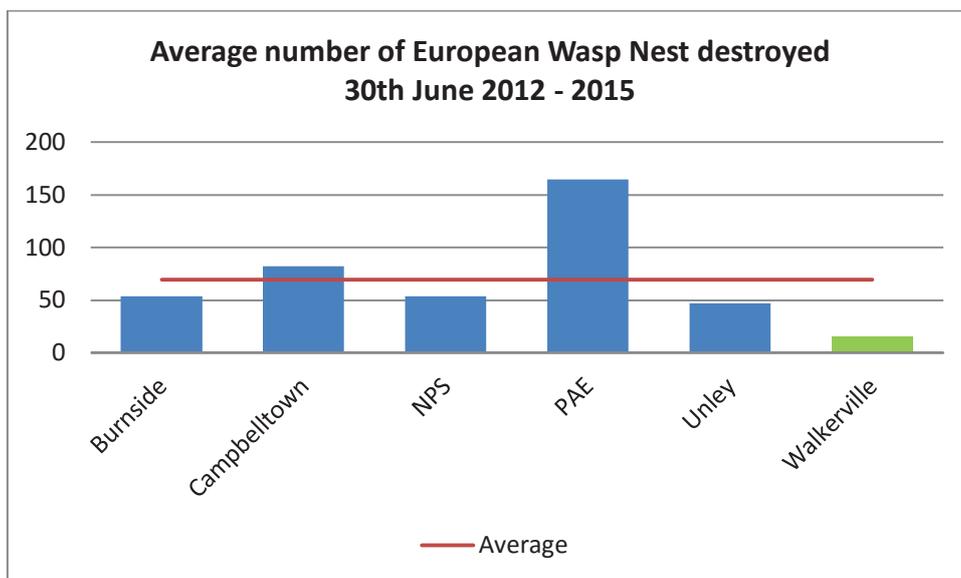
### *Communicable Diseases – followed up*



Walkerville had the lowest level of this service.

### *Destruction of noxious insects*

Typically in most Councils this is for European Wasps. Prospect did not supply this data to the Grants Commission and are not included in the graph below. Walkerville had the lowest level of this service.



**Comment: Council may wish to review the delivery of these services against cost to ensure that it is receiving value for money for their community.**

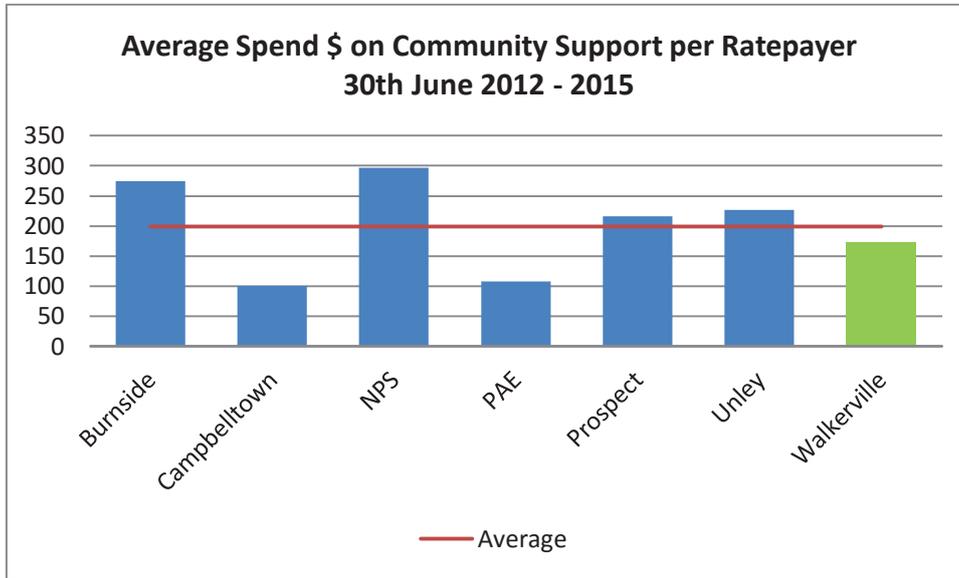
### **Community Support**

Community Support includes the following services:

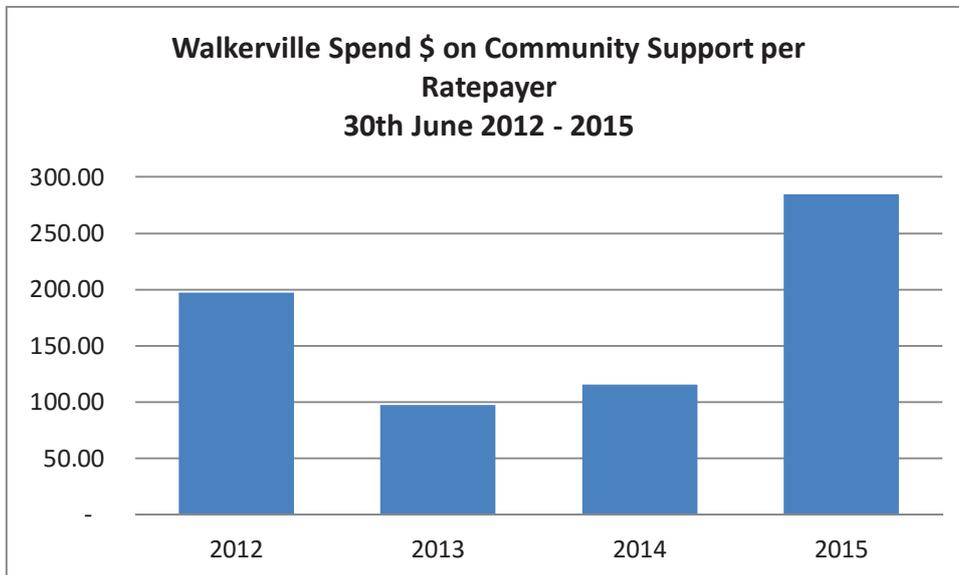
- Community Centres & Halls
- Services for the Aged and Disabled
- Other, i.e.
  - Assistance for homeless people

- Child Care Centres
- Children and Youth Services
- Community Transport
- Family & Neighbourhood Support
- Aboriginal welfare programs
- Immigrants/refugees
- Disaster relief
- Community halls – welfare groups

In the graph below, Walkerville provided the 3<sup>rd</sup> lowest average spend on community support of the comparison Councils and below the average.



Walkerville’s spending has increased in 2015 and is above the average of the comparison Councils.

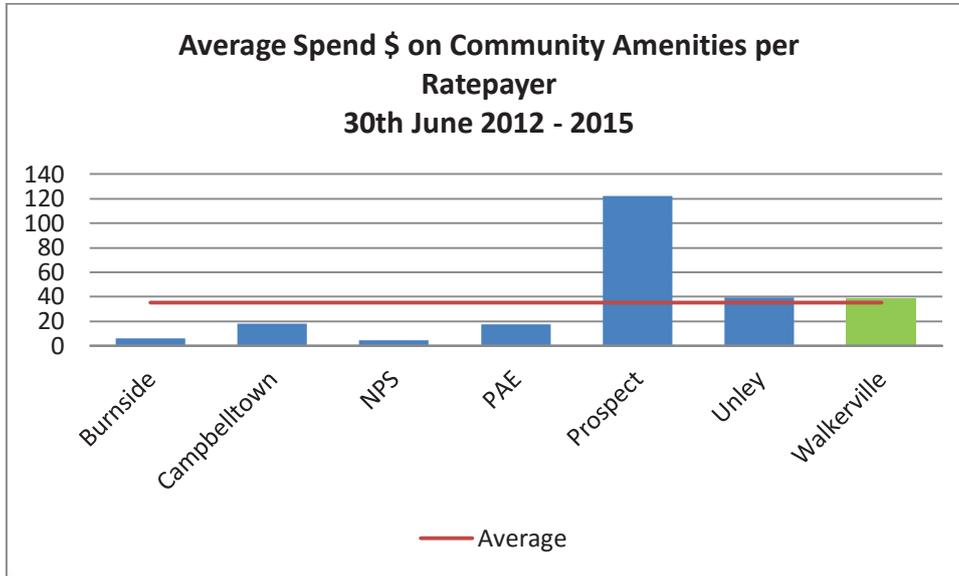


### Community Amenity per Ratepayer

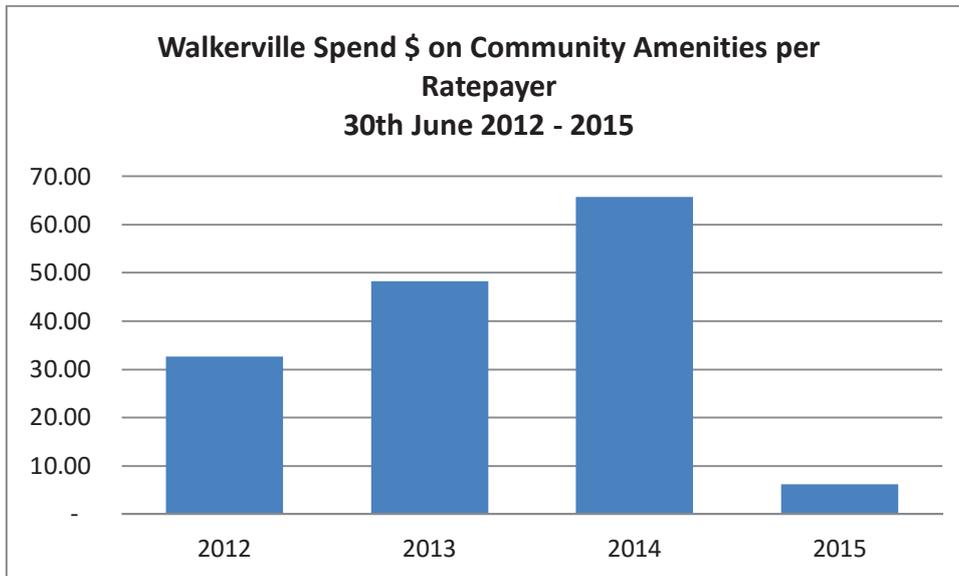
Community Amenities include the following services:

- Cemeteries/Crematoria
- Free off-street parking
- Public Conveniences
- Pedestrian malls

- Telecommunications Networks
- Other i.e.
  - Bus shelters
  - Municipal directories
- Drinking Fountains
- Public Clocks
- Street Furniture
- Bicycle racks



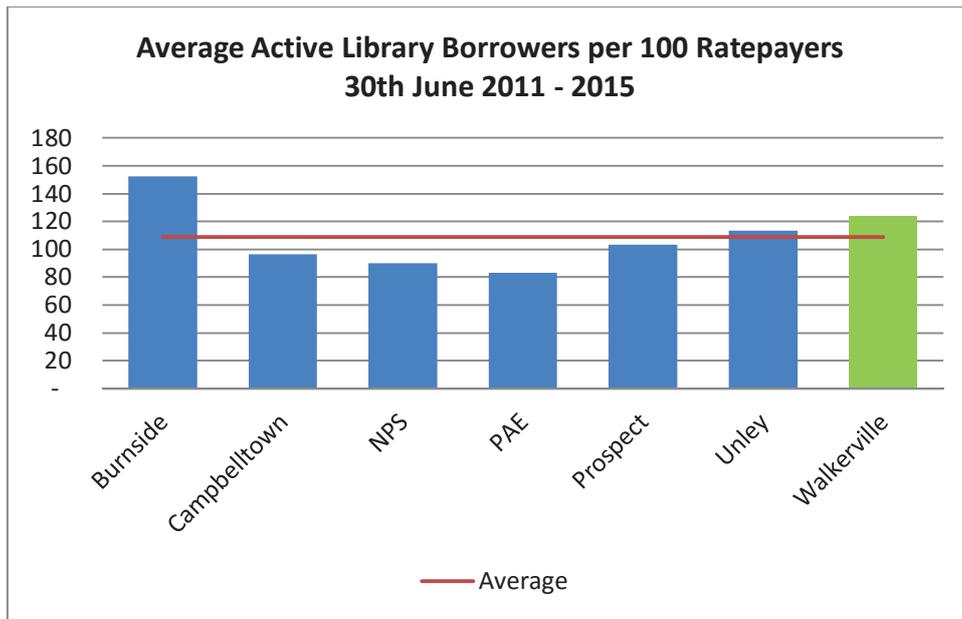
Walkerville has the second highest spend in this area per Ratepayer and above the average.



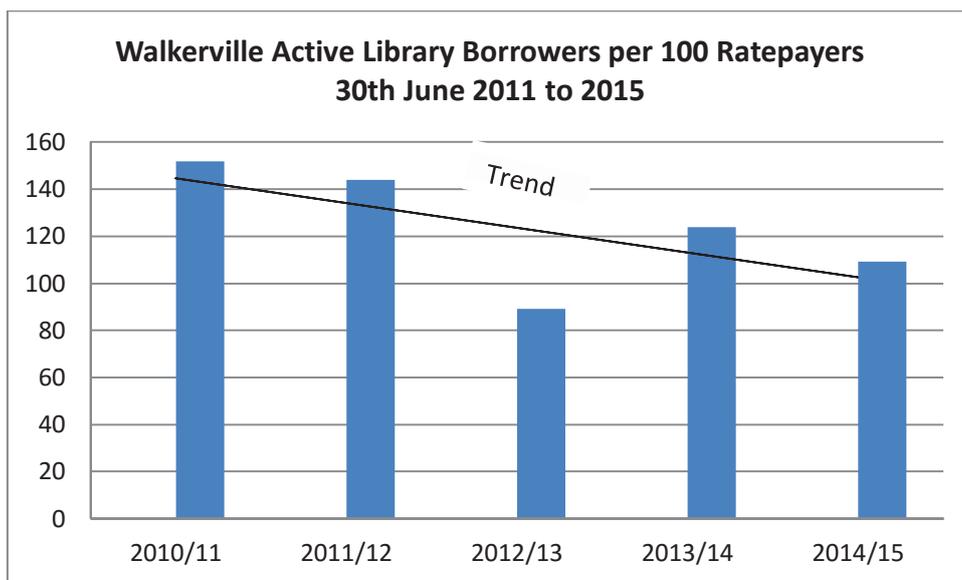
Walkerville’s spending was increasing until 2014 and dropped considerably in 2015.

### Library

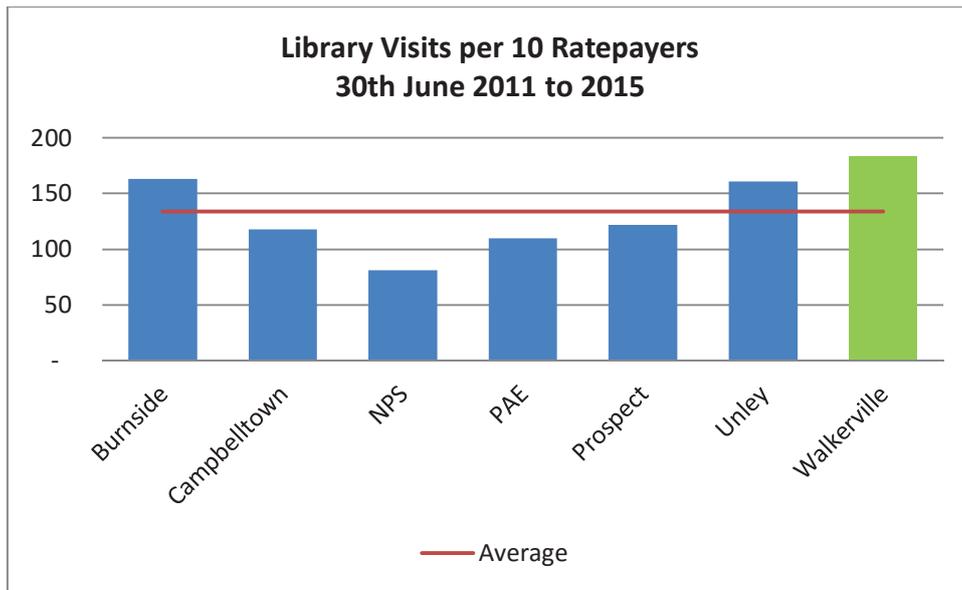
Libraries are a fairly uniform service delivered by Councils and are therefore useful for comparison. Also considerable data is provided by Councils on their Library usage.



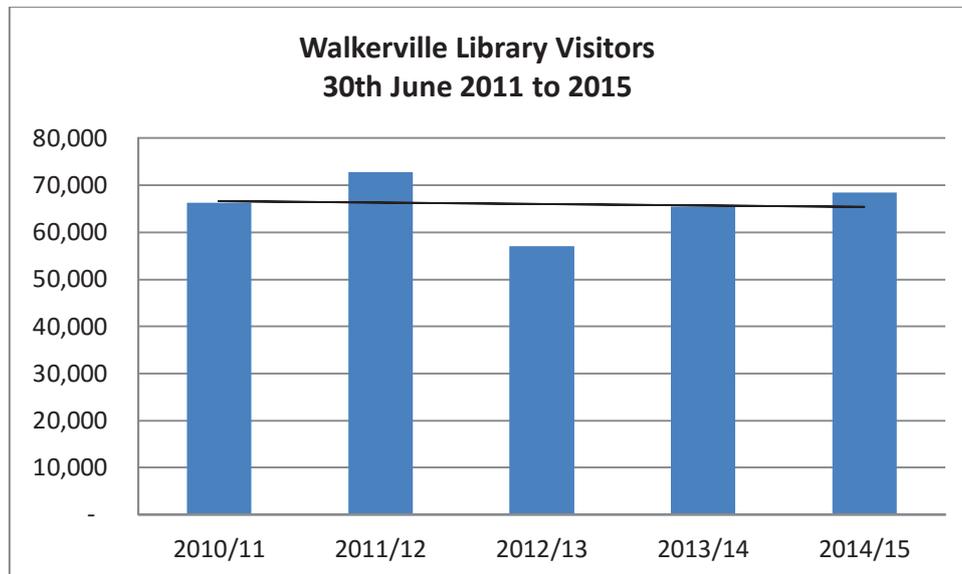
Walkerville had the second highest active library borrowers per 100 Ratepayers of the comparison group and above the average.



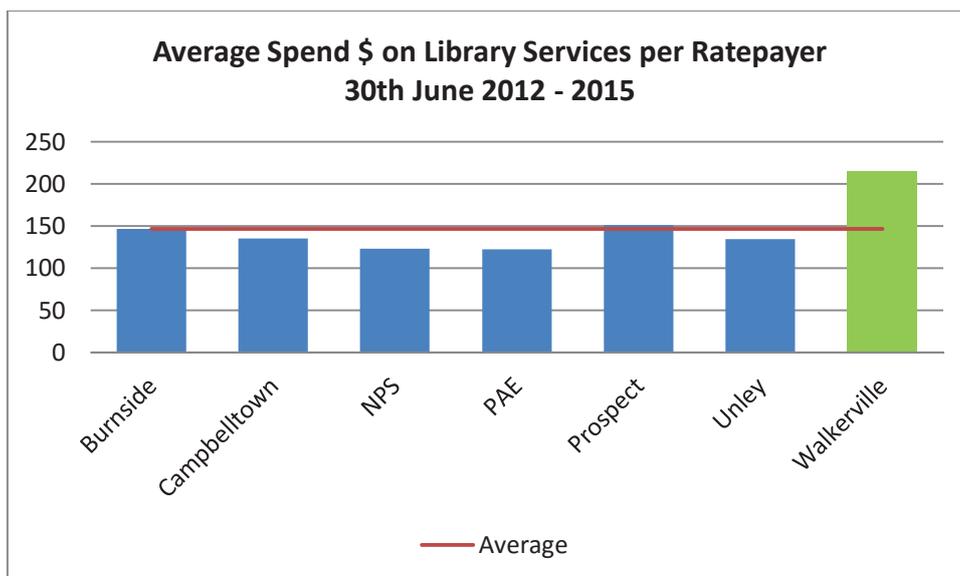
Walkerville's numbers of Active Borrowers show a reducing trend over the past 5 years.



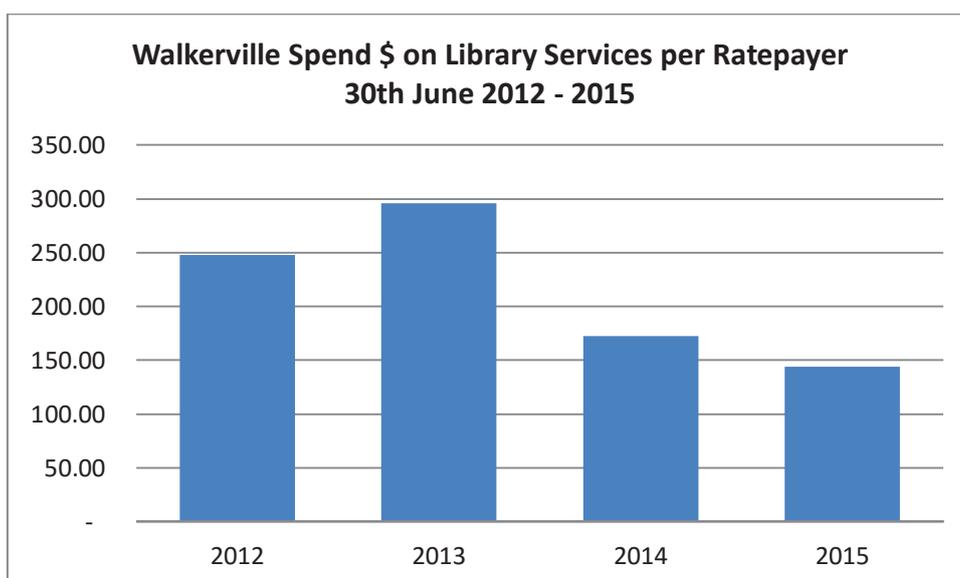
Walkerville’s visits to its library are the highest per 10 Ratepayers in the comparison group.



Walkerville’s visits have been fairly steady over the past 5 years.



Walkerville spends more on Library Services per Ratepayer compared to the comparison Councils. However that spending level has increased in the past 3 years.



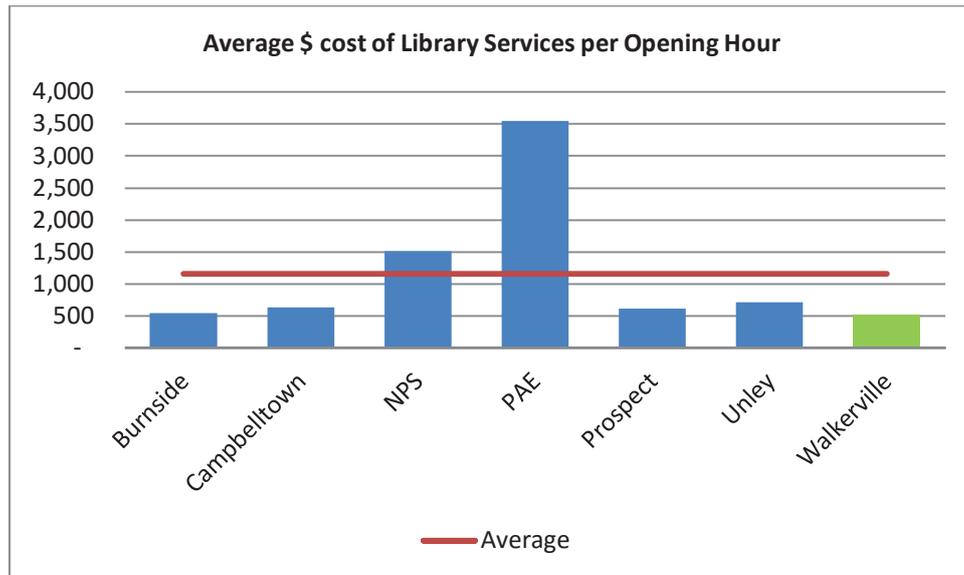
A measurement of level of service for libraries is the opening hours. The following table shows the varying opening hours for the library services for the comparison Councils.

Council	Library	Opening Hours per week	
Burnside	Burnside Library		54.5
Campbelltown	Campbelltown Library		54.5
NPS	Norwood	28.5	110
	Payneham	39.0	
	St Peters	42.5	
PAE	Enfield	49.0	200
	Greenacres	50.5	
	Port Adelaide	50.0	
	Semaphore	50.5	
Prospect	Prospect Council		43.25

Unley	Unley	48.0	84.5
	Goodwood	36.5	
Walkerville	Walkerville		46.5

The information above shows that Walkerville has the highest average spending per ratepayer, but the second lowest level of total opening hours. However when the average spending is compared to opening hours the following graph shows that Walkerville has the lowest cost per hour.

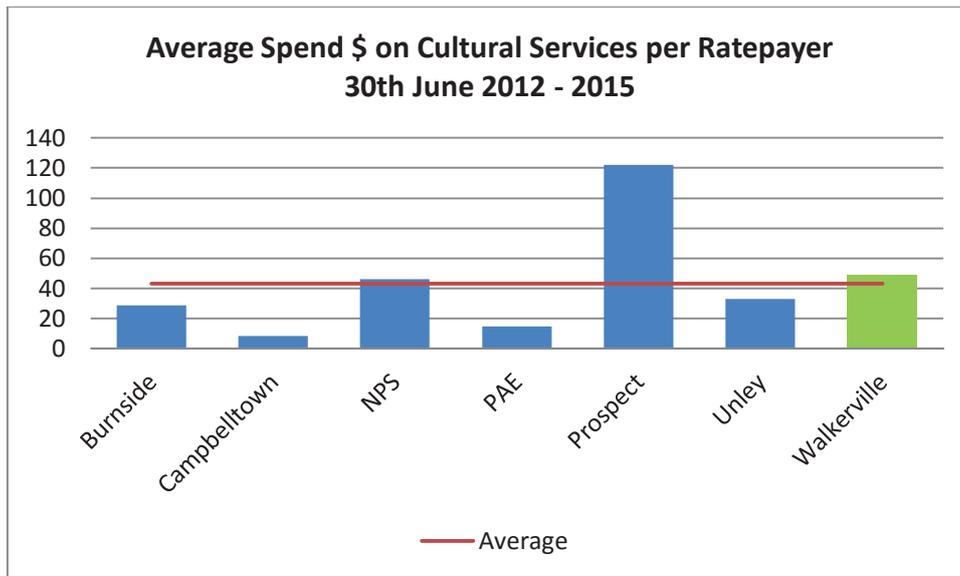
It should be noted that the opening hours are the total for the week, libraries are open in evenings and on weekends and the labour cost per hour would vary in those situations.



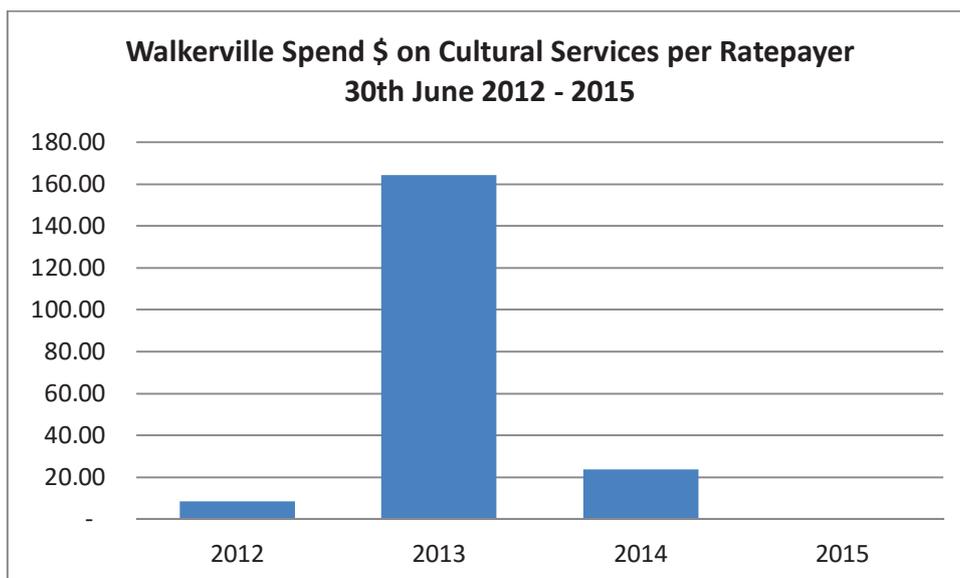
### Cultural Services

Cultural Services includes the following services:

- Performing Arts
- Heritage
- Museums & Art Galleries
- Other i.e.
  - Cultural festivals
  - Concerts
  - Artists
  - Orchestras
  - Writers
  - Broadcasting and film production
  - Flora and fauna parks (zoos and botanical gardens).



Walkerville had close to the average spending level in Cultural Services in the comparison group. The average is pushed higher due to the high level of spending in this area by Prospect. The graph below shows that generally Walkerville’s spending each year is low with an out of ordinary year in 2013.

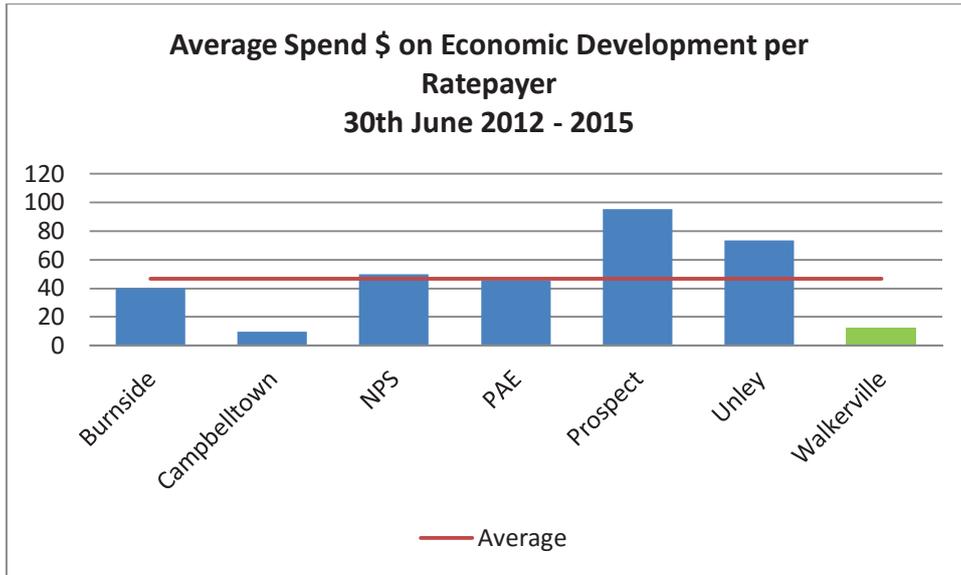


### Economic Development

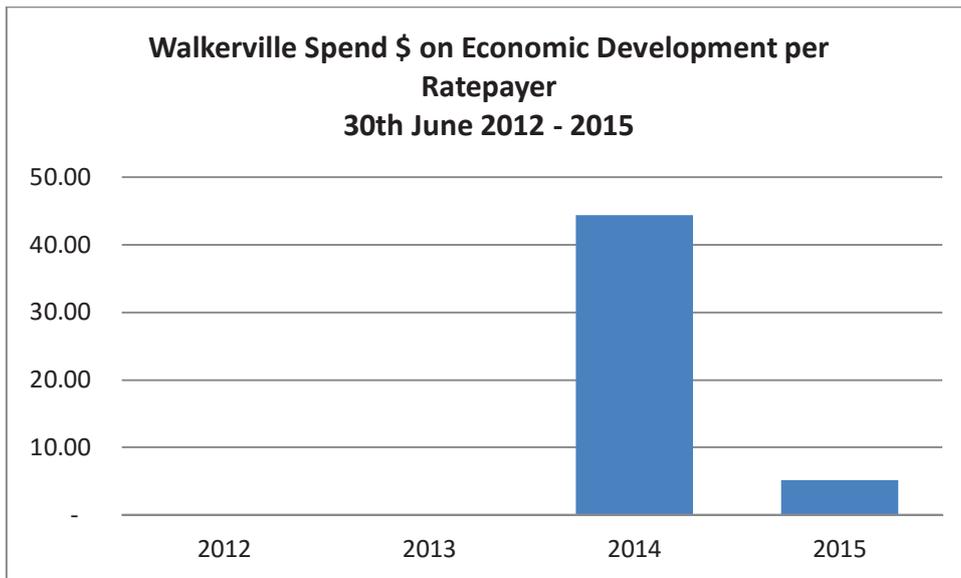
Economic Development includes the following expenditure areas

- Employment Creation Programs
- Regional Development
- Support to Local Businesses
- Tourism and Regional promotion.

The graph below shows that Walkerville spends the second lowest and below the average of the comparison Councils in the area of Economic Development.



Walkerville has only shown spending in this area since 2014 on the Grants Commission Return, with an average spend in 2014 and minor spend in 2015.

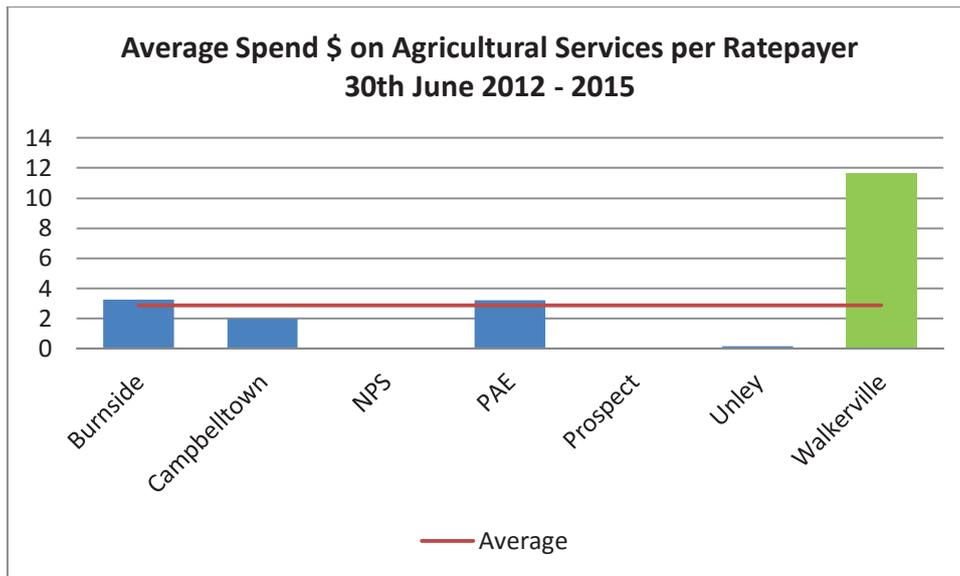


### Agricultural Services

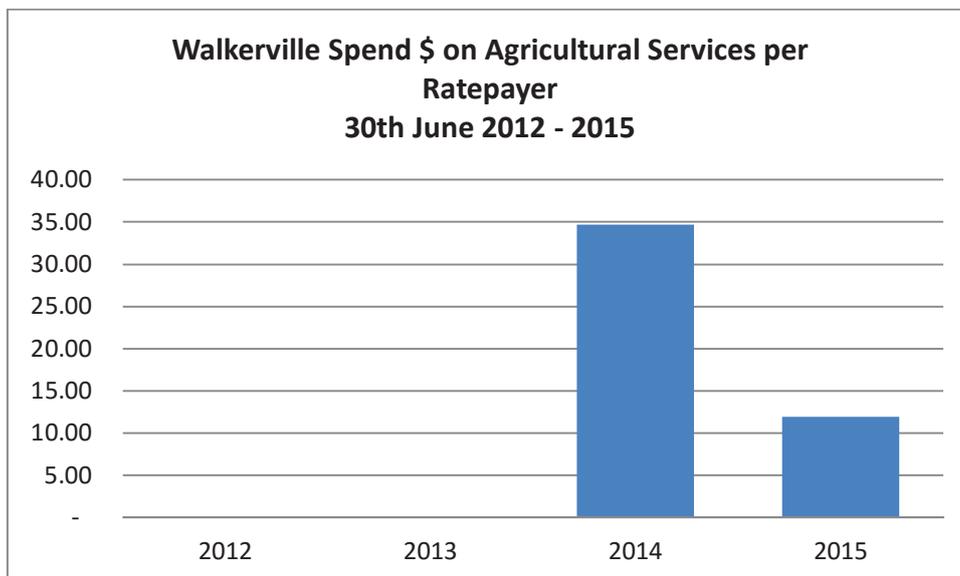
Agricultural Services include the following activities:

- Agricultural Water
- Agricultural Land
- Agricultural Pest Control.

As would be expected in City Councils, the spending in this area was low for most of the comparison Councils. Walkerville had the highest spending over the period.



Walkerville's spending was only high for the past two years as shown below:



### Waste Management

Waste Management includes the following activities:

- Domestic Waste
- Green Waste
- Recycling
- Waste Disposal Facilities
- Other i.e.
  - Street and other public area bins
  - Hard rubbish collection
  - Drum muster
  - Chemicals
  - Paint
  - Purchase and Sale of wheelie bins

Walkerville is part of East Waste which also has the following members from the comparison group:

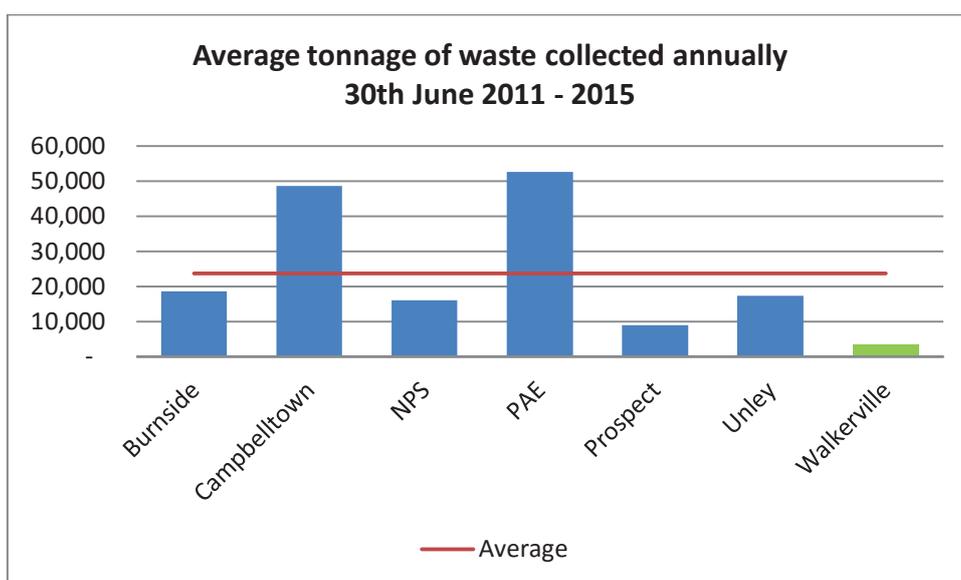
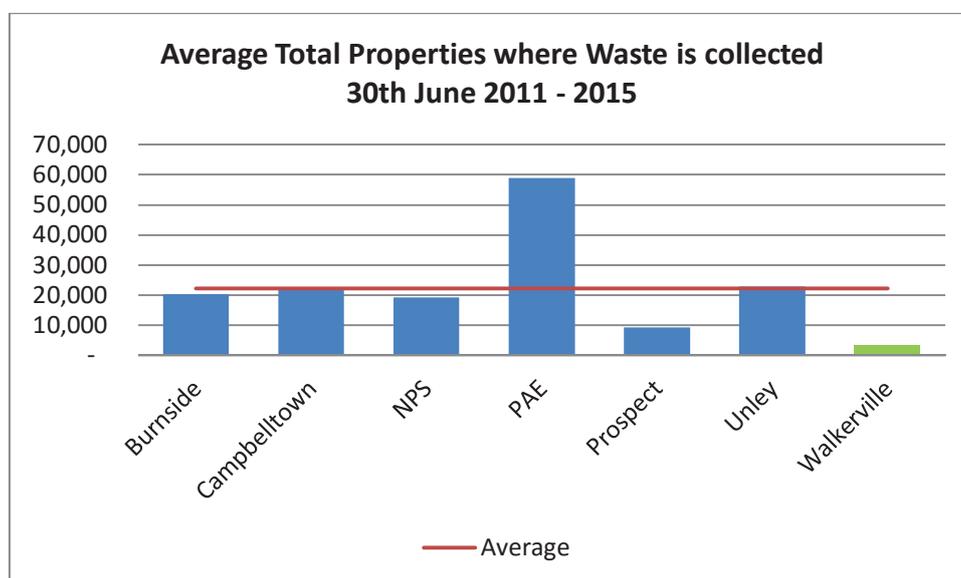
- Burnside
- Campbelltown
- Norwood, Payneham & St Peters.

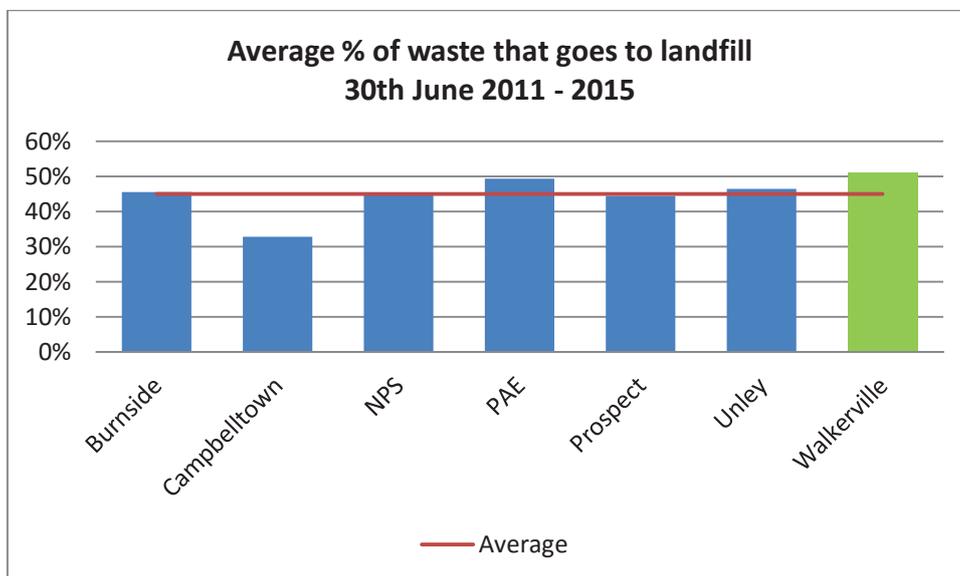
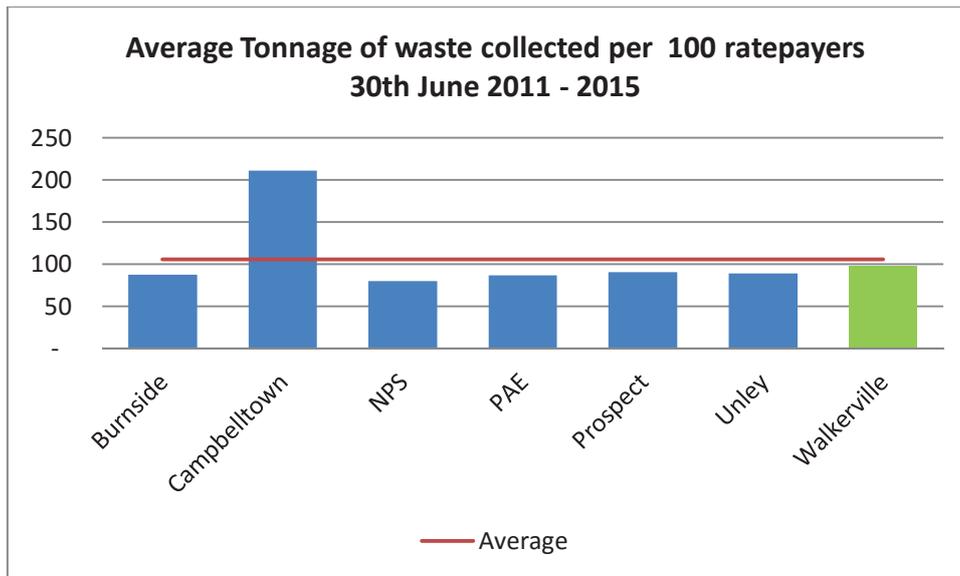
East Waste provides waste collection services to member and client Councils.

The Waste Services provided by each Council to their communities either through East Waste or other contractual arrangements are:

Council	Food Waste	Green Organics Recycling	Recycling	Waste
Burnside	Not provided	Monthly	Weekly	Weekly
Campbelltown	Fortnightly	Fortnightly	Fortnightly	Weekly
NPS	Fortnightly	Fortnightly	Fortnightly	Weekly
PAE	Fortnightly	Fortnightly	Fortnightly	Weekly
Prospect	Fortnightly	Fortnightly	Fortnightly	Weekly
Unley	Fortnightly	Fortnightly	Fortnightly	Weekly
Walkerville	Not provided	Fortnightly	Fortnightly	Weekly

The following graphs provide data on waste collection and disposal for the comparison Councils.

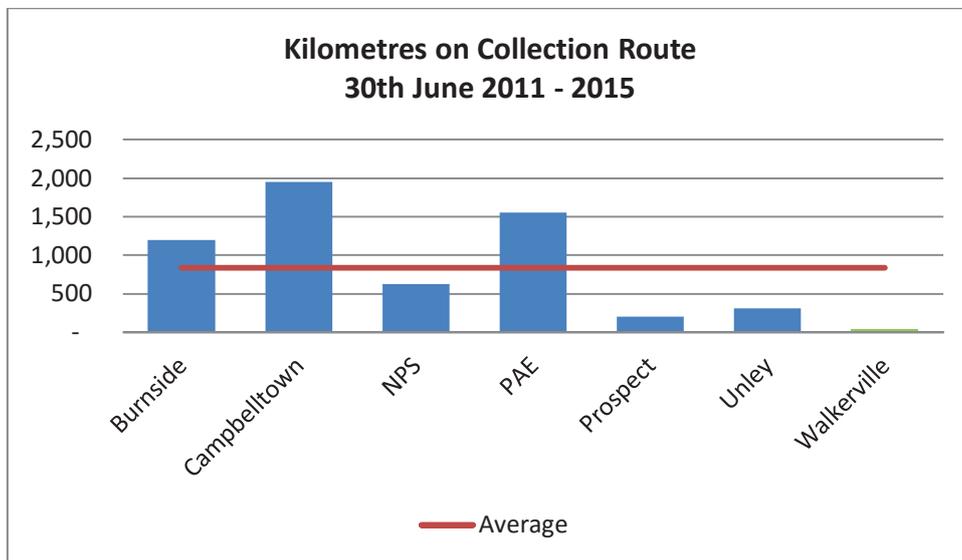
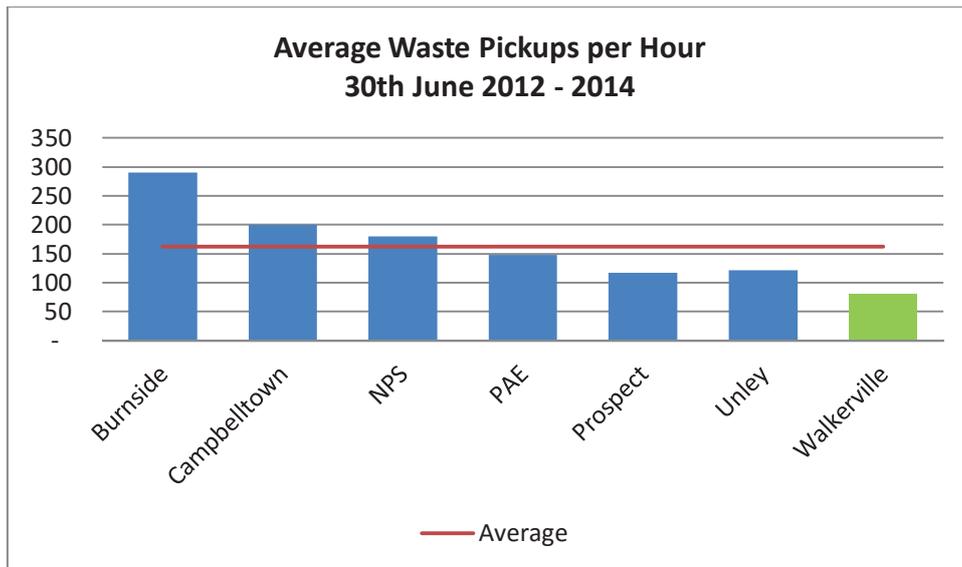




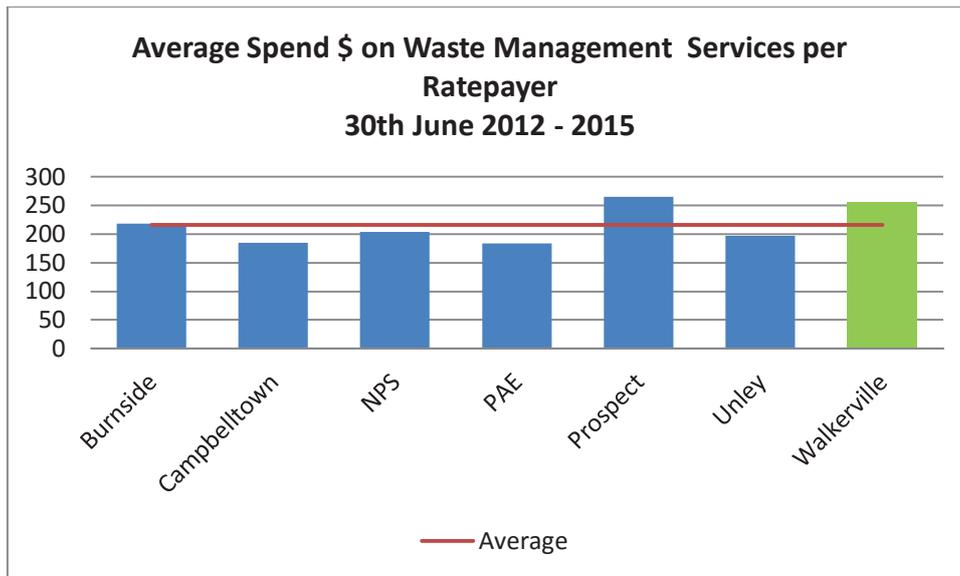
The least amount of waste is collected from Walkerville, which is due to having the lowest number of properties. However when considered against numbers of ratepayers, Walkerville is below the average but the next highest after Campbelltown in tonnage collected per ratepayer and also has the highest average % of waste to landfill.

These statistics may appear to be interesting from an environmental sense but as waste management becomes more expensive particularly collection and disposal at landfill sites, it will become more important for communities to achieve lower amounts of waste being disposed of particularly landfill waste.

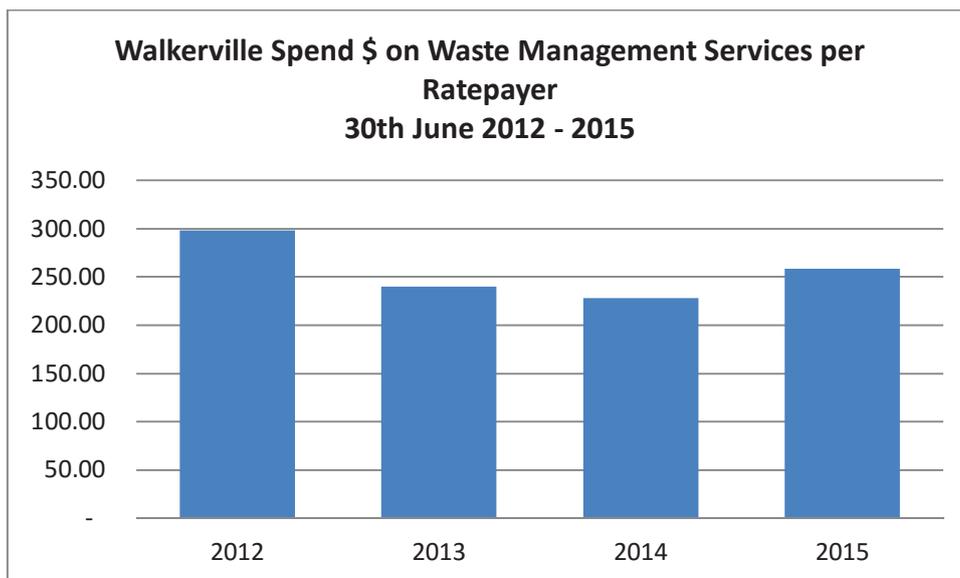
**Comment: Council may wish to continue to monitor waste collection statistics and promote waste reduction in order to avoid higher costs in the future.**



The graphs above show average number of pickups per hour along with the kilometres on the collection route. The pickups per hour data was only available in the Grants Commission Database for 2011/12, 2012/13 and 2013/14. These figures are an indicator of density of population and ease of pickups. It might be expected that the much lower number of kilometres involved in Walkerville’s area would result in a higher number of pickups per hour, but for the three years collected this does not appear to be the case.



Waste management costs also includes the cost of managing landfill sites which are not part of the collection contracts however Walkerville has the second highest average waste management costs and higher than the average, despite the lower number of pickups and amount of waste collected.



Walkerville's spending has been above the average for each year for the period.

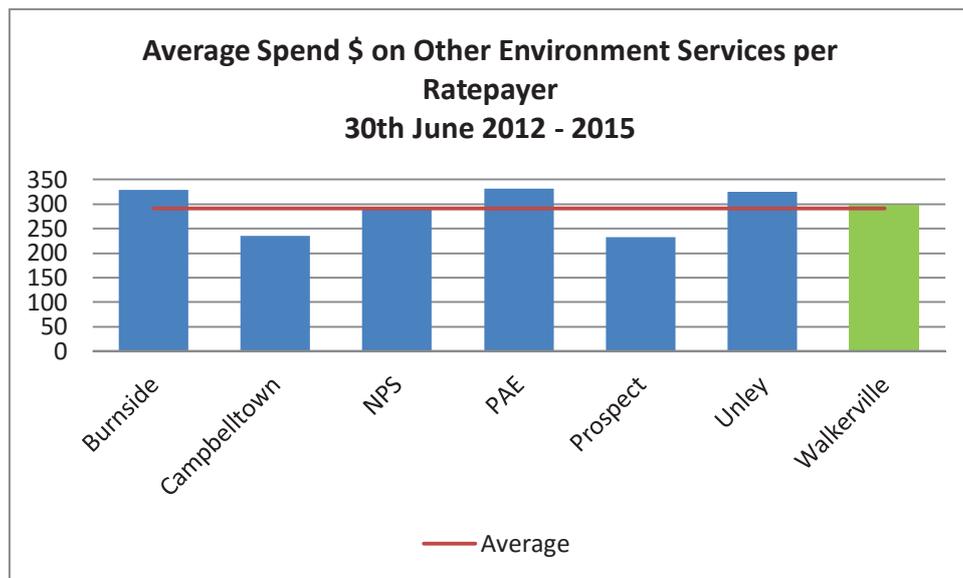
**Comment: Council may wish to review waste costs to ensure that the level of cost is appropriate for the service level but landfill costs should be separated to fully understand the cost of service.**

### Other Environment

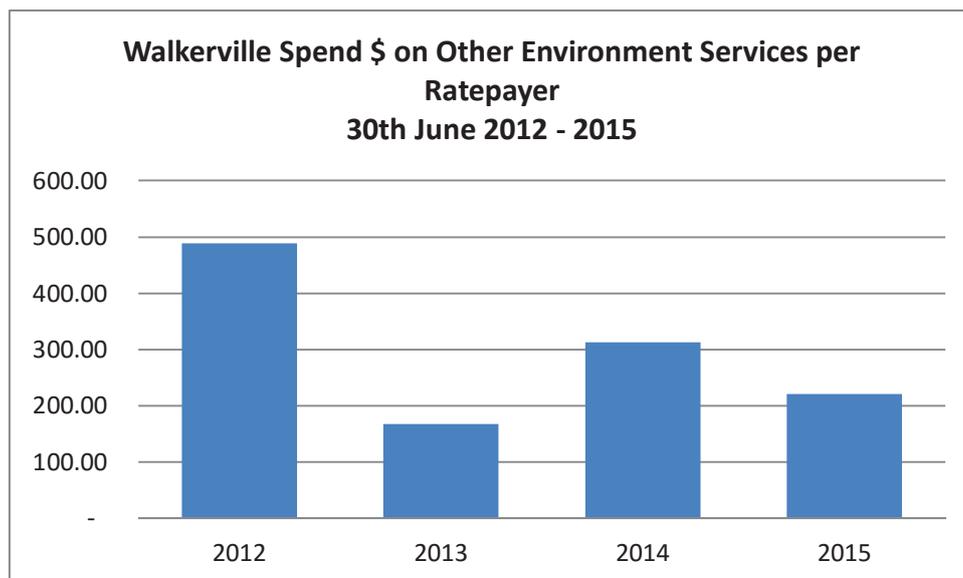
Other Environment services include the following activities:

- Coastal Protection
  - Stormwater & Drainage
  - Street Cleaning
  - Street Lighting
  - Street scaping
- Other
  - Flood mitigation
  - River bank environment protection
  - Non-agricultural land and water conservation

Walkerville spent about the average spending of the comparison group for this period.



Walkerville's spending per ratepayer over the past 4 years has varied considerably.

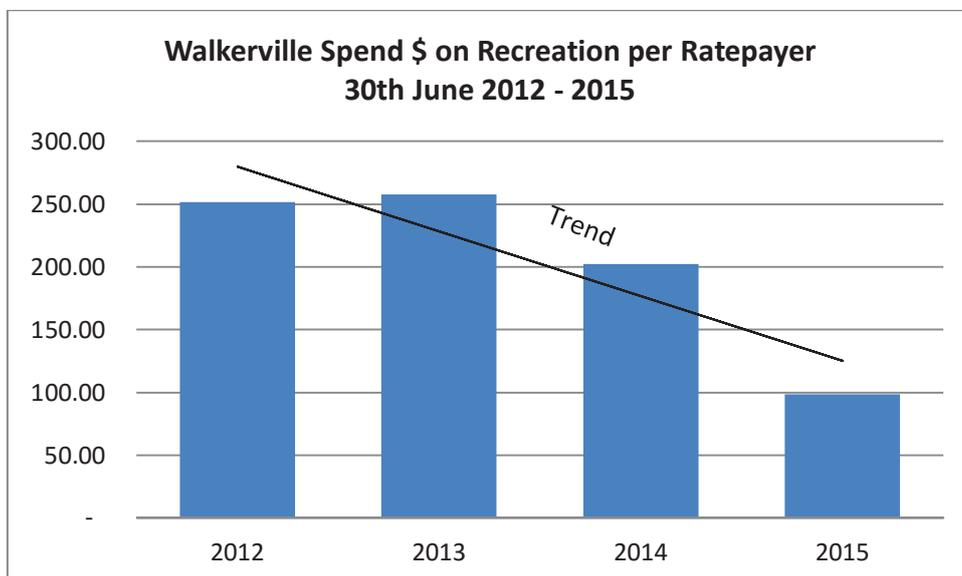
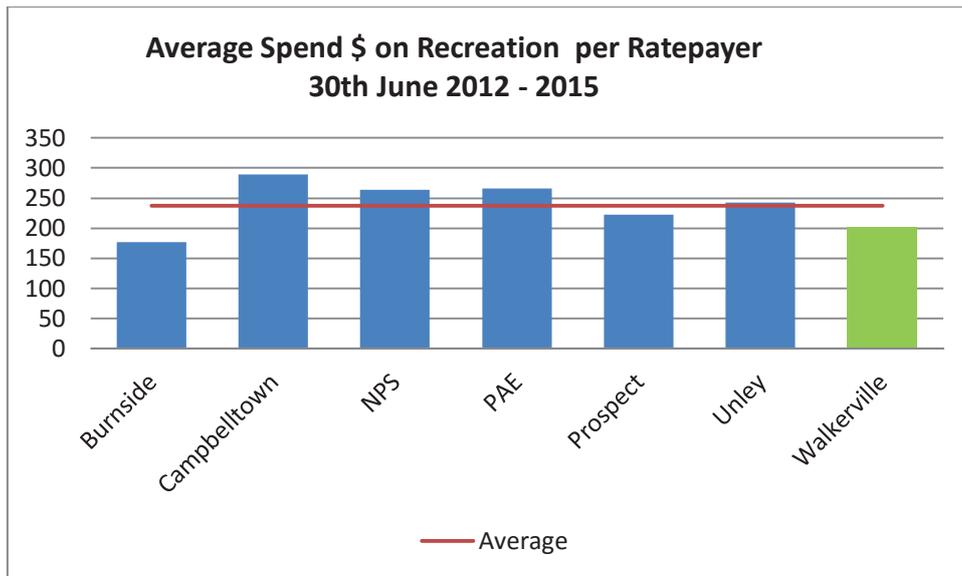


### Recreation

Recreation services include the following activities:

- Jetties
- Marine Facilities
- Parks & Gardens
- Sports Facilities – indoor and outdoor
- Swimming Centres

Walkerville's spending per ratepayer for the period is below the average of the comparison group.



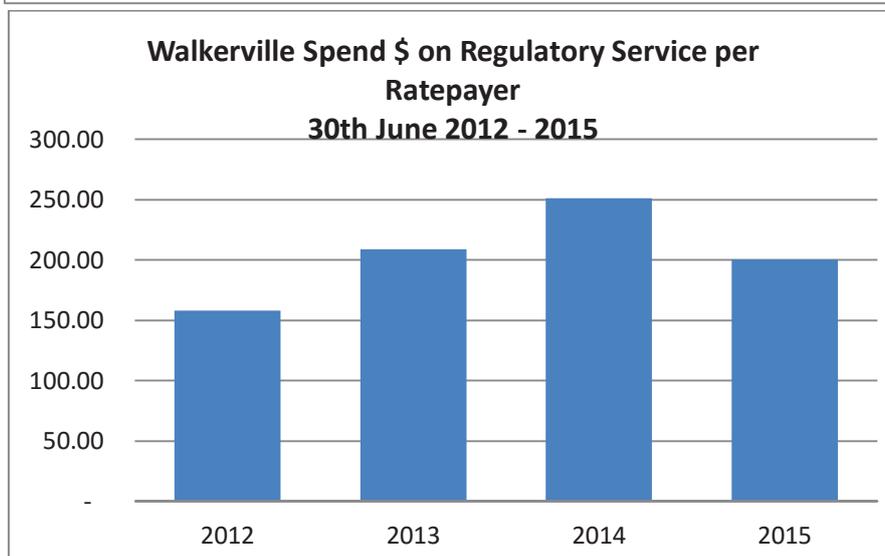
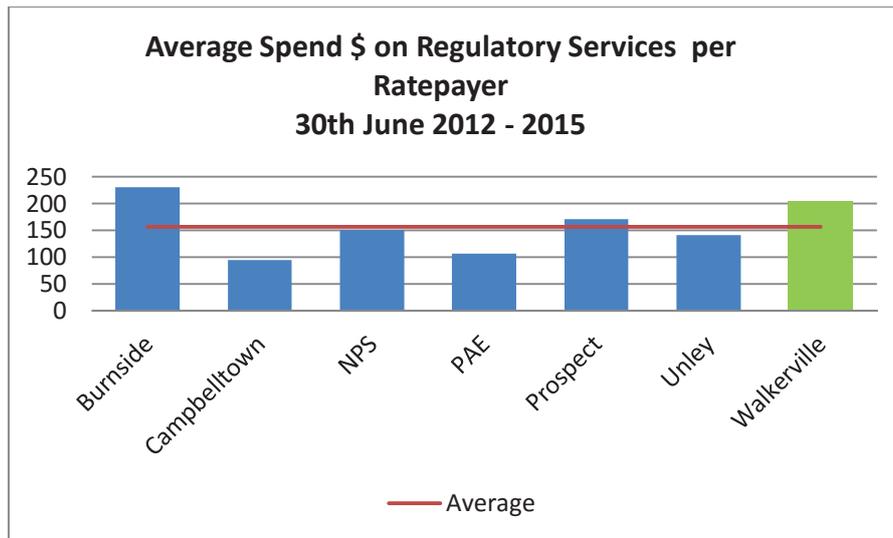
Generally the trend of Walkerville’s spending per ratepayer is decreasing.

### Regulatory Services

Regulatory services include the following activities:

- Dog & Cat Control
- Town Planning
- Environmental Protection Control
- Building Control
- Health Inspection.

Walkerville had the second highest spending per ratepayer and above the average.



Walkerville's spending per ratepayer increased until 2014 then decreased in 2015.

## Transport

Transport includes the following activities:

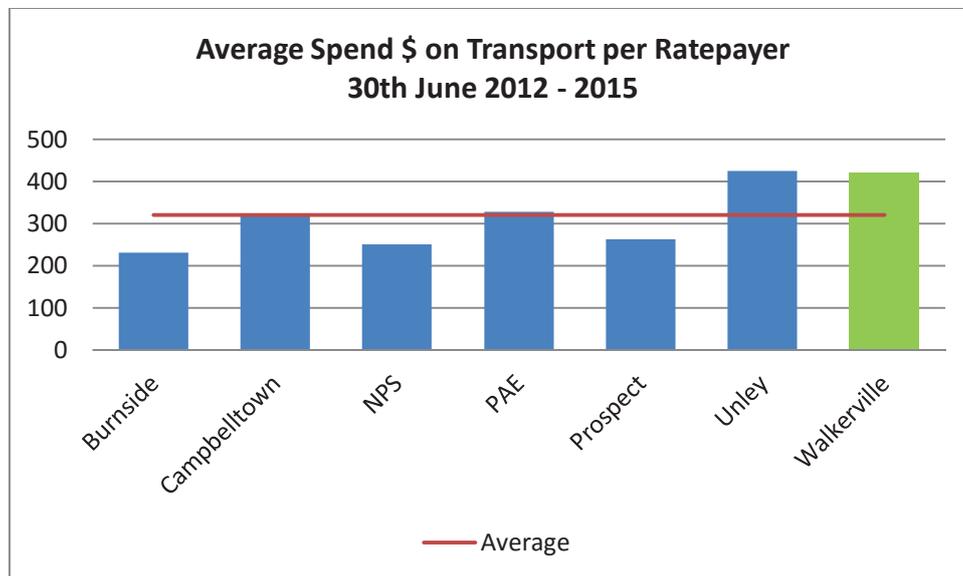
- Aerodrome
- Footpaths & Kerbing
- Roads: Sealed/unsealed
- Traffic Management
- Water transport services

This area of spending relates to operational such as ongoing maintenance of transport assets which is different to renewal/replacement works and upgrades and new assets as part of capital expenditure.

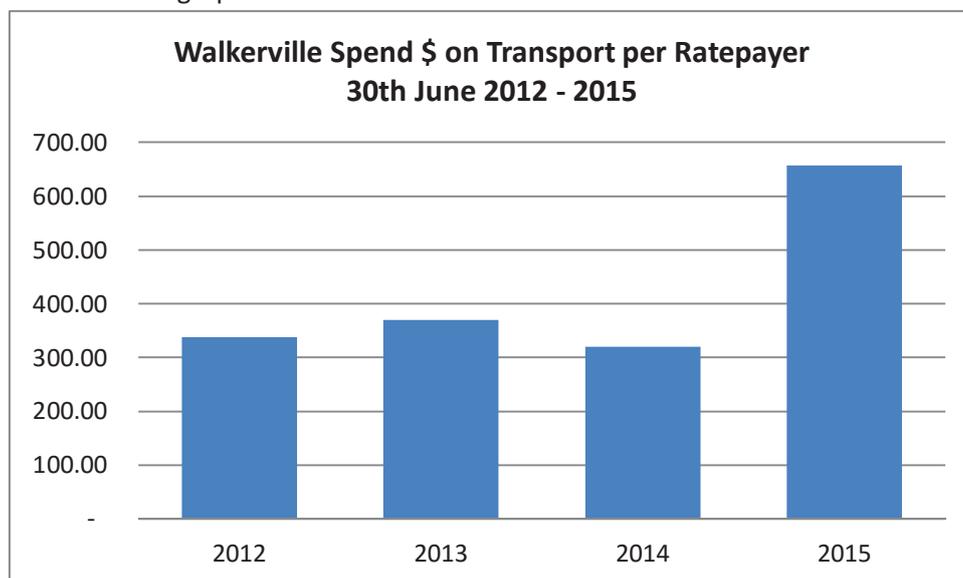
The table below shoes the road lengths for each Council in the comparison group:

	Burnside	Campbelltown	NPS	PAE	Prospect	Unley	Walkerville
Total Kilometres of Roads including Laneways	240	255	172	685	91	170	36
Metres per Ratepayer	12	11	9	11	9	9	9

Although the kilometres of roads that Walkerville manages is considerably lower than all the Councils in the comparison group, the length per ratepayer is the same as Norwood Payneham St Peters, Prospect and Unley. However despite having the same road length per ratepayer as these Councils, Walkerville has the highest average spending per ratepayer for the period.



Walkerville’s spending was closer to the average amount for 2012/13/14 but increased dramatically in 2015 as shown in the graph below.

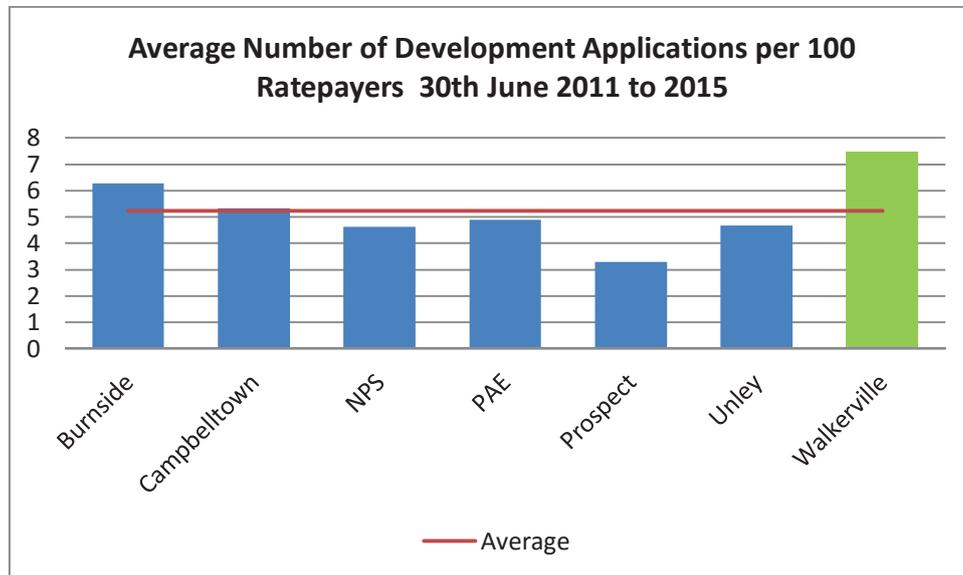


Walkerville’s Transport Asset Management Plan was revised and completed during 2015 so these revised plans are likely to provide improved information to guide maintenance and other operational expenditure for this area in the future. A reason for variation could be the result of different levels of service and community expectation between Council areas.

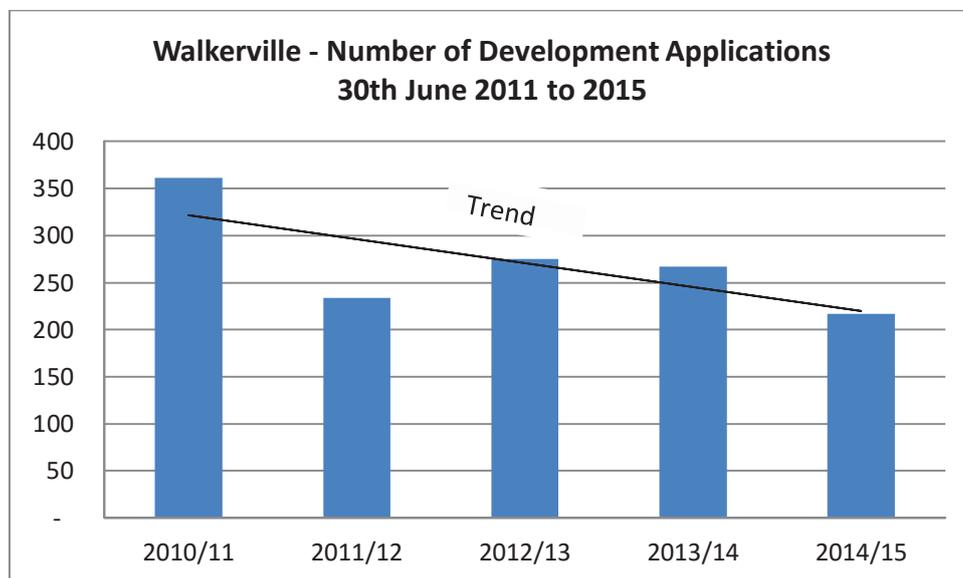
**Comment: Continue to review this spending area with the new asset plans in place to monitor whether spending moves to being more in line with other Councils with the same road lengths per ratepayer.**

## Development

Development applications are an indication of how much growth is occurring in a Council district and would be considered as a sign of a growing community. Development applications cover additions as well as new buildings.



Walkerville had the highest average number of developments per 100 ratepayers of the group and therefore above the average, however the number has been gradually declining over the past 3 years.



## Service Delivery Summary

Attribute	Walkerville compared to Average	Comment
Public Order & Safety Cost	Above average	Council may wish to review services provided to ensure they are providing the level of services for their particular community.
Health Services	Below average	Council may wish to review the delivery of these services against cost to ensure that it is receiving value for money for their community.
Cost of Health Services	Below average but not to the level of the services delivered	
Immunisations provided	Below average	Council may consider reviewing immunisation data to ensure that their community is being appropriately covered at an appropriate cost
Communicable Diseases followed up		
Destruction of Noxious Insects	Below average	Council may wish to review services provided to ensure they are providing the 'right' mix and level of services for their particular community.
Community Support cost per Ratepayer	Below average	
Community Amenity cost per Ratepayer	Average	
Library Use	Above average (favourable)	Council may wish to continue to monitor this data to ensure that the service is providing value for money.
Library Cost per Ratepayer	Above average (unfavourable)	
Library Cost per Opening Hour	Below average (favourable)	
Cultural Services Cost	Above average	Council may wish to review services provided to ensure they are providing the level of services for their particular community.
Economic Development Cost	Below average	
Agricultural Services Cost	Above average	
% of waste that is sent to Landfill	Above average (unfavourable)	Council may wish to continue to monitor waste collection statistics and promote waste reduction in order to avoid higher costs in the future.
Waste Management Cost per Ratepayer	Above average (unfavourable)	Council may wish to review waste costs to ensure that the level of cost is appropriate for the service level but landfill costs should be separated to fully understand the cost of service.
Other Environment Cost	Average	Council may wish to review services provided to ensure they are providing the level of services for their particular community.
Recreation Cost	Below average	
Regulatory Services Cost	Above average	
Transport Costs per Ratepayer	Above average	Continue to review this spending area with the new asset plans in place to monitor whether spending moves to being more in line with other Councils with the same road lengths per ratepayer.
Development Applications	Above average (favourable)	

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## **Bibliography Continued**

### **Councils**

City of Burnside	<a href="http://www.burnside.sa.gov.au">www.burnside.sa.gov.au</a>	
Campbelltown City Council	<a href="http://www.campbelltown.sa.gov.au">www.campbelltown.sa.gov.au</a>	
City of Norwood Payneham & St Peters	<a href="http://www.npsp.sa.gov.au">www.npsp.sa.gov.au</a>	Annual Reports 2011 to 2015
City of Port Adelaide Enfield	<a href="http://www.portenf.sa.gov.au">www.portenf.sa.gov.au</a>	Library Opening Hours
City of Prospect	<a href="http://www.prospect.sa.gov.au">www.prospect.sa.gov.au</a>	
City of Unley	<a href="http://www.unley.sa.gov.au">www.unley.sa.gov.au</a>	
Town of Walkerville	<a href="http://www.walkerville.sa.gov.au">www.walkerville.sa.gov.au</a>	

### **Grants Commission**

Local Government Grants Commission	<a href="http://www.dpti.sa.gov.au/local_govt/LGGC">www.dpti.sa.gov.au/local_govt/LGGC</a>	Database Reports 2011 to 2015
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### **Ombudsman SA**

Ombudsman SA	<a href="http://www.ombudsman.sa.gov.au">www.ombudsman.sa.gov.au</a>	Annual Reports 2011 to 2015
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# Benchmarking & Performance Reporting – Part A

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*The Corporation of the Town of Walkerville*

***UHY Haines Norton***

***Corinne Garrett***

***June 2018***

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## Introduction

The Corporation of the Town of Walkerville (Walkerville) is a unique council in South Australia. It is the smallest council within the metropolitan area of Adelaide and covers an area of 3.5 square kilometres with a population of approximately 7000.

(Samsom, 2014), explains that Local Government is about delivering cost-effective and good quality services but it also articulates the needs and desires of local residents.

A small council has the advantage of a lower ratio of community members to their representatives, the elected members. However, a small council may find it more challenging to achieve cost efficiencies.

Analysing performance is therefore important to ensure that the community is getting 'value for money' from their Council.

The Victorian State Government introduced a Performance Reporting Framework in 2014 which required all Councils in Victoria to include their performance report in their Annual Reports for the 2014/15 year and onwards. The objectives of the Performance Reporting Framework are that:

- Councils will have information to support strategic decision-making and continuous improvement
- Communities will have information about council performance and productivity
- Regulators will have information to monitor compliance with relevant reporting requirements
- State and Federal governments will be better informed to make decisions that ensure an effective, efficient and sustainable system of local government.

It is also expected that the framework would improve local government services in Victoria by:

- Enhancing measurement approaches and techniques
- Helping councils identify where there is scope for improvement
- Promoting greater transparency and informed debate about comparative performance.

South Australia does not have the same reporting framework in place but information is reported to the South Australian Local Government Grants Commission by each council annually. Some of this collected information is reported back to Councils. Councils also provide considerable information on their Websites and in their Annual Reports.

Comparing information or 'benchmarking' is a tool which is often used to consider how an organisation is functioning compared to others. This report details benchmarking information, comparing Walkerville with other comparative Councils using information that is readily available to South Australian Councils.

There are some inherent limitations in benchmarking activities and benchmarking results should be considered only as an indicator which can highlight areas requiring further investigation.

One limitation is if information is compared for a single year. Any Council may have an unusual year or unusual one-off results. This report considers information from comparison Councils averaged over a number of years to give a better understanding of the Councils' data.

## Scope of Report

Being the smallest metropolitan Council, Walkerville has similar numbers of ratepayers and staff to many rural councils, whilst ratepayer expectations are those of an inner-city council. It can therefore be quite difficult to compare the activities of Walkerville to other Councils.

However, being a smaller city Council, it is important for Walkerville to have a clear understanding of its activities and costs in order to remain viable and competitive as a sustainable Council.

Benchmarking with an understanding of service delivery would enhance Walkerville's understanding of its costs and activities compared to other Councils and may highlight those areas where Walkerville is best placed in service delivery for its community and those areas that would be better outsourced or undertaken regionally.

A Benchmarking report was completed for Walkerville in 2016 and this report updates that information. This report is divided into two parts;

- Part A covers;
  - General Information
  - Financial Performance
  - Asset Management
  - Governance / Community Leadership
  
- Part B covers;
  - Service Delivery

The report has covered the years 2011 to 2016 where information is available. Information was sourced from ABS data, Grants Commission Data Bases, Annual Reports and Websites.

The Comparative Councils chosen were:

- City of Burnside (Burnside)
- Campbelltown City Council (Campbelltown)
- City of Norwood Payneham and St Peters (Norwood Payneham & St Peters)
- City of Prospect (Prospect)
- City of Unley (Unley)
- City of Port Adelaide Enfield (Port Adelaide Enfield)
- Town of Walkerville (Walkerville)

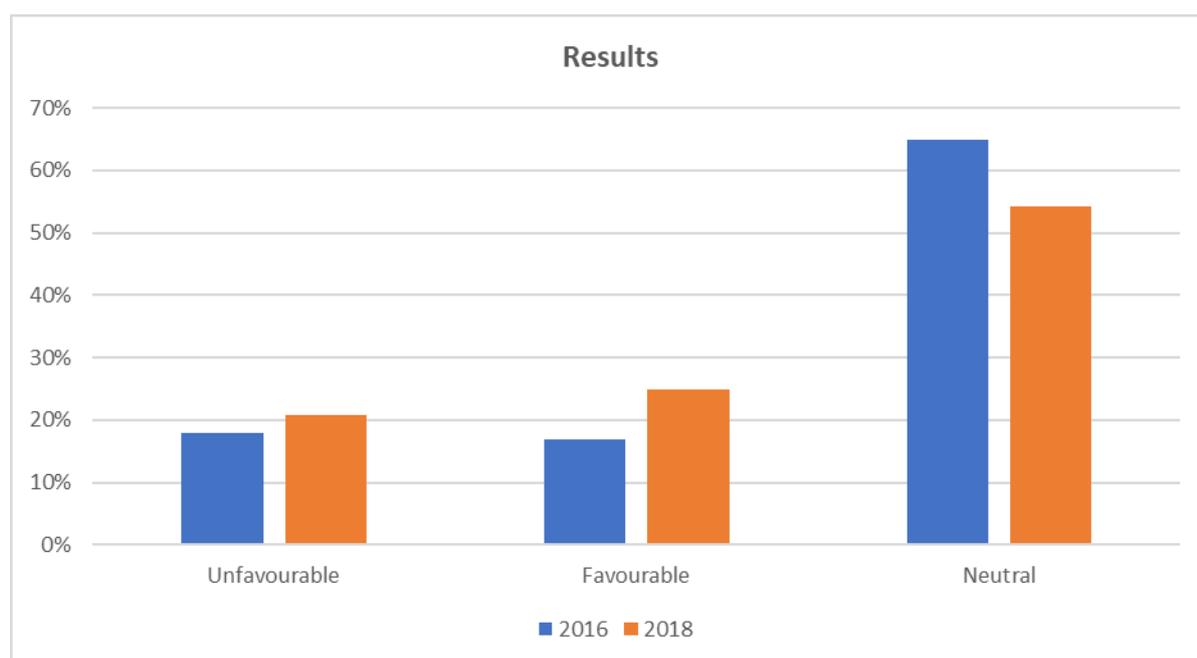
## Summary

Councils vary considerably and so do their communities which can make it difficult and problematic to draw definitive conclusions from any particular statistic. This report has taken a number of comparison statistics averaged over the past 6 years (where possible) for the Councils identified as comparison Councils to Walkerville.

The information in this report is useful if considered as a whole and as a means to work to improve Council's effectiveness and efficiency.

The findings are summarised in the tables below to give an indication of where Council may wish to monitor and improve areas that are less favourable than the averages of the comparison Councils.

Legend		
Favourable	Better than the average of comparison Councils	Favourable
Average	Equals average of comparison Councils	No immediate action required, but could strive for improvement Or attribute is neither favourable or unfavourable without further analysis
Unfavourable	Worse than the average of comparison Councils	Council may wish to monitor and improve this position.



Attribute	Walkerville compared to Average	Comment
<b>Financial Performance</b>		
Adjusted Operating Surplus Ratio	Lower than Average (unfavourable)	Council should continue to monitor this ratio when forming budgets and to monitor the long term financial plans forecasts.
Net Financial Liabilities Ratio	Higher than Average (unfavourable)	Council should continue to monitor this ratio when forming budgets and long term financial plans to continue to improve this outcome.
Revenue and Expenditure Growth	Increase in Income is higher than increase in expenditure (favourable)	Walkerville has increased income at a higher rate than expenditure in order to move to a surplus operating position. The ongoing increase in Operating Surplus in Council's Long Term Financial Plan will reduce the level of debt and decrease the Net Financial Liabilities Ratio.
Rates per Ratepayer	Higher than Average (unfavourable)	Council may wish to continue to monitor this result and take it into account when setting its Annual Business Plan, Budget and Rates
Increase in Rates	Average but higher than inflation	

Grants per Ratepayer	Lower than Average	Higher grants mean lower reliance on own source income such as rates but also means income is subject to changes from other levels of Government
Own Source Income	Higher than Average	
Business Undertakings Operating Surplus Ratio	Higher than Average	Although results are higher than average, Council may wish to review their business activities to ensure that are delivering the results that Council desires.
Workforce Turnover	Higher than Average (unfavourable)	Council may wish to continue to monitor this data to ensure that the results are reflective of Council's Workforce Strategy. It is worth keeping in mind that in a Council with small numbers of employees a single termination is of greater effect than for Councils with larger numbers of employees.
Number of Employees	Higher than Average	Number of employees is not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data, but this should be undertaken in respect to levels of services provided.
Employee Costs per Employee	Lower than Average	Employee costs per employee are not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data, but this should be undertaken in respect to levels of services provided
CEO Remuneration	Lower than Average	Favourable from the point of view of cost to Council but should also be considered from a recruitment and retention point of view.
<b>Asset Management</b>		
Asset Sustainability Ratio	Below average	Continue to monitor this ratio to ensure that assets are being managed appropriately
Renewal per Ratepayer	Above the average	Continue to monitor this data along with the Assets Sustainability Ratio
Renewal Cost per Km	Above the average	Continue to monitor this data and Asset Management Plan Requirements
Building Asset Value per Ratepayer	Above the average	Council may wish to consider whether the level of building assets is appropriate for the community.
<b>Governance and Community Leadership</b>		
Voter Turnout	Above Average (favourable)	Significant increase in 2014 election
Representation Quota	Below Average (favourable)	
Transparency – Use of Confidentiality	Above Average (unfavourable)	Council may wish to continue to monitor this factor to see if trend improves with a reduction of commercial matters to discuss.
Transparency – FOI	Below Average (favourable)	
Accountability – Review of Council Decisions	Below Average (favourable)	
Accountability – Annual Objectives Achieved	Above Average (favourable)	2013, 2014 and 2016 achieved 100%
Ombudsman Complaints per 10,000 population	Above Average (unfavourable)	Whilst above average per 10,000 in population the actual figures over the period range mostly at 6 and below with 2012 being unusual at 10.

Elected Member Responsibility – Attendance at Meetings	Below Average (unfavourable) However above average for 2015 and 2016	Walkerville’s attendance in 2016 was 93% which was above the average, the results for the previous period was affected by a Mayoral Vacancy. Council may decide to continue to monitor this factor to ensure they continue to remain above the average attendance level.
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## Benchmarking

### Why Benchmark?

It is normal to compare ourselves, businesses and Councils to others. Comparisons with others is often termed 'Benchmarking'. Benchmarking can help to:

- Focus on best practice
- Strive for continuous improvement
- Partner to share information
- Focus on customer needs.

Competitive benchmarking compares us to others. It helps to evaluate the position we hold within an industry and will usually consider questions like:

- How do our costs compare to others?
- Do we offer the same or different services?
- Local Government will often compare rates raised

Strategic benchmarking will identify high level performance, often outside of a business' industry, or geographical area. This type of benchmarking will raise questions like:

- What do leaders around the world do?
- Could we adapt these practices to our industry?

### Determining Information to use for Benchmarking

There is considerable data available to use in benchmarking however using all of this data would result in a large amount of information that would not necessarily be very useful for a Council in understanding how it is performing in relation to other Councils.

(Premier & Cabinet, Division of Local Government, NSW Government, 2013); in its Discussion Paper, identified four key areas that gauge the overall health of councils, how they are managing their resources and delivering services that achieve community outcomes;

- **Financial Performance** – shows a council’s ability to meet the needs of a local community now and into the future
- **Asset Management** – balancing need with available funds to make the best use of public resources.
- **Governance/Community Leadership** - strong governance frameworks
- **Service Delivery** – agreed levels of service

Using the NSW categorisation, the quite extensive Victorian Local Government Framework and information available from South Australian Councils as a basis the following information was benchmarked:

Category	Information	Source
<b>General</b>	Population density Socio Economic Disadvantage	Grants Commission Database (GC) and calculation Australian Bureau of Statistics – Census data and forecasts (ABS)
<b>Financial Performance</b>	SA Financial Indicators <ul style="list-style-type: none"> <li>Op Surplus Ratio</li> <li>Net Financial Liabilities Ratio</li> </ul> Revenue Growth Expenditure Growth Rates per Ratepayer Grants per Ratepayer Own source revenue per Ratepayer (revenue not grants & contributions, and share of joint ventures) Business Undertakings Operating Results Employees: <ul style="list-style-type: none"> <li>Workforce Turnover</li> <li>Employee Costs per Employee</li> <li>CEO Remuneration</li> </ul>	(GC) (GC) and Annual Financial Statements (GC) and calculation (GC) and calculation (GC) and calculation (GC) (GC) (GC) and Calculation (GC) and Calculation Annual Financial Statements CEO Remuneration Survey
<b>Asset Management</b>	Asset Sustainability Ratio <ul style="list-style-type: none"> <li>Expenditure on Infrastructure (renewal/replacement) compared to Asset Management Plans</li> </ul> Operating Expenditure on transport assets (roads) <ul style="list-style-type: none"> <li>per km</li> <li>per ratepayer</li> </ul> Building Assets per Ratepayer	(GC) (GC) and calculation
<b>Governance</b>	Voter Turnout Representation Quota Use of confidentiality FOI applications Review of Council decisions Annual Objectives Achieved Ombudsman Complaints Elected Member attendance at Council Meetings	Electoral Commission Report Annual Report (AR) (AR) (AR) (AR) GC Ombudsman Annual Report Annual Reports or Minutes
<b>Service Delivery</b>	Services Delivered Development Applications Cost of Services per Ratepayer <ul style="list-style-type: none"> <li>Public Order and Safety</li> <li>Health</li> <li>Community Support</li> <li>Community Amenities</li> <li>Library Services</li> <li>Cultural Services</li> <li>Economic Development</li> <li>Agricultural Services</li> <li>Waste Management</li> <li>Other Environment</li> </ul> <ul style="list-style-type: none"> <li>Another Environment</li> <li>Recreation</li> <li>Regulatory</li> <li>Transport</li> </ul>	Included in Part B (GC)

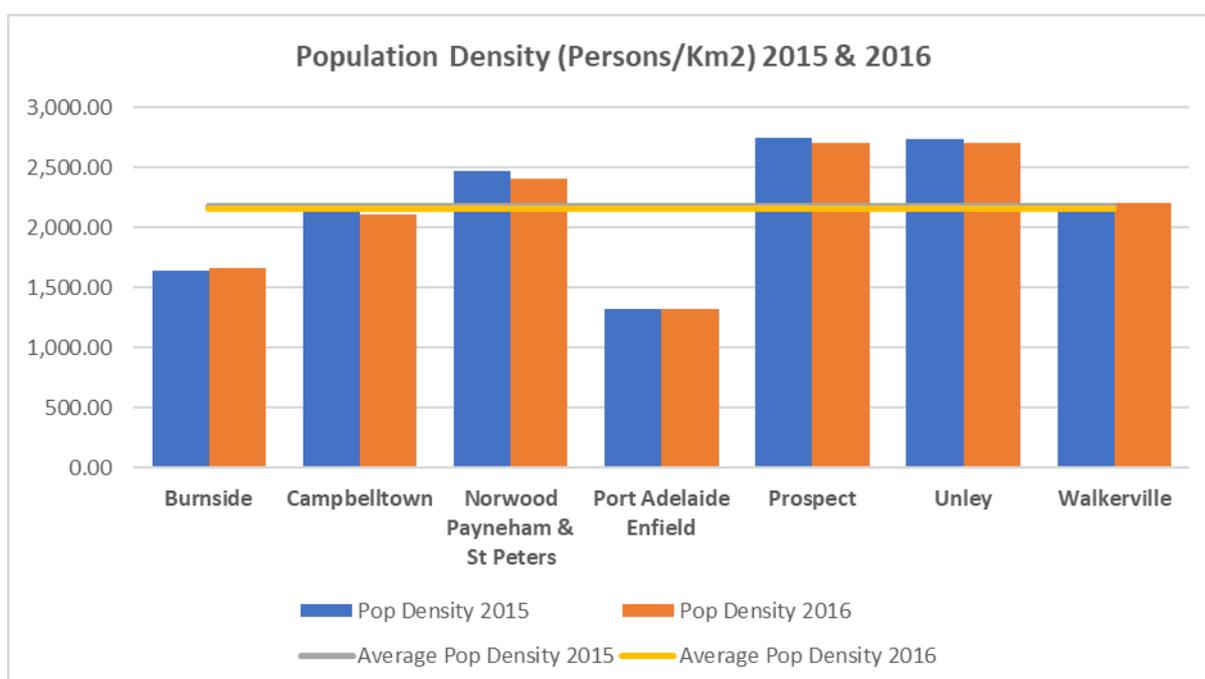
# Performance Report

## General

### Population Density

Very high-density rates mean that people are closer together, perhaps in apartments and on smaller blocks. Councils whose population have less personal land such as individual gardens, may need to provide higher service levels in community amenities such as parks, gardens and community meeting areas. There may be more community issues resulting from more crowded living including more neighbour disputes. The cost of provision of infrastructure services can be lower as the council has to cover less geographical area to provide services. Any service that requires travel is likely to be lower such as waste pickup, inspections for development approvals etc.

Lower population density can result in a Council having to provide services over a larger geographical area and this can increase costs in those services that require travel.



Population Density (Persons/Km2)	2015	2016
Highest Density	Prospect	Prospect
Lowest Density	Port Adelaide Enfield	Port Adelaide Enfield
Higher than average for group	Norwood Payneham & St Peters, Prospect, Unley	Norwood Payneham & St Peters, Prospect, Unley
Close to average for group	Campbelltown, Walkerville	Campbelltown, Walkerville
Lower than average for group	Burnside, Port Adelaide Enfield	Burnside, Port Adelaide Enfield
Walkerville	Average	Average

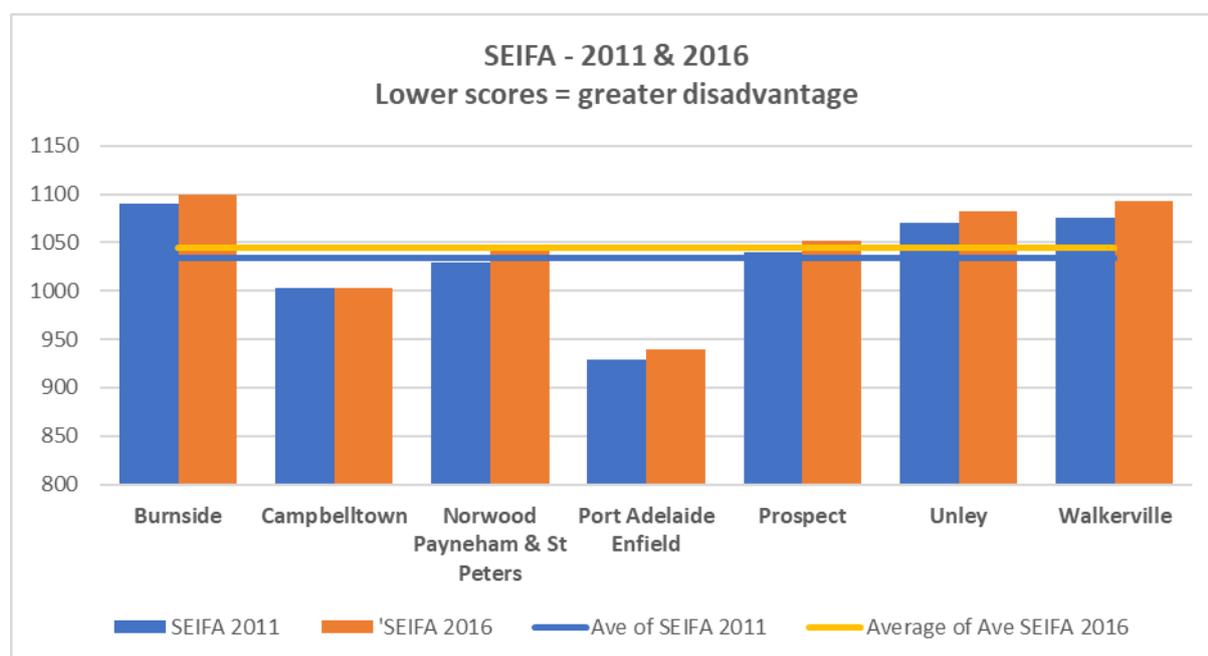
### Socio Economic Indexes for Areas (SEIFA)

SEIFA is a broad measure of relative Socio-Economic Disadvantage. The measure includes a number of variables in areas including, tertiary education, internet connection, household income, rental costs, types of employment, unemployment, size of housing, mortgages, rental costs.

A low score indicates a greater disadvantage such as households with low income, many people with no qualifications or many people in low skill occupations. A high score indicates fewer disadvantages.

Not all households within the Council areas will have the same issues and Socio-Economic Disadvantage can be quite different if different parts of a single Council. As can be seen from the graph following, most of the comparison Councils, except for Port Adelaide Enfield, are in the least disadvantaged groupings.

A Council with a larger disadvantaged population may need to provide more community services than a Council with a less disadvantaged population. Disadvantaged households are also likely to find it more difficult to pay Council rates and fees and charges for other Council services.



Socio Economic Index	2011	2016
Highest (least disadvantaged)	Burnside	Burnside
Lowest (greatest disadvantaged)	Port Adelaide Enfield	Port Adelaide Enfield
Higher than average for group	Burnside, Unley, Walkerville	Burnside, Unley, Walkerville
Close to average for group	Norwood Payneham & St Peters, Prospect	Norwood Payneham & St Peters, Prospect
Lower than average for group	Campbelltown, Port Adelaide Enfield	Campbelltown, Port Adelaide Enfield
Walkerville	2 <sup>nd</sup> Highest	2 <sup>nd</sup> Highest

## Financial Performance

Financial performance shows a Council's ability to meet the needs of a local community now and into the future.

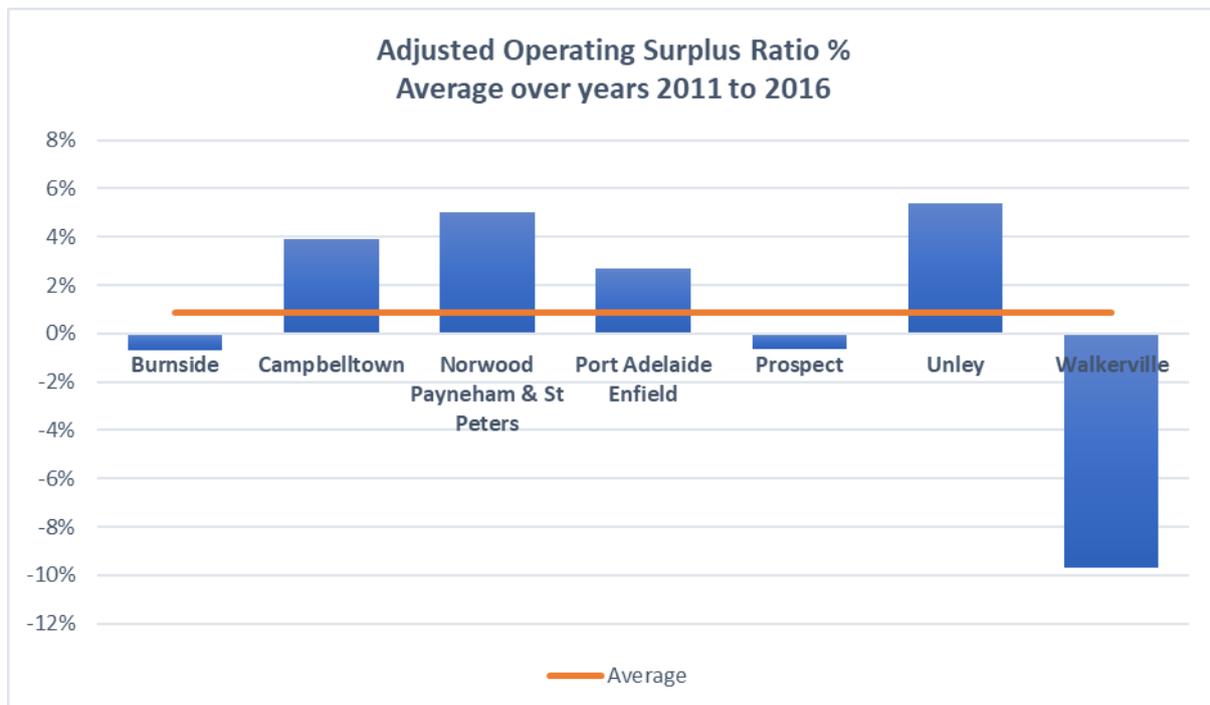
### Operating Surplus Ratio

A Council's Operating Surplus is the operating income less operating expenditure. Operating expenditure includes depreciation which is not paid in cash. Having a deficit (negative operating

surplus ratio) does not mean the Council can't pay its bills but does mean for **that particular year** they have not raised enough income to pay all their costs and also put aside funds that equal the amount of depreciation. Depreciation is the measure of how much the Council is consuming its fixed assets such as infrastructure. Depreciation is not paid in cash but is put towards the Asset Renewal work that Council is undertaking for that year. While having a surplus means that for **that particular year** the Council has raised more income than it needs to pay for its operating expenditure and fund its depreciation. There may be a particular project or significant issue that affected the Council in a particular year.

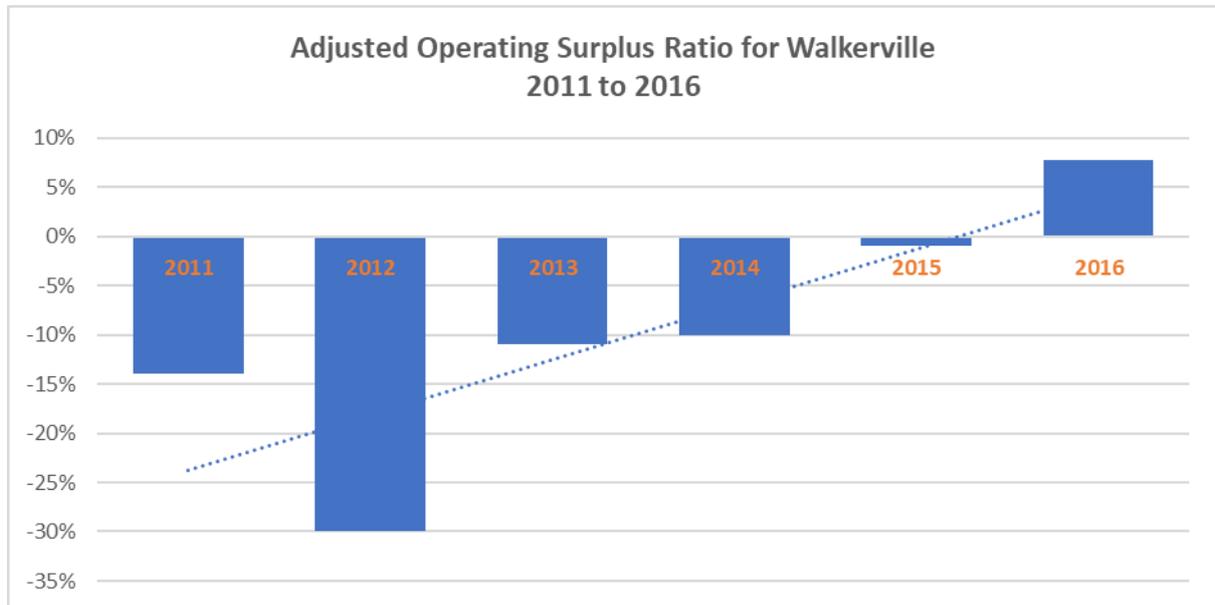
There have been a number of times over the past years where large amounts of grant funding have been received by Council in June on one year but relating to work that will be undertaken in the following financial year. The Accounting Standards required Councils to include these particular grants in the year in which the funds were received. This situation would distort the operating results. Councils have therefore reported their Operating Surplus Ratio but also an Adjusted Operating Surplus Ratio to remove the effect of these grants received in advance.

The following graph shows the Adjusted Operating Surplus Ratios.



Adjusted Operating Surplus Ratio%	Average over years 2011 to 2016
Highest	Unley
Lowest	Walkerville
Higher than average for group	Campbelltown, Norwood Payneham & St Peters, Port Adelaide Enfield Unley
Close to average for group	None
Lower than average for group	Burnside, Prospect, Walkerville
Walkerville	Lowest

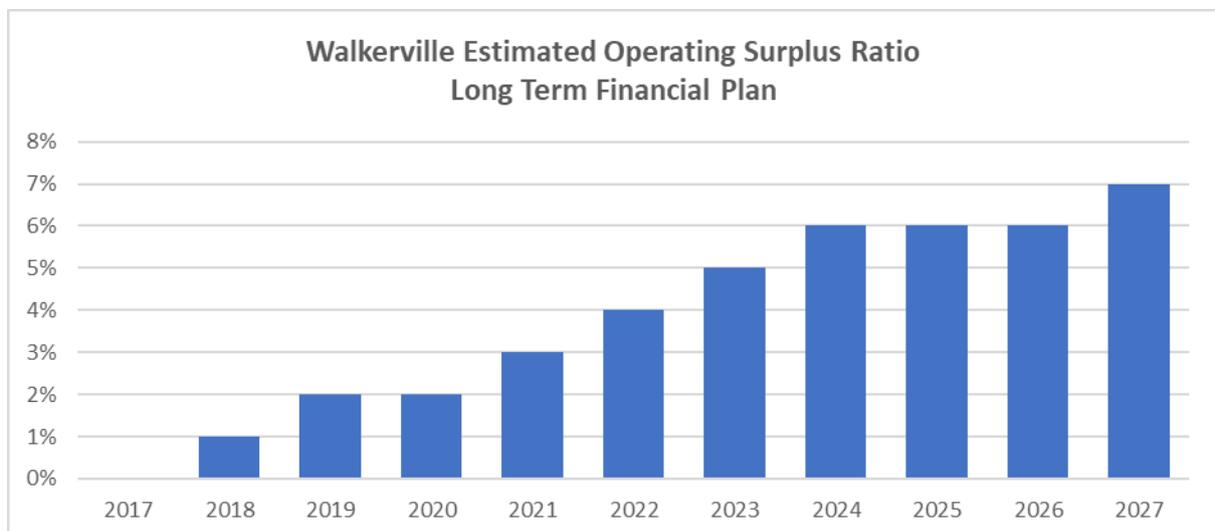
Walkerville’s result improved since 2012 with an adjusted surplus realised in 2016. The trend of improvement is shown in the graph below.



There were some particular situations that effected both the 2011 and 2012 financial years:

- 2010/11
  - Significant increase in depreciation cost
  - High level of spending in Planning due to large development at the time
  - Some increase in Planning fees but not as high as the expenditure
  - Large grant received for ERA stormwater
- 2011/12
  - Grant for ERA stormwater expended
  - Drop in town planning fees

Walkerville’s Long Term Financial Plan for 2017-2027 shows a Trend = Improvement in estimates for the Operating Surplus Ratio. This plan is currently under review and will be updated to reflect Council’s Financial Strategy.



**Comment: Council should continue to monitor this ratio when forming budgets and to monitor the long term financial plans forecasts.**

### Net Financial Liabilities Ratio

The Net Financial Liabilities Ratio shows how significant the net amount owed by Council is to the operating income. The net financial liabilities are the total liabilities less financial assets as a percentage of operating revenue. Councils generally have low Net Financial Liabilities Ratios and if they were at 100% it would be equivalent to a household earning \$70,000 per year having a \$70,000 mortgage and no savings.

Financial Indicators on their own or in a single year are not very informative. It is more useful to see the trend over a period of time.

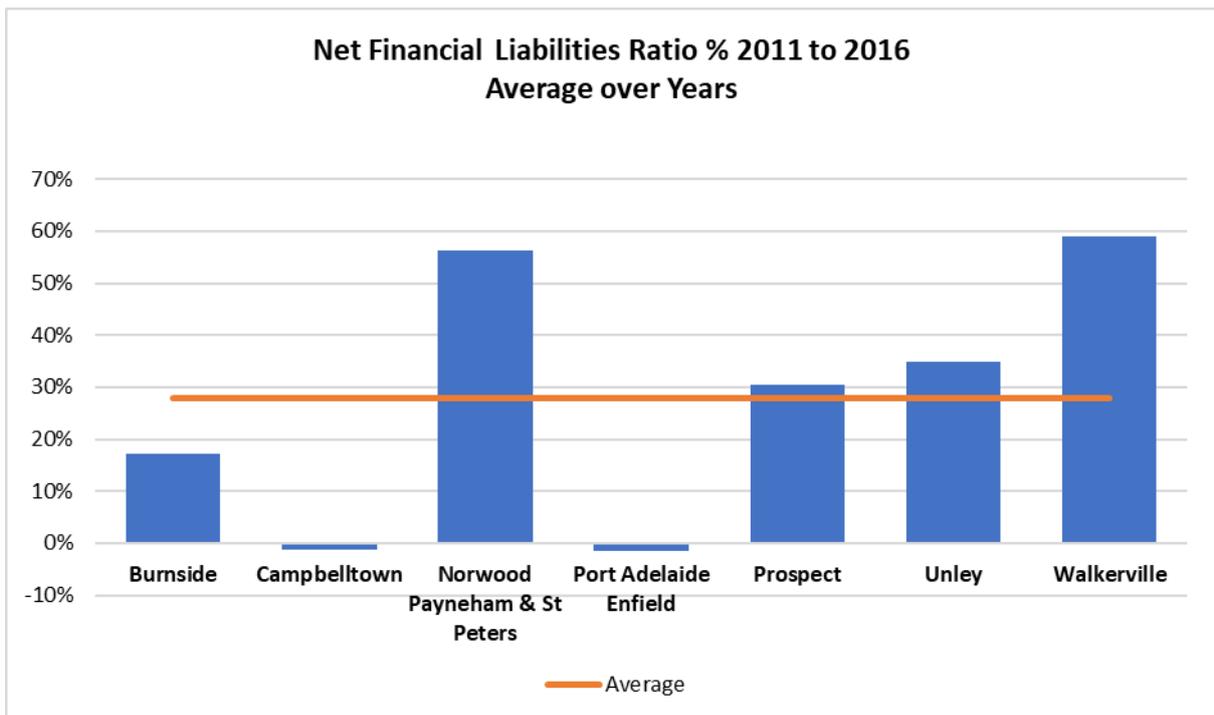
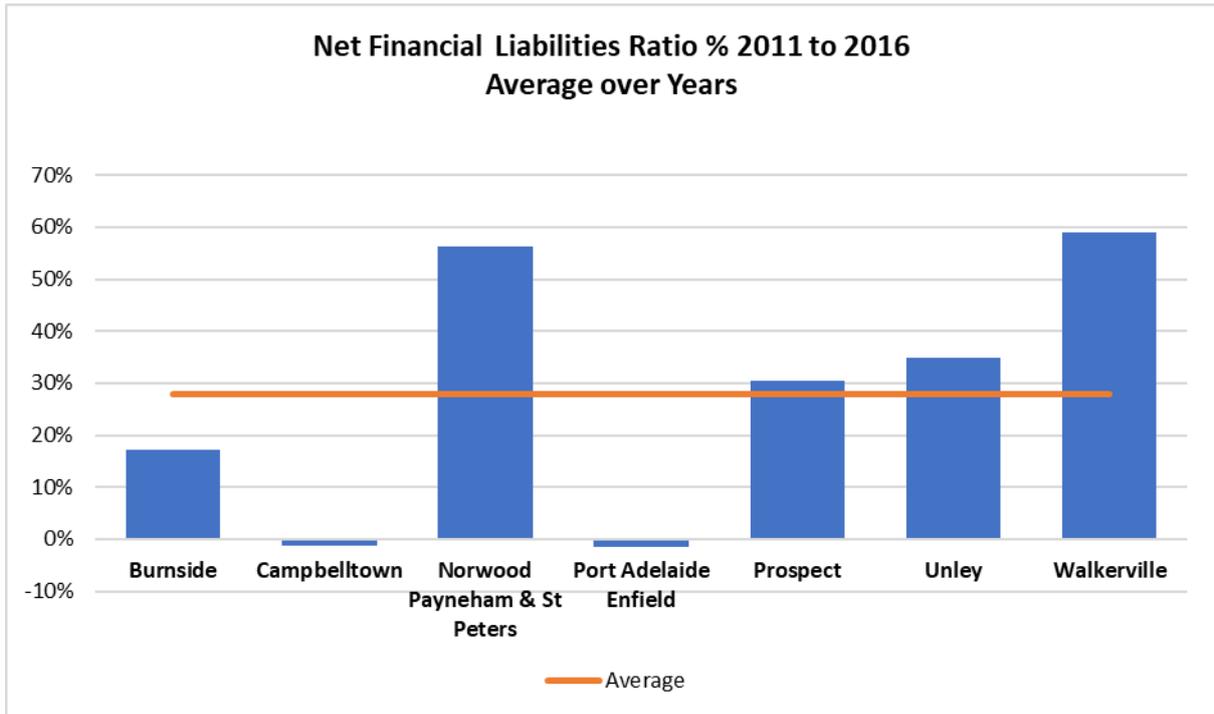
- A Council with an ongoing surplus is:
  - Raising more income than it needs to pay its operating expenditure including depreciation and might be using the additional funds to;
    - pay off debt
    - put money aside for infrastructure renewal
    - put money aside for future increases in operating expenditure or
    - It is raising too much income.
- A Council with an ongoing deficit is:
  - Not raising enough money to pay its operating expenditure including depreciation.
  - Incurring an increasing Net Financial Liability Ratio and debt levels are increasing over time. This might be to fund additional infrastructure needs over the shorter term but the Council should work to have their Net Financial Liability Ratio reduce again in the future.
- A Council with a decreasing Net Financial Liability is:
  - Paying off debt. This is appropriate as long as their infrastructure renewal needs are not sacrificed in order to pay off debt.

This ratio is broader than just considering loan borrowings as it takes into account future liabilities such as employee long service leave entitlements as well as cash and investments and is a more useful ratio of a Council's indebtedness.

Debt is appropriate for Councils when constructing long lived assets but borrowings have an interest expense that must be also considered.

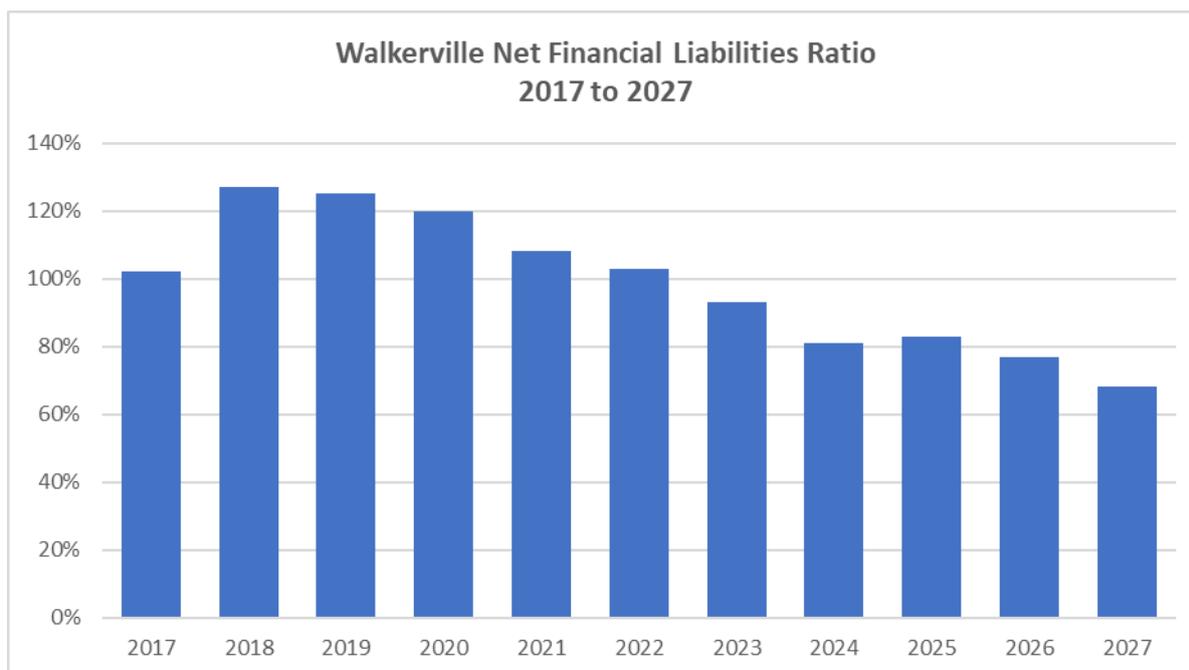
Summary results of graph following;

Net Financial Liabilities Ratio	Average over years 2011 to 2016
Highest (greatest debt)	Walkerville
Lowest (least debt)	Port Adelaide Enfield
Higher than average for group	Norwood Payneham & St Peters, Unley, Walkerville
Close to average for group	Prospect
Lower than average for group	Burnside, Campbelltown, Port Adelaide Enfield
Walkerville	Highest = Average of 59%



Walkerville had the highest average Net Financial Liabilities Ratio. This ratio increased in 2014 due to the loan borrowings for assets infrastructure, in particular the redeveloped Civic Centre. The ratio has consistently decreased from 2014 to 2016. The current ratio of 78% is not very high. This is similar to a household with an income of \$70,000 having a mortgage of \$54,600 and is not of great concern but still needs to be monitored along with the other ratios including the Asset Sustainability Ratio.

Walkerville's Long Term Financial Plan for 2017 to 2027 shows the following estimates for the Net Financial Liabilities Ratio.



The level of Net Financial Liabilities was budgeted to increase in 2017/18 year due to large capital projects planned, particularly \$3.5m for Stormwater. The plan shows an ongoing decrease during the life of the plan.

**Comment: Council should continue to monitor this ratio when forming budgets and long term financial plans to continue to improve this outcome.**

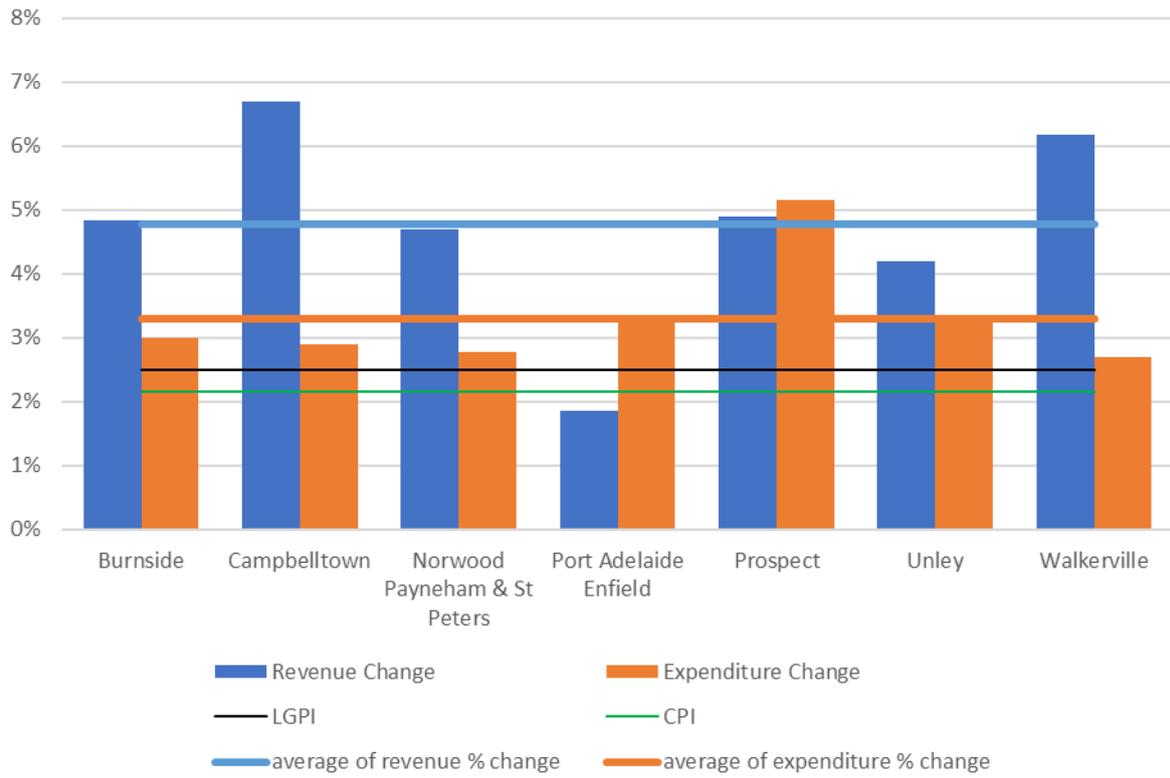
### Revenue and Expenditure Growth

A trend of increasing expenditure that is higher than increasing income will lead to reduced surpluses or increased deficits. A trend of increasing income and decreasing expenditure will lead to increased surpluses or decreased deficits over time.

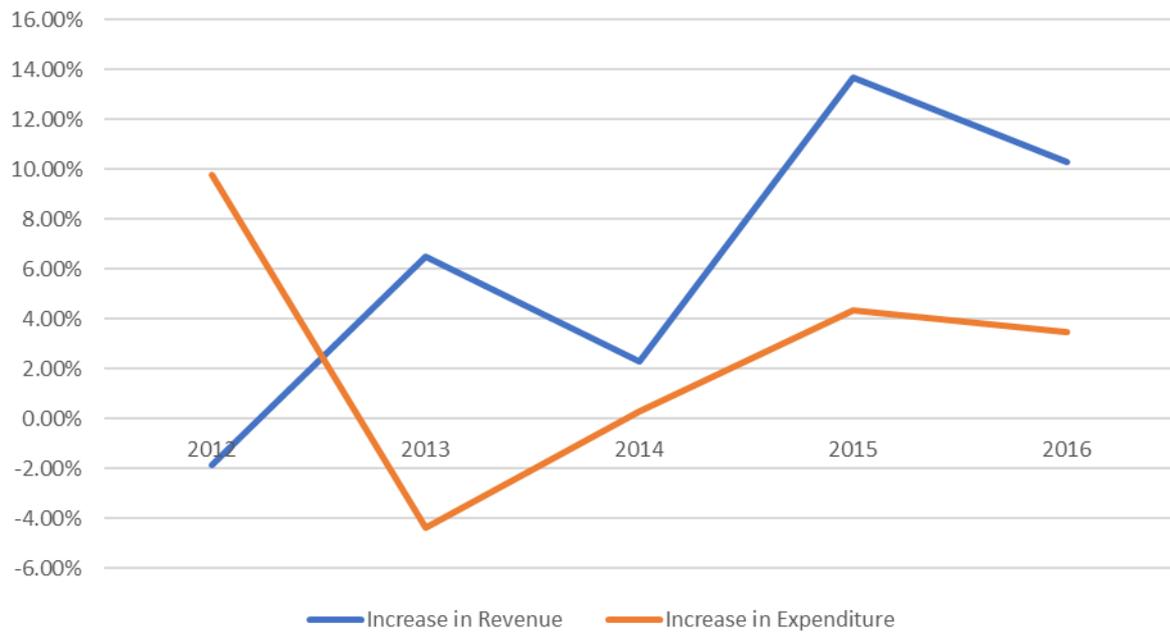
The table below summarises the results shown on the graph following;

Change in Operating Revenue and Expenditure – Average over Years 2012 to 2016	
Revenue increases higher than expenditure increases	All Councils except for Port Adelaide Enfield
Revenue Increases higher than inflation	All Councils except for Port Adelaide Enfield
Expenditure increases higher than inflation	All Councils
Highest average increase in revenue	Campbelltown
Highest average increase in expenditure	Prospect
Lowest average increase in revenue	Port Adelaide Enfield
Lowest average increase in expenditure	Walkerville
Higher than average increase in revenue for group	Campbelltown, Walkerville
Higher than average increase in expenditure for group	Prospect
Close to average increase in revenue for group	Burnside, Norwood Payneham & St Peters, Prospect
Close to average increase in expenditure for group	Port Adelaide Enfield, Unley
Lower than average increase in revenue for group	Port Adelaide Enfield
Lower than average increase in expenditure for group	Burnside, Campbelltown, Norwood Payneham & St Peters, Walkerville
Walkerville	2 <sup>nd</sup> highest average increase in revenue
	Lowest average increase in expenditure

### Change in Operating Revenue and Expenditure % 2012 to 2016 Average over Years



### Walkerville - Increase in Revenue and Expenditure 2012 to 2015



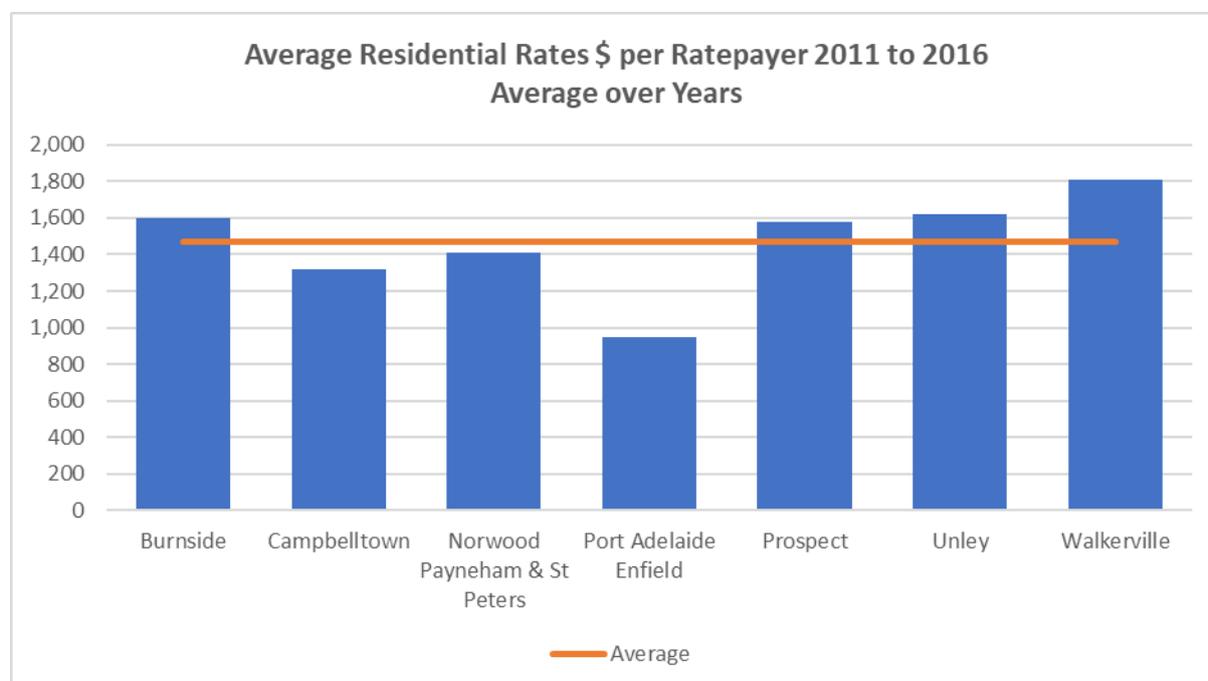
Generally, Walkerville has a higher increase in income than expenditure.

**Comment: Walkerville has increased income at a higher rate than expenditure in order to move to a surplus operating position. The ongoing increase in Operating Surplus in Council’s Long Term Financial Plan will reduce the level of debt and decrease the Net Financial Liabilities Ratio.**

## Revenue Sources

### Rates per Ratepayer

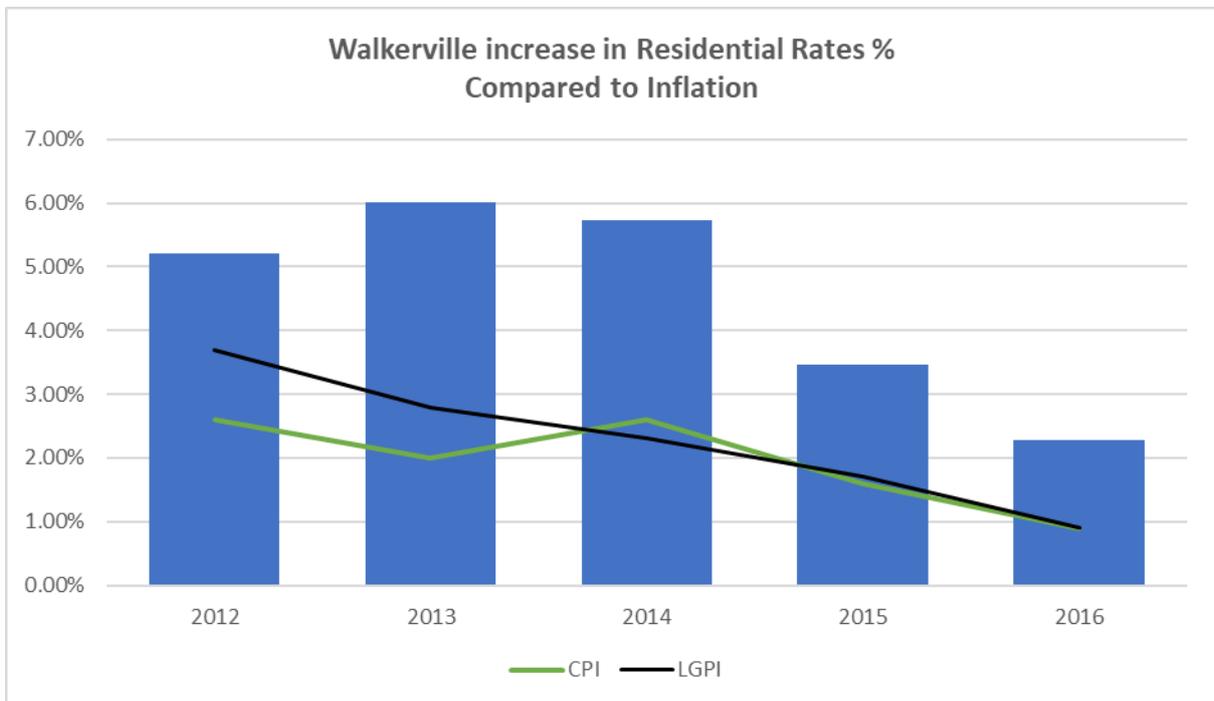
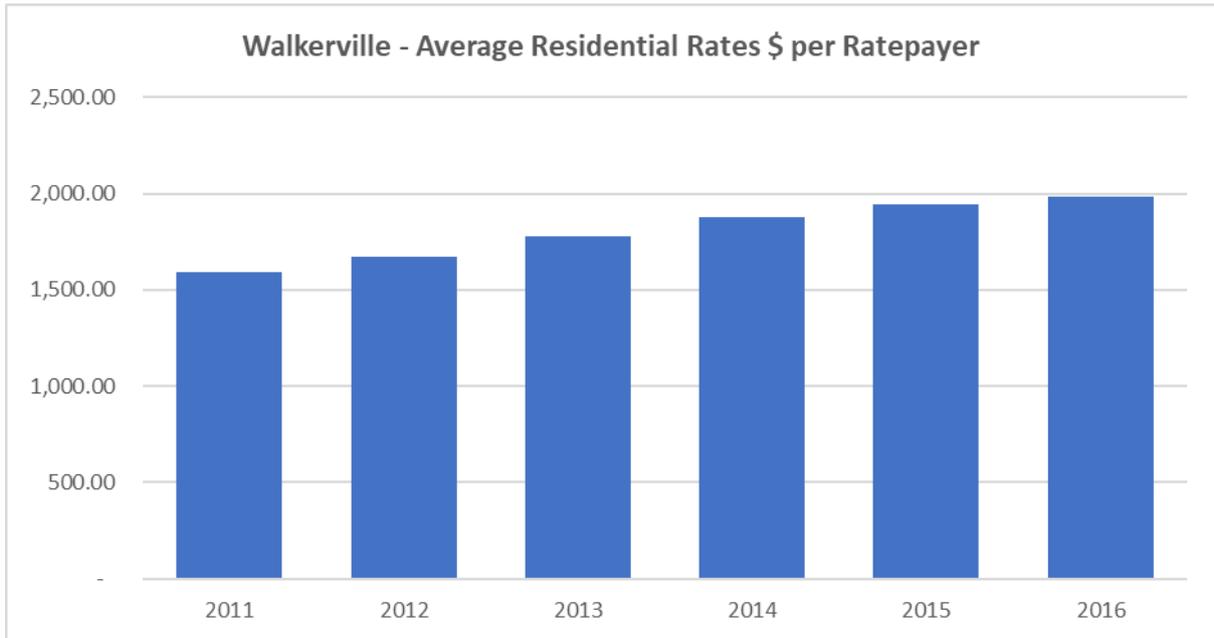
The Victorian Performance Reporting Framework uses the average residential rate per residential property as an indicator of efficiency, stating that low or decreasing levels of rates suggests an improvement in organisation efficiency. The Victorian definition doesn’t take into account different requirements of different communities, the availability of grants or the ability to raise funds through user-pay programs such as car parking or facility use. However, the community, media and state government are usually interested in the levels of rates paid to Councils.



Average Residential Rates \$ per Ratepayer – Average over Years 2011 - 2016	
Highest	Walkerville
Lowest	Port Adelaide Enfield
Higher than average for group	Burnside, Unley, Walkerville
Close to average for group	Norwood Payneham & St Peters, Prospect
Lower than average for group	Campbelltown Port Adelaide Enfield
Walkerville	Highest



Increase in Residential Rates – Average over Years 2012 - 2016	
Increases higher than inflation	All Councils except for Port Adelaide Enfield who are close to inflation
Highest average increase	Campbelltown – started with lower rates in 2011
Lowest average increase	Port Adelaide Enfield
Higher than average increase for group	Campbelltown, Prospect
Close to average increase for group	Unley, Walkerville, Burnside
Lower than average increase for group	Norwood Payneham & St Peters, Port Adelaide
Walkerville	Close to average increase for group
	Higher increase than inflation



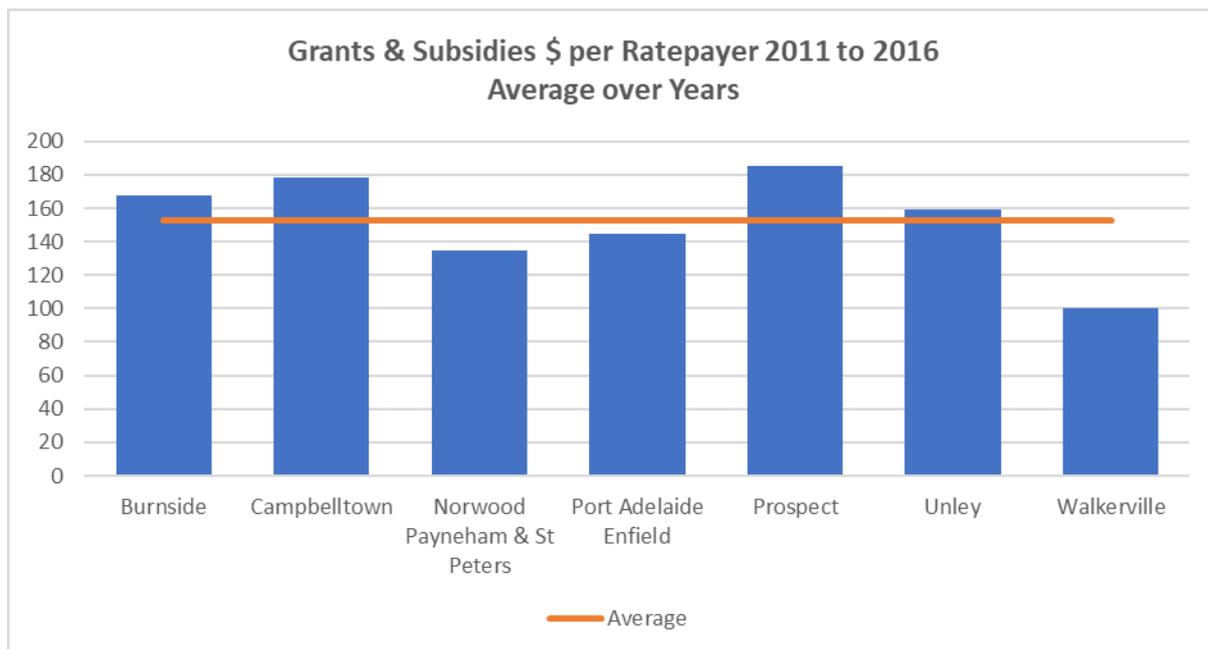
Walkerville has reduced its ongoing increase in residential rates in the past three years. Increases remain above both inflation measures.

**Comment: Council may wish to continue to monitor this result and take it into account when setting its Annual Business Plan, Budget and Rates. This measurement may be useful to Council in regard to potential State legislated Rate Capping.**

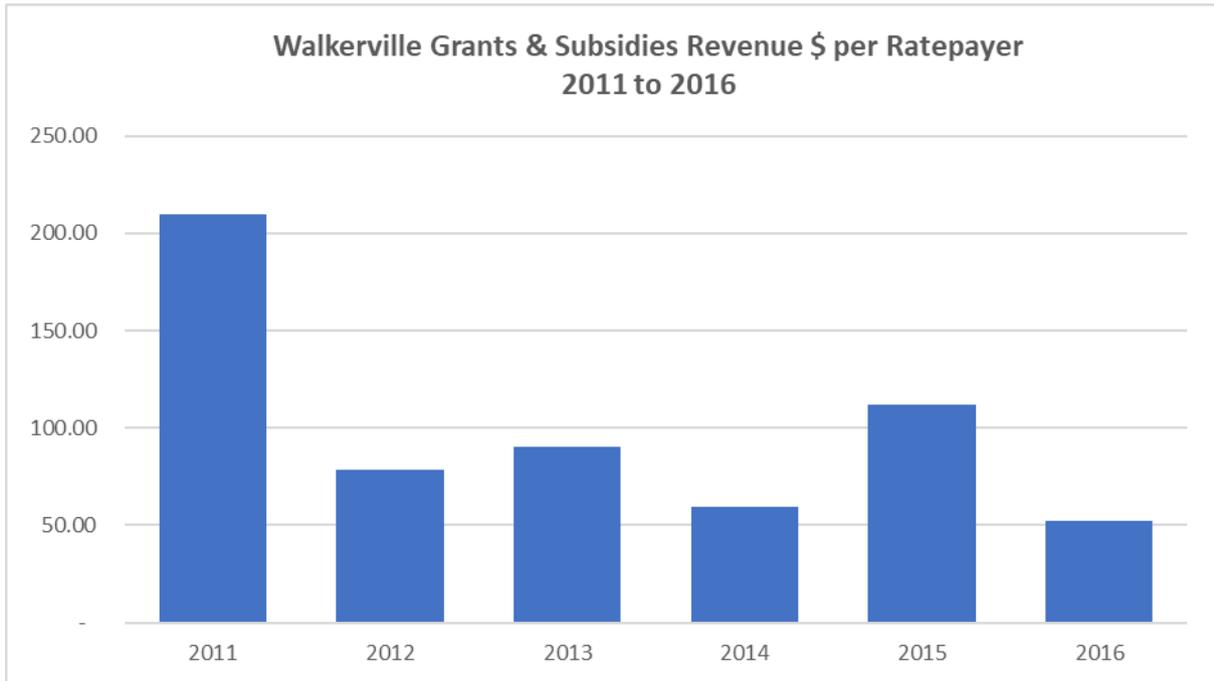
***Grants per Ratepayer***

A common perception is that if a Council can increase its Grant income then it can decrease its reliance on Rates. There are a number of issues with Grant income that need to be considered:

- Grant income from the South Australian Grants Commission is distributed as per a number of factors but the ability of a Council's ratepayers to pay their own way is an important factor. Many rural less advantaged Councils will receive higher levels of grants than more advantaged Councils.
- Many Grants require a dollar for dollar contribution from the Council, so a grant of \$100,000 will require a matching spend of \$100,000 by the Council.
- A heavy reliance on Grants can be difficult for a Council if the State or Federal Government suddenly change policy direction which results in decreases in funding.

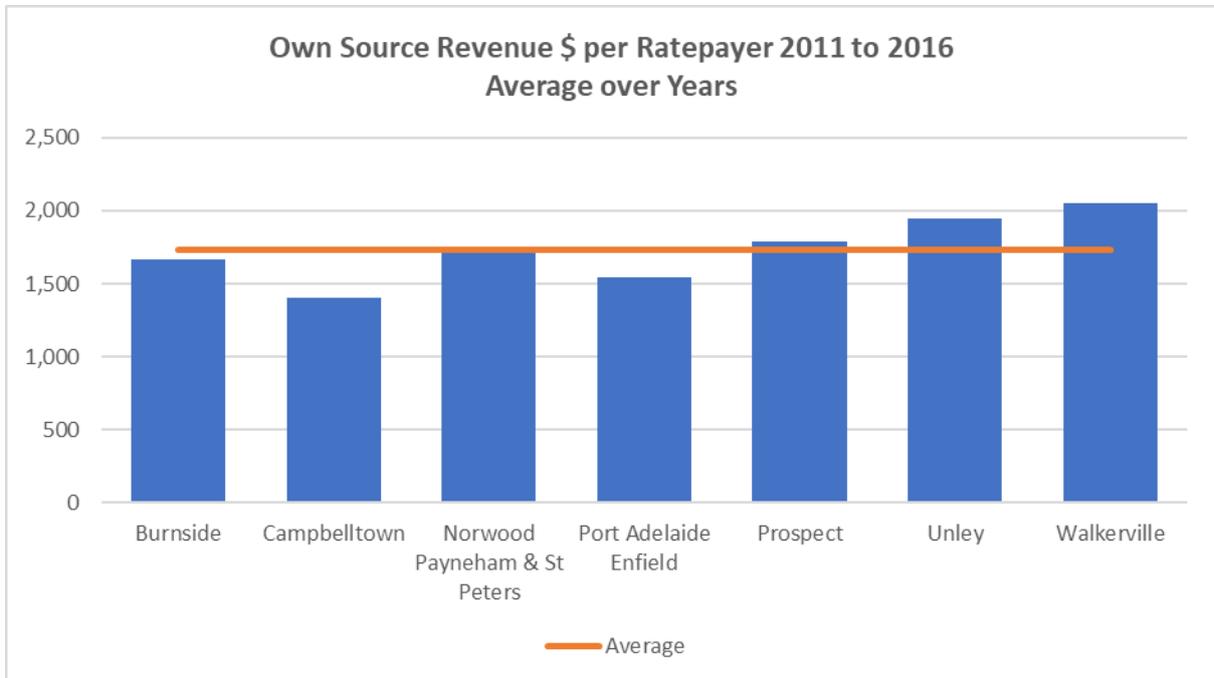


<b>Grants &amp; Subsidies per Ratepayer – Average over Years 2011 - 2016</b>	
Highest	Prospect
Lowest	Walkerville
Higher than average	Prospect, Campbelltown, Burnside
Close to average	Unley, Port Adelaide Enfield
Lower than average	Norwood Payneham & St Peters, Walkerville
Walkerville	Lowest level of Grants

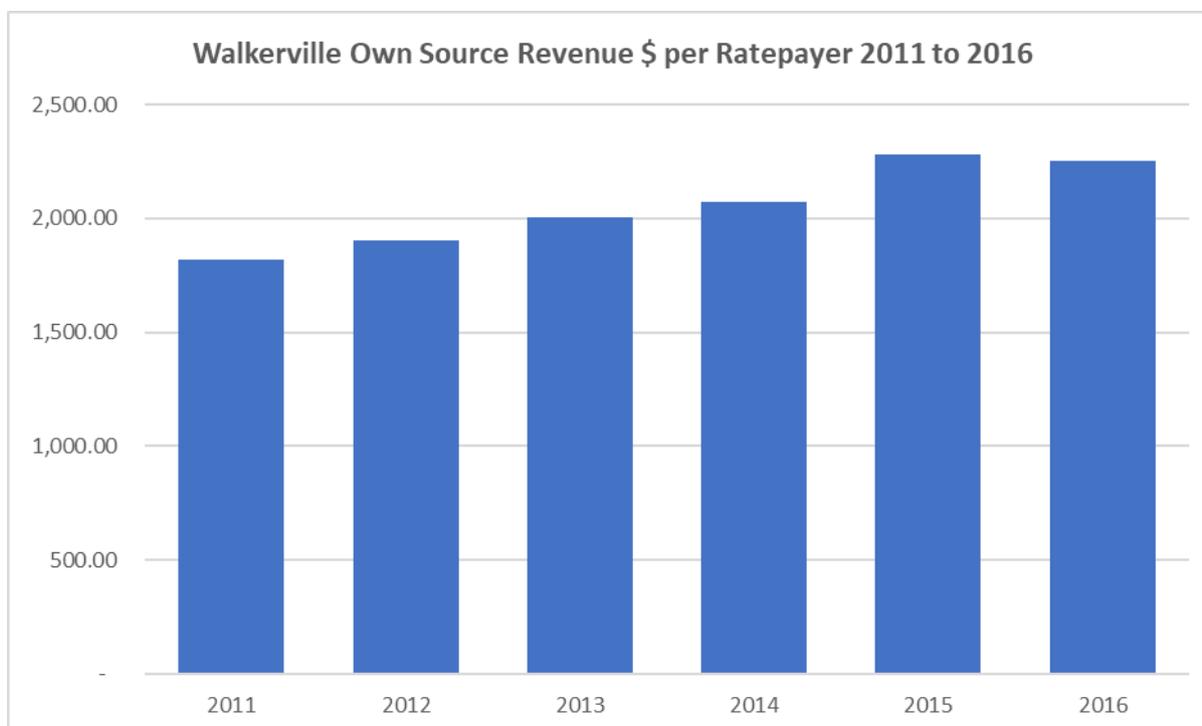


#### *Own Source Revenue*

Income sourced from within Council includes Rates, Statutory Charges, User Charges and Investment Income and is termed 'Own Source Income'. A higher level of Own Source Income means that a Council is less reliant on external grant funding which may make it more vulnerable to political policy of other levels of Government.



Own Source Revenue – Average over Years 2012 - 2016	
Highest level	Walkerville
Lowest level	Campbelltown
Higher than average	Walkerville, Unley
Close to average	Burnside, Norwood Payneham & St Peters, Prospect
Lower than average	Port Adelaide Enfield, Campbelltown
Walkerville	Highest level



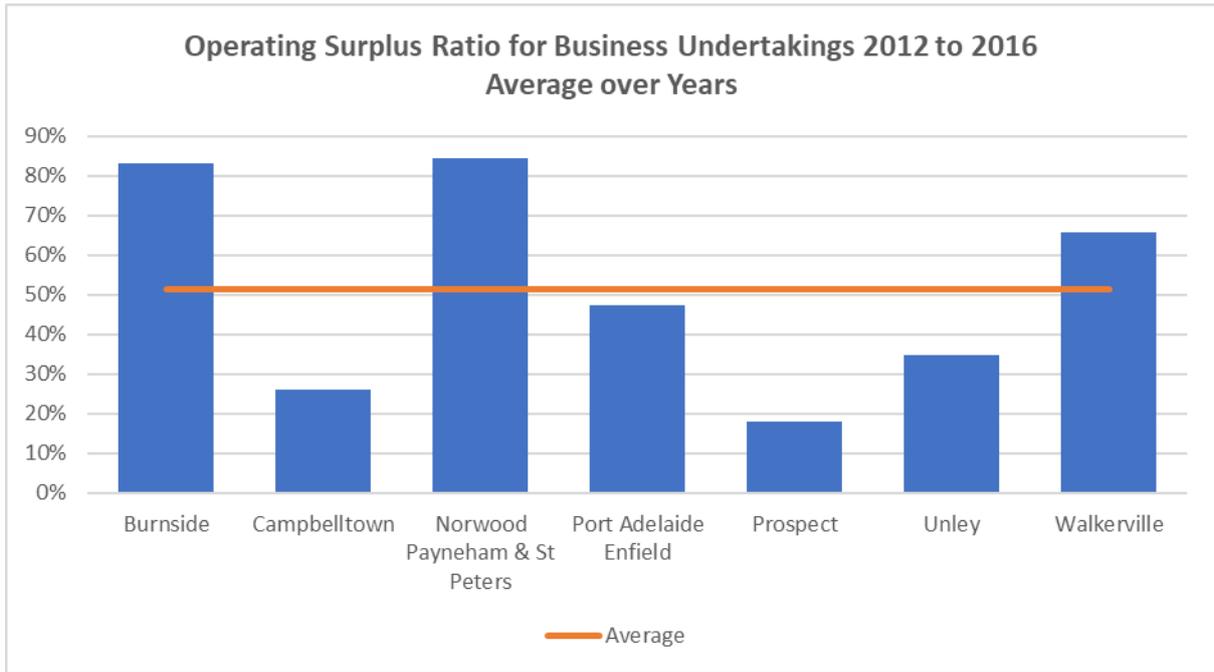
### Business Undertakings Result

Business undertakings are not usually a major part of a Council's income and there are a number of factors to consider with Council business activities.

- If the activity is being undertaken to increase income to Council to reduce the reliance on rating then the activity should be making reasonable profits for the Council. Losses would be a burden on rating.
- If the activity is being undertaken to provide a service to the community then the profits may not be as high as outcomes other than financial ones may be more important to Council.
- The transparent nature of Council makes operating businesses more challenging particularly if competing with other private businesses.

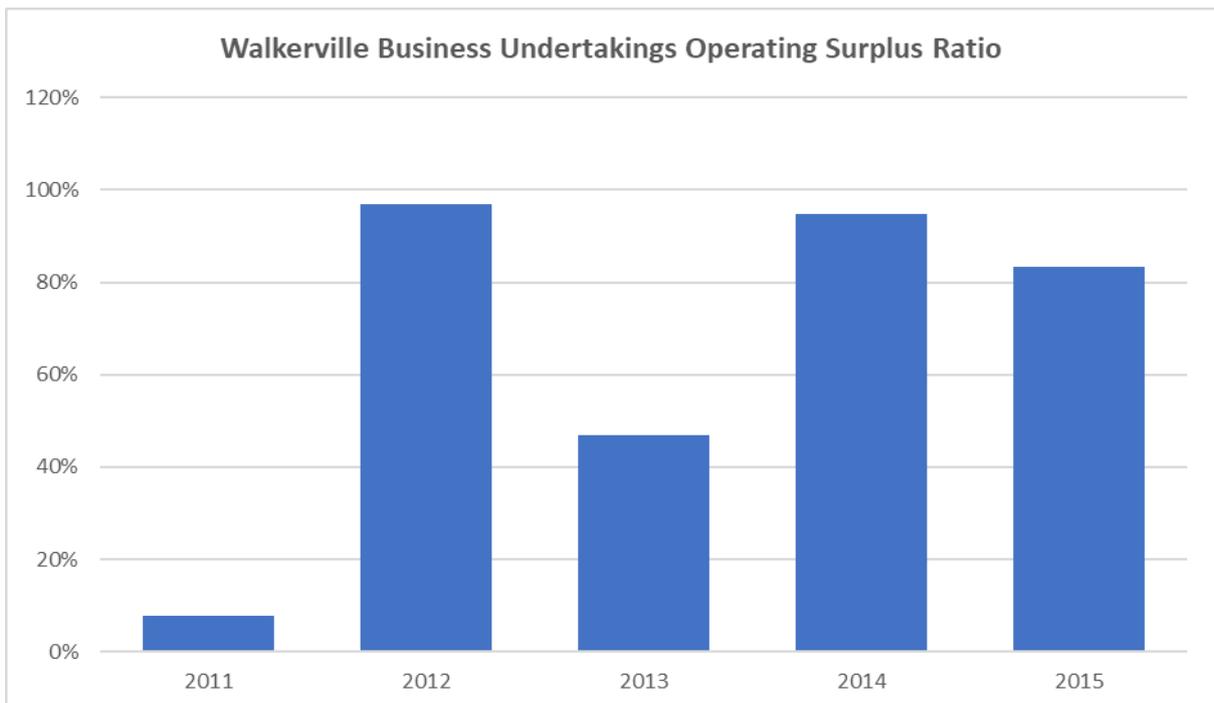
Business undertakings include the following activities:

- Caravan/camping parks
- Real estate development
- Car parking – off street
- Community Waste Water Management
- Domestic water supply
- Electricity Supply
- Town Bus Service
- Gravel Pits/Quarries
- Markets/Saleyards
- Private works
- Investment Property



Operating Surplus Ratio for Business Undertakings – Average over Years 2012 - 2016	
Highest level	Norwood Payneham & St Peters
Lowest level	Prospect
Higher than average	Burnside, Norwood Payneham & St Peters, Walkerville
Close to average	Port Adelaide Enfield
Lower than average	Campbelltown, Prospect, Unley
Walkerville	3 <sup>rd</sup> Highest on 66%

This data only became available on the Grants Commission Database from 2012. Walkerville’s results were slightly higher on average of the comparison Councils.



Walkerville has been making an Operating Surplus over this period, but the results are not consistent.

**Comment: Although results are slightly higher than average and better in 2013 and 2015, Council may wish to review their business activities to ensure that are delivering the results that Council desires.**

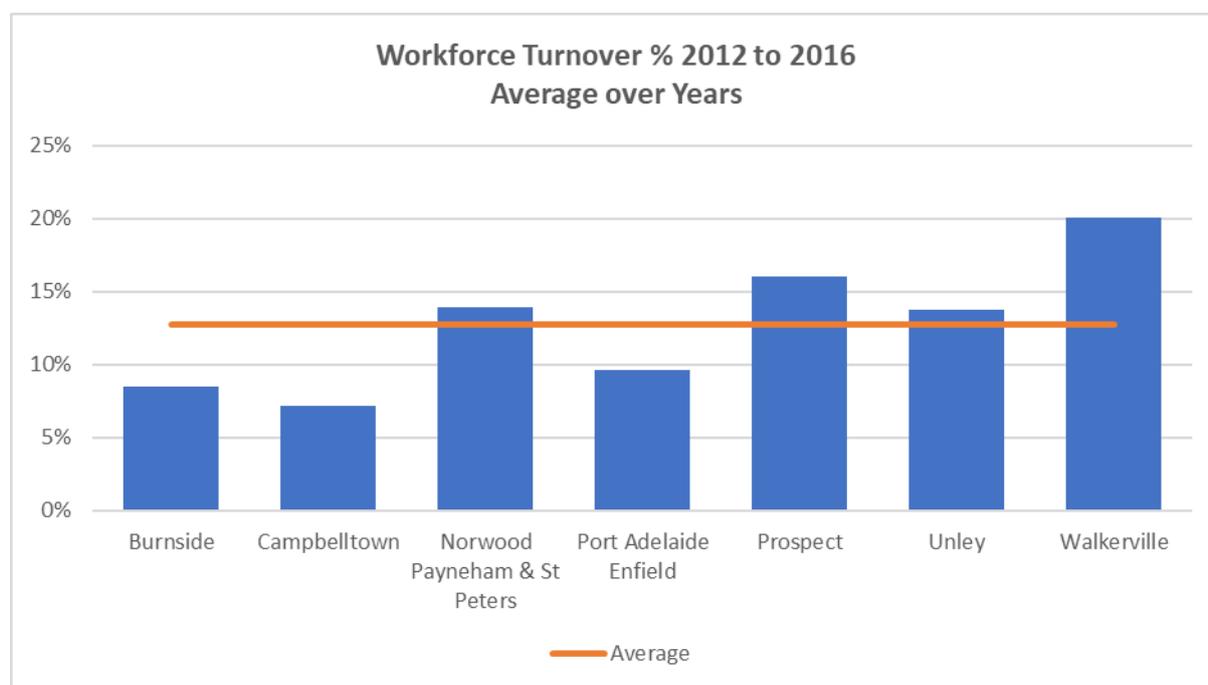
### Employees

Employee costs are approximately 30% of total operating expenditure for Councils and are therefore a significant expenditure area.

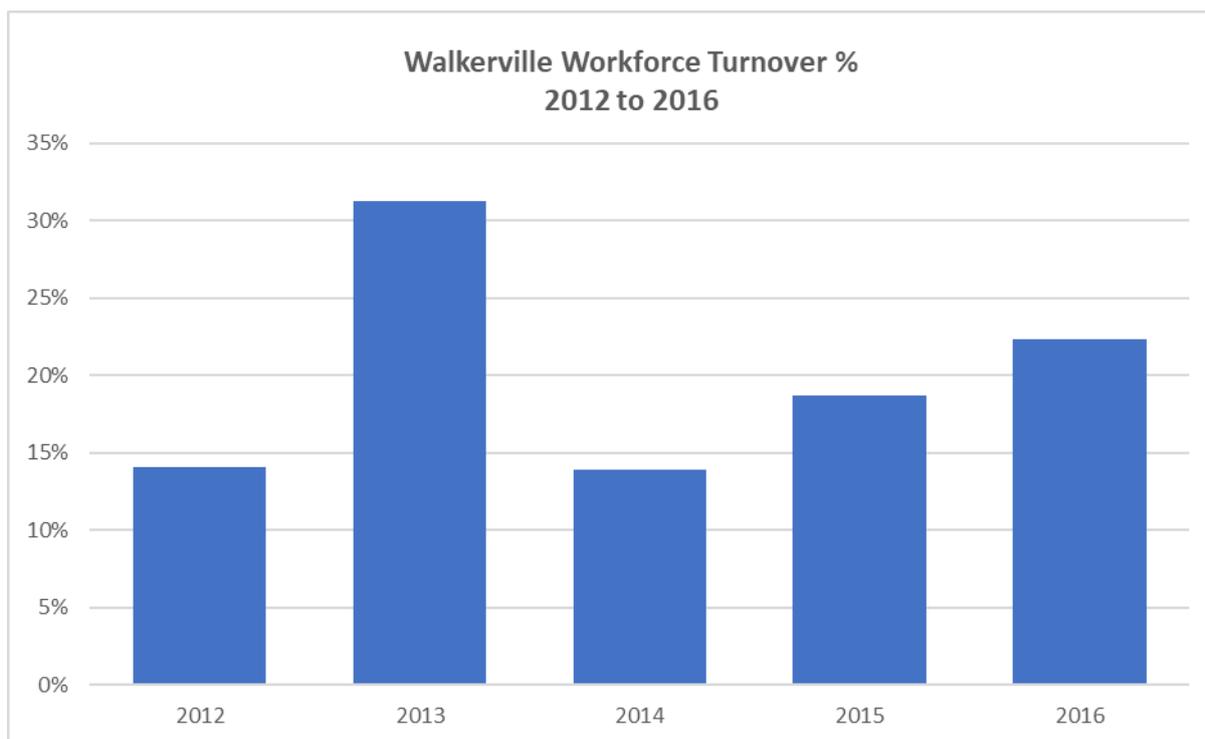
### Workforce Turnover

Councils commit considerable resources into employing and developing staff. A high turnover of staff can increase employment costs, decrease productivity and lose corporate knowledge and competence.

A lower turnover of staff may indicate a more stable and effective workforce.



Workforce Turnover % – Average over Years 2012 - 2016	
Highest level	Walkerville
Lowest level	Campbelltown
Higher than average	Prospect, Walkerville
Close to average	Norwood Payneham & St Peters, Unley
Lower than average	Burnside, Campbelltown, Port Adelaide Enfield
Walkerville	Highest of group.



Walkerville’s average improved in 2014 but has increased since then. Turnover is more apparent in a smaller Council as one staff member per 50 staff is a 2% turnover whilst one staff member in a larger Council of 100 total staff is only 1% turnover.

**Comment: Council may wish to continue to monitor this data to ensure that the results are reflective of Council’s Workforce Strategy. It is worth keeping in mind that in a Council with small numbers of employees a single termination is of greater effect than for Councils with larger numbers of employees.**

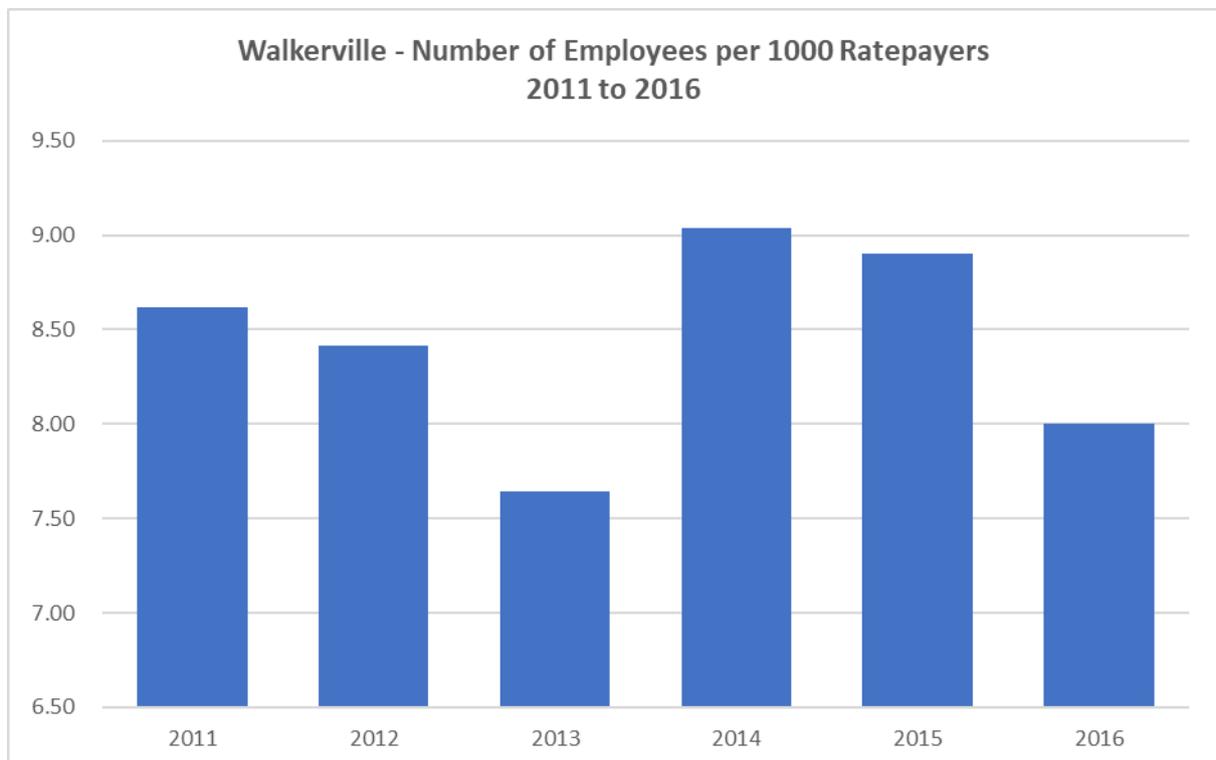
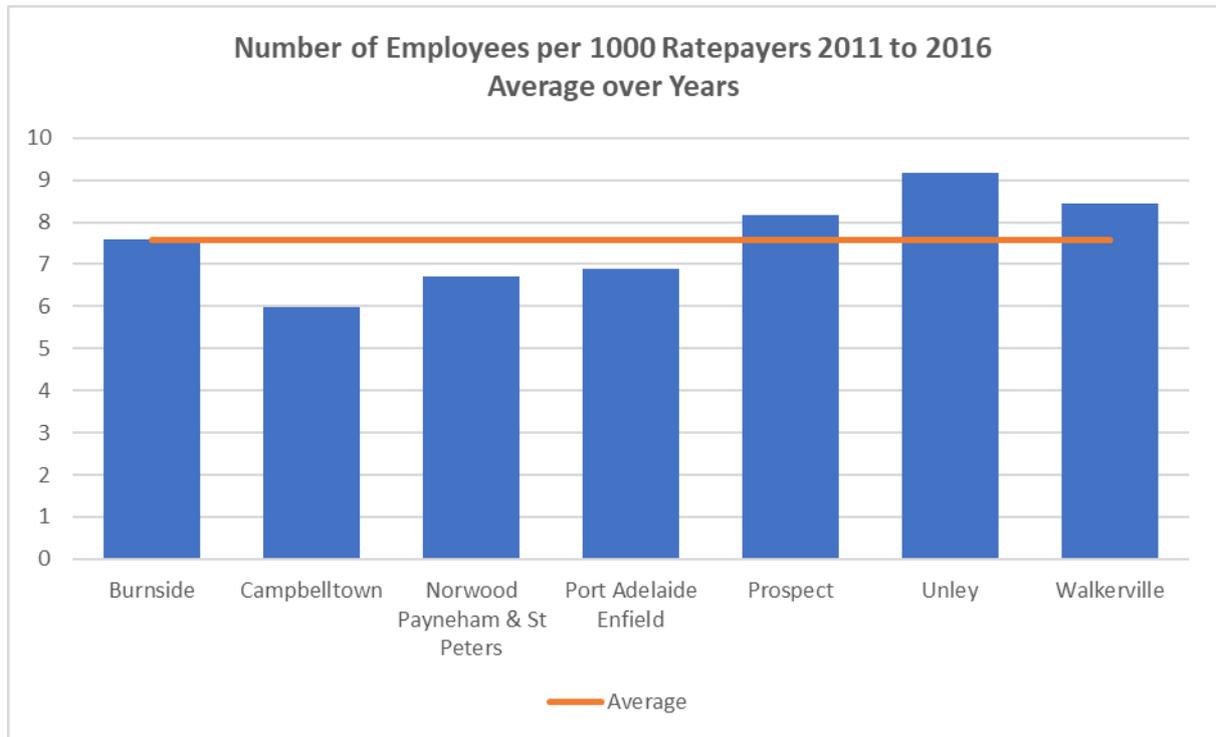
### *Number of Employees*

Obviously, the number of employees in a smaller Council is going to be less than a larger Council so it is better to break the data into comparable information such as operating employees per 1000 head of population to give a comparable figure.

The data indicates how many employees are required to provide the Councils’ services to their communities. Councils will also provide services using contractors who are not included in this data. This data is therefore limited in providing any comparison, as a Council with a low number of employees may be using more contractors to provide services instead of using employees.

<b>No. of Employees per 1000 Ratepayers – Average over Years 2012 - 2016</b>	
Highest level	Unley
Lowest level	Campbelltown
Higher than average	Unley
Close to average	Burnside, Prospect, Walkerville
Lower than average	Campbelltown, Norwood Payneham & St Peters, Port Adelaide Enfield
Walkerville	2 <sup>nd</sup> Highest down from highest in 2015.

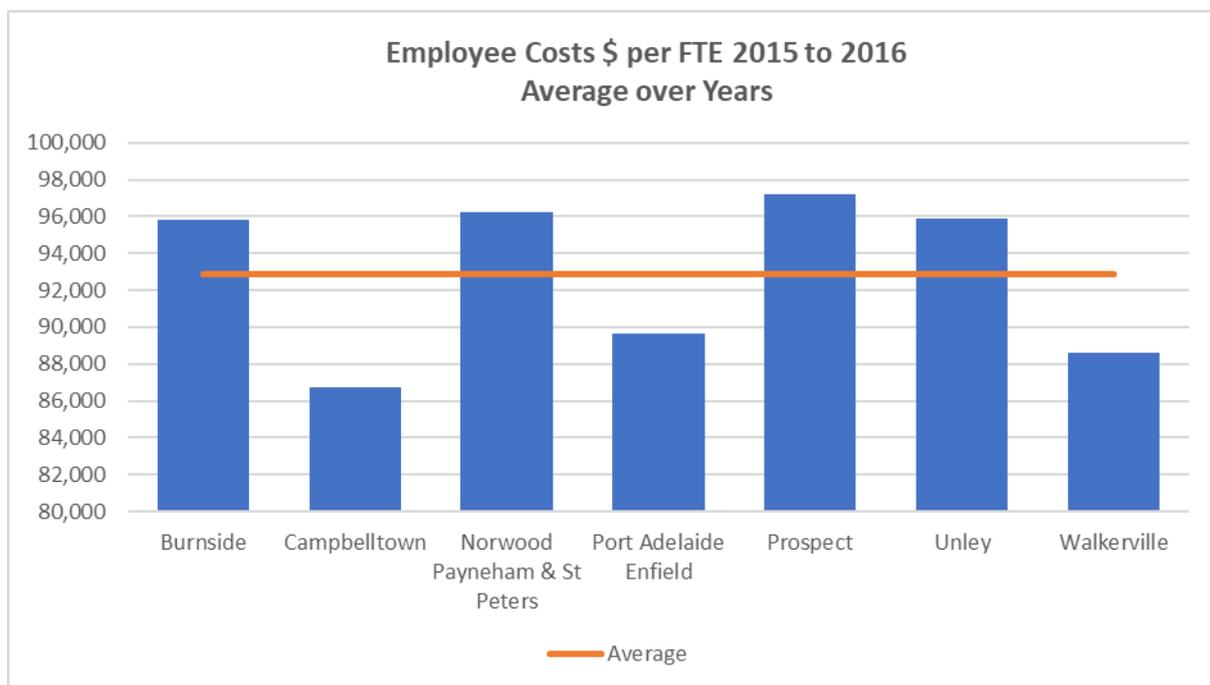
Walkerville has had a decrease over the past 3 years and 2016 was the 2<sup>nd</sup> lowest ratio of employee numbers.



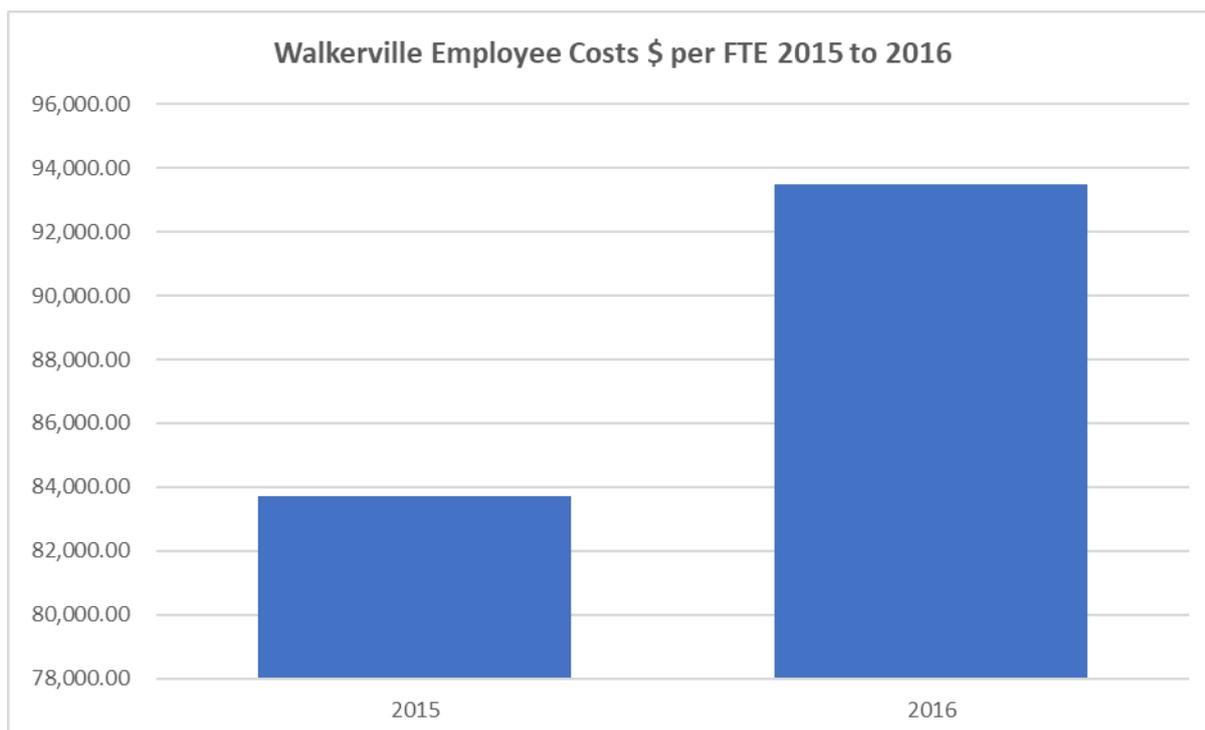
**Comment: Number of employees is not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data but this should be undertaken in respect to levels of services provided.**

**Employee Costs per Employee**

Employee costs include the cash wages paid to employees along with superannuation, workers compensation insurance and leave costs. Staff in Councils range from manual labourers to professionals through to executives, all paid at different rates. Some Councils use contractors and consultants to fill some roles instead of employing staff. Some Councils are geographically larger with more asset management requirements and consequently more labour staff compared to professionals and thus a different mix of staff salaries and wages. This can make comparisons of employee costs difficult. However, the average employee costs per employee are shown below and give some insight in the variations between Councils.



Employee Costs \$ per FTE – Average over Years 2015-2016	
Highest level	Prospect
Lowest level	Campbelltown
Higher than average	Burnside, Norwood Payneham & St Peters, Prospect, Unley
Close to average	None
Lower than average	Campbelltown, Port Adelaide Enfield, Walkerville
Walkerville	2 <sup>nd</sup> lowest



Walkerville has the 2nd lowest in the group and is below average but had an increase between 2015 and 2016 of 12%. Both Campbelltown and Port Adelaide Enfield have larger geographically sized Councils and potentially more field staff than the other Councils. Walkerville has very low numbers of field staff which should push the average employee costs higher but also uses consultants and contractors for a number of tasks so this may reduce the cost of professional staff.

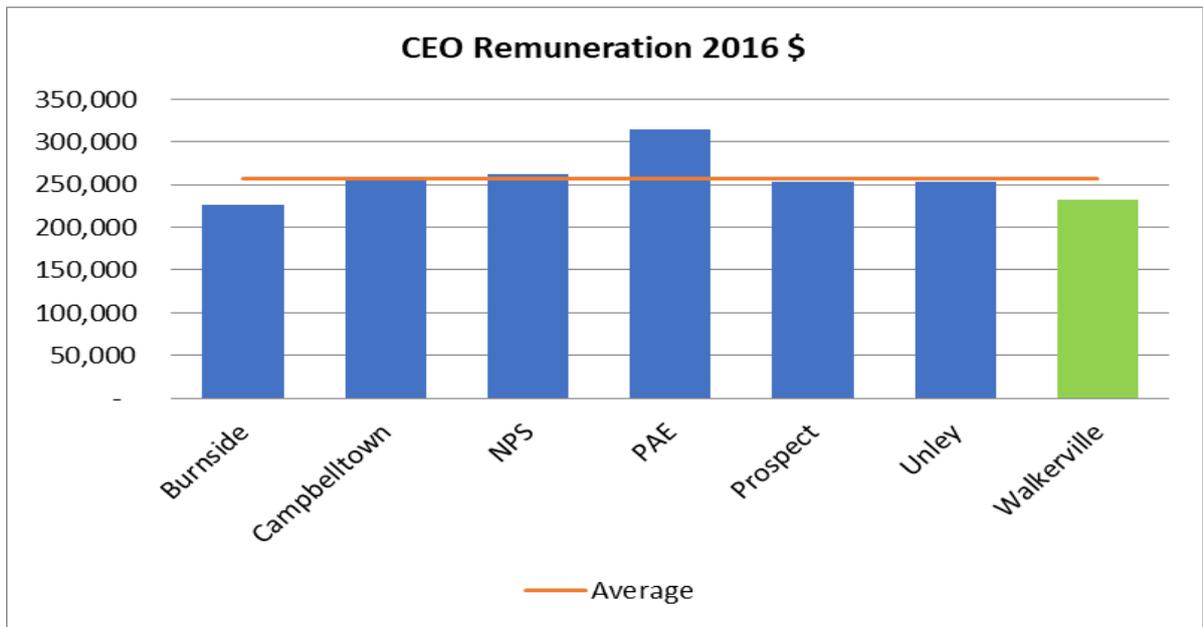
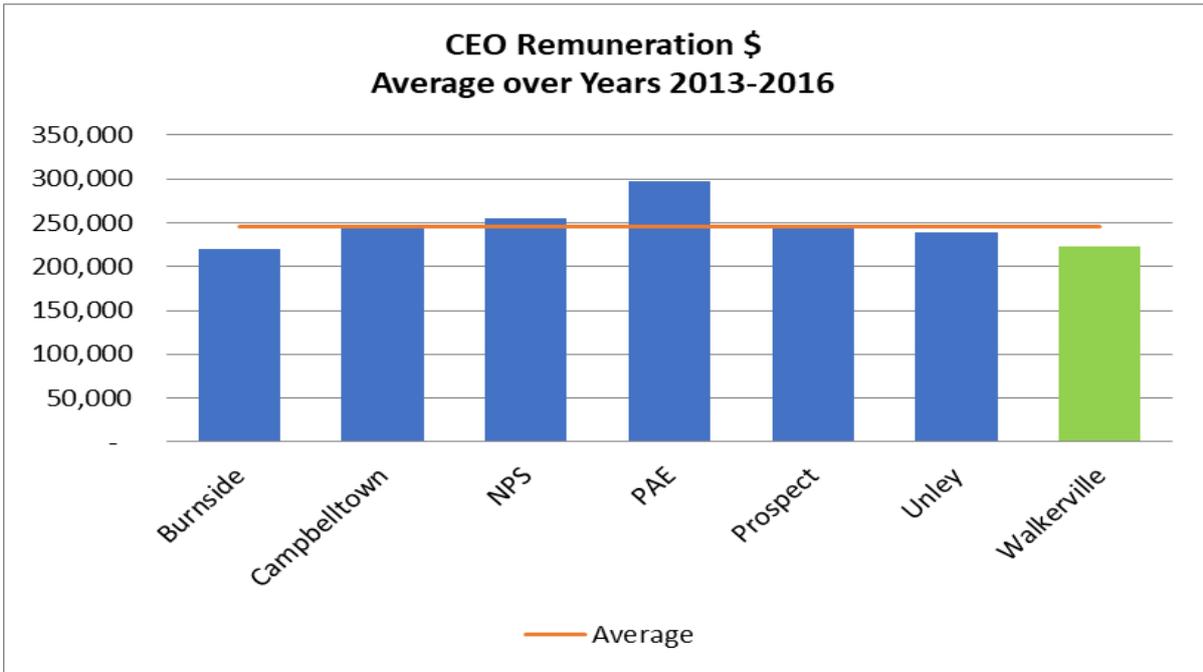
**Comment: Employee costs per employee are not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data but this should be undertaken in respect to levels of services provided**

### *CEO Remuneration*

The CEO is the only person employed directly by the Elected Members and is the key staff member driving the achievement of the communities and Council's plans. Councils understand they need to offer competitive packages to attract quality people however the media and communities are often interested in what CEOs earn from a more cost pressure perspective.

The graphs below show the average CEO remuneration for the comparison Councils over the 2013-2016 period and also the average for the comparison Councils just for 2016.

<b>Average CEO Remuneration \$ – Average over Years 2013-2016</b>	
Highest level	Port Adelaide Enfield
Lowest level	Burnside
Higher than average	Port Adelaide Enfield
Close to average	Campbelltown, Norwood Payneham & St Peters, Prospect, Unley
Lower than average	Burnside, Walkerville
Walkerville	2 <sup>nd</sup> Lowest



In both graphs Walkerville is below the average and also the second lowest.

**Comment: Favourable from the point of view of cost to Council but should also be considered from a recruitment and retention point of view.**

**Financial Performance Summary**

Attribute	Walkerville compared to Average	Comment
Adjusted Operating Surplus Ratio	Lower than Average (unfavourable)	Council should continue to monitor this ratio when forming budgets and to monitor the long term financial plans forecasts.

Net Financial Liabilities Ratio	Higher than Average (unfavourable)	Council should continue to monitor this ratio when forming budgets and long term financial plans to continue to improve this outcome.
Revenue and Expenditure Growth	Increase in Income is higher than increase in expenditure (favourable)	Walkerville has increased income at a higher rate than expenditure in order to move to a surplus operating position. The ongoing increase in Operating Surplus in Council's Long Term Financial Plan will reduce the level of debt and decrease the Net Financial Liabilities Ratio.
Rates per Ratepayer	Higher than Average (unfavourable)	Council may wish to continue to monitor this result and take it into account when setting its Annual Business Plan, Budget and Rates
Increase in Rates	Average but higher than inflation	
Grants per Ratepayer	Lower than Average	Higher grants mean lower reliance on own source income such as rates but also means income is subject to changes from other levels of Government
Own Source Income	Higher than Average	
Business Undertakings Operating Surplus Ratio	Higher than Average	Although results are higher than average, Council may wish to review their business activities to ensure that are delivering the results that Council desires.
Workforce Turnover	Higher than Average (unfavourable)	Council may wish to continue to monitor this data to ensure that the results are reflective of Council's Workforce Strategy. It is worth keeping in mind that in a Council with small numbers of employees a single termination is of greater effect than for Councils with larger numbers of employees.
Number of Employees	Higher than Average	Number of employees is not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data but this should be undertaken in respect to levels of services provided.
Employee Costs per Employee	Lower than Average	Employee costs per employee are not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data but this should be undertaken in respect to levels of services provided
CEO Remuneration	Lower than Average	Favourable from the point of view of cost to Council but should also be considered from a recruitment and retention point of view.

## Asset Management

Asset Management balances asset management needs with available funds to make the best use of public resources.

### Asset Sustainability Ratio

Renewal/replacement is the \$ amount that a Council's Asset Management Plan states is required each year to retain the asset at a certain standard. This amount is not included in a Council's financial reports as an operating expenditure but is capital expenditure.

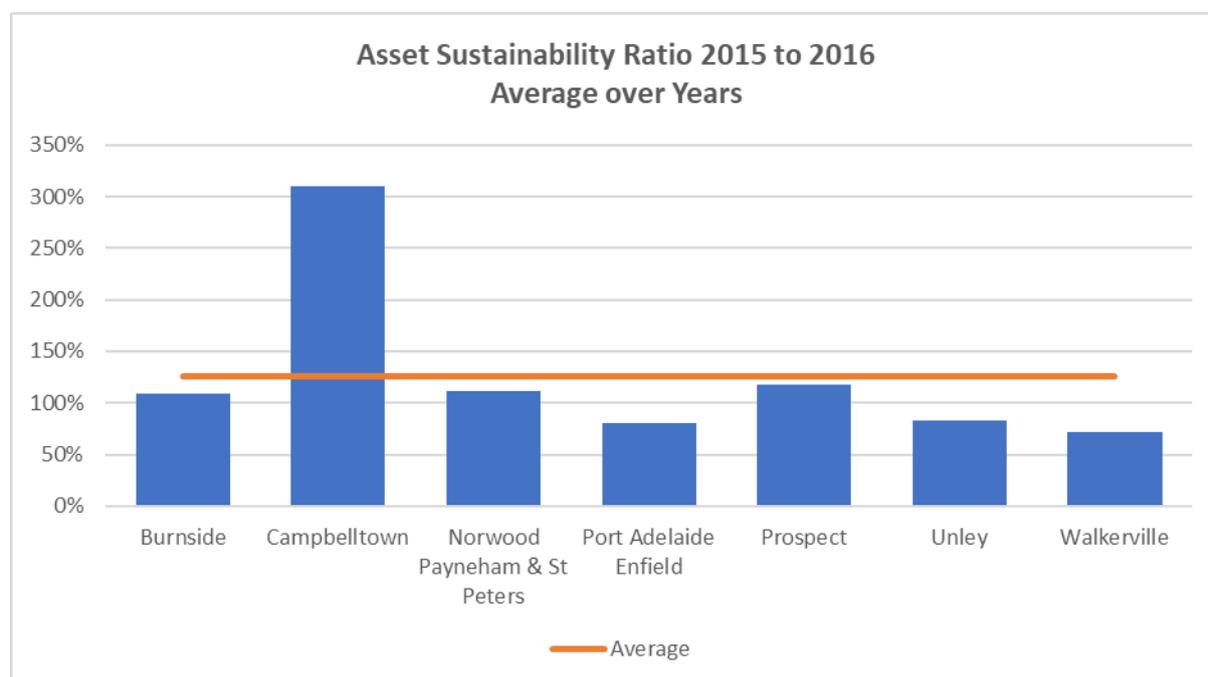
The Asset Sustainability Ratio shows the amount of spending on asset renewal/replacement compared to the amount set out in the Council's Asset Management Plan. If a Council spends less than their Asset Management Plan sets out, consistently over time, the assets will deteriorate. This may result in higher asset renewal/replacement costs in the future than the Council would have been subjected to if it had managed its assets in a timely manner.

In the past the Asset Sustainability Ratio has been calculated differently by many Councils, comparing renewal/replacement expenditure to depreciation. Depreciation is a calculation of Value

of Asset/life of Asset. This calculation results in a \$ amount which is the same each year and represents the consumption of the asset. It is included in a Council’s financial reports as an operating expenditure item.

Renewal/Replacement expenditure may be different to depreciation as the Renewal/Replacement amounts for Assets are not equal each year. An asset may last for many years before it requires renewal expenditure and thus there will be some years when expenditure is higher and some when it is lower.

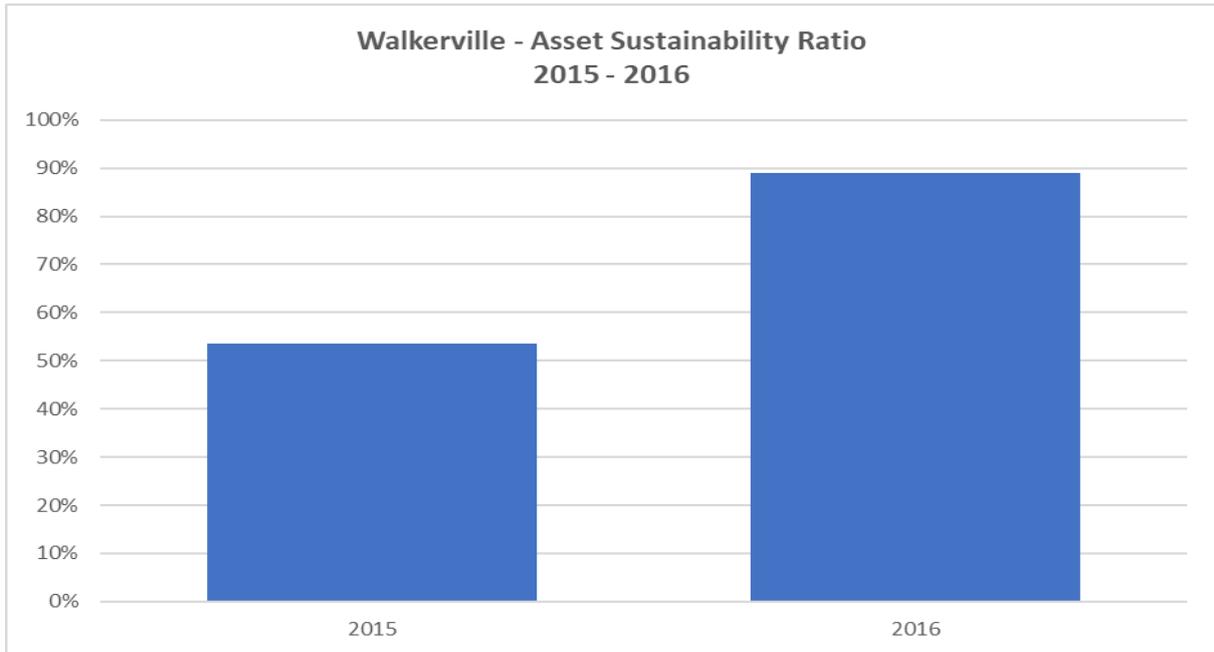
From the 2014/15 financial year, all Councils were required to use their Asset Management Plan Renewal/Replacement requirements in the calculation and not the depreciation amount. Therefore, this report only includes results from 2014/15 onwards.



Asset Sustainability Ratio – Average over Years 2015-2016	
Highest level	Campbelltown
Lowest level	Walkerville
Higher than average	Campbelltown
Close to average	Burnside, Norwood Payneham & St Peters, Prospect
Lower than average	Port Adelaide Enfield, Unley, Walkerville
Walkerville	Lowest

A Council that is consistently spending much less than required from their Asset Management Plans would need to investigate the results to determine how this is affecting the long-term capability of their assets. A Council that is consistently spending much more than required from their Asset Management Plans should consider if they are overspending on their assets.

Walkerville’s ratio has improved since 2015 and considerable work has been undertaken to improve Asset Management Plans.

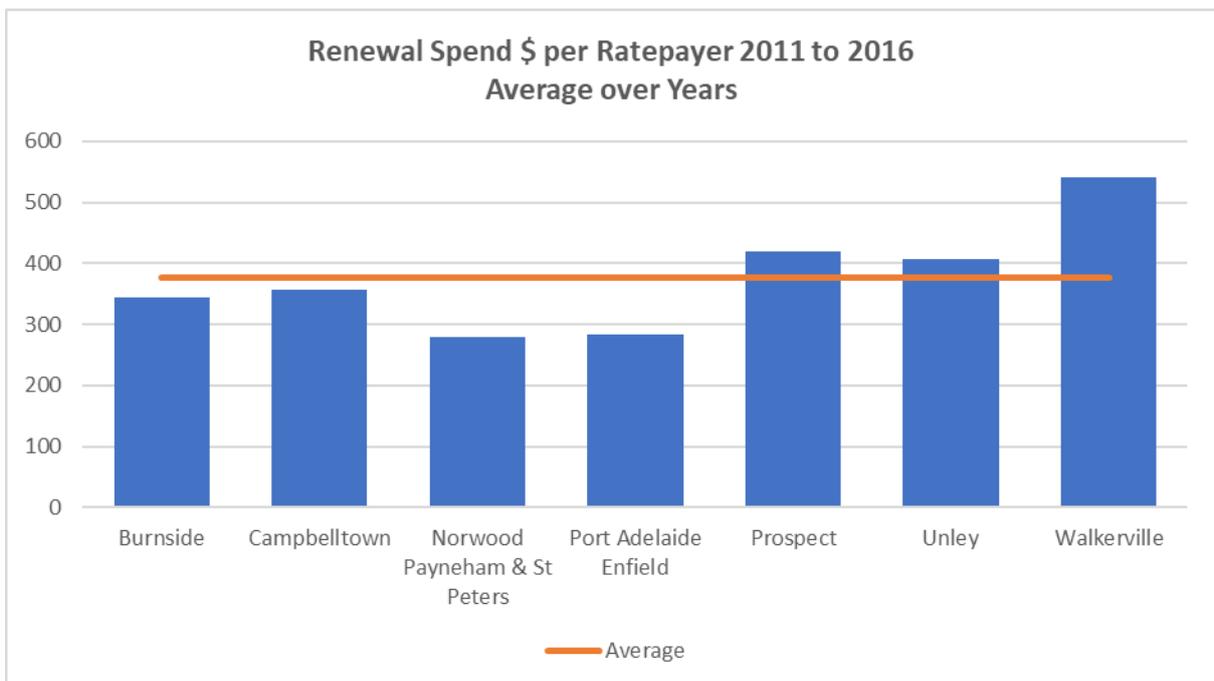


**Comment: Continue to monitor this ratio to ensure that assets are being managed appropriately.**

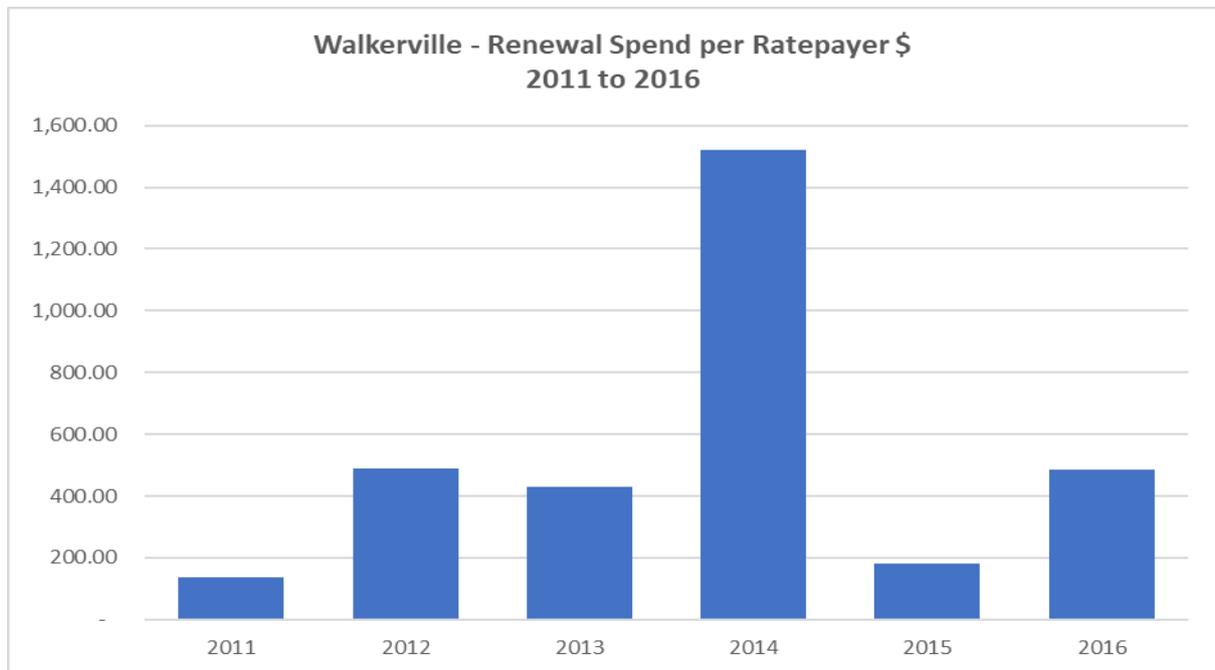
#### Renewal per Ratepayer

Asset sustainability considers the amount of renewal work undertaken on Councils' existing assets. The amount spent per ratepayer is used in the Victorian Reporting Framework but the ratio doesn't really give a full picture of the standard of a Council's assets and whether the renewal work undertaken is appropriate. It therefore doesn't give a true indication about whether a higher spend per ratepayer means that a Council is spending more than it should or being less efficient.

The graph below shows the average renewal per ratepayer for 2011 to 2016.



Renewal Spend \$ per Ratepayer – Average over Years 2011-2016	
Highest level	Walkerville
Lowest level	Norwood Payneham & St Peters
Higher than average	Walkerville
Close to average	Burnside, Campbelltown, Prospect, Unley
Lower than average	Norwood Payneham & St Peters
Walkerville	Highest level

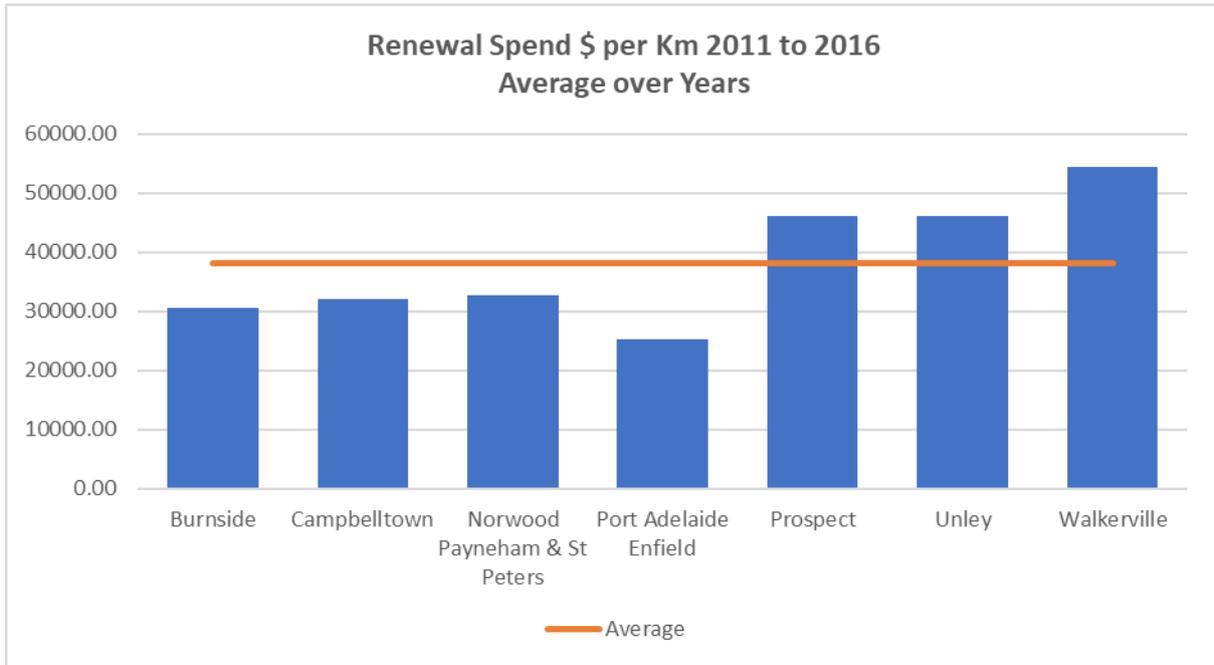


Walkerville’s renewal spend has fluctuated considerably over the years. The spending should become more consistent now that Asset Management Plans are in place.

**Comment: Continue to monitor this data along with the Asset Sustainability Ratio**

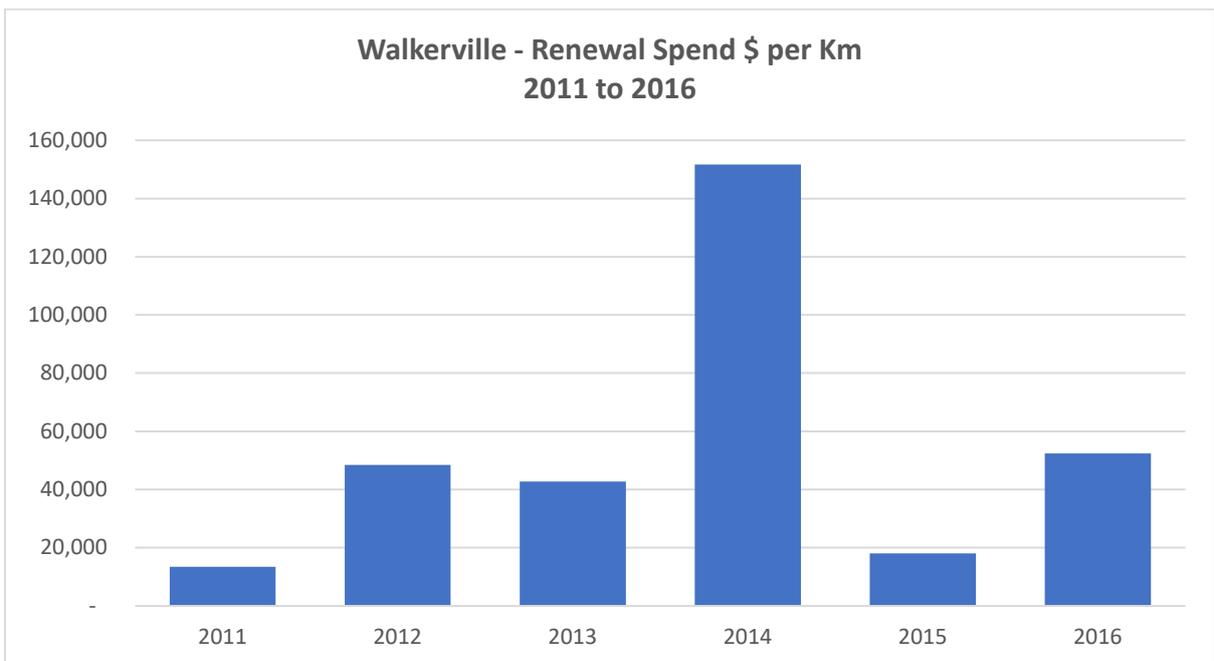
### Renewal per Kilometre of Road

The graph below shows the average renewal cost per kilometre of road.



Renewal Spend \$ per Km – Average over Years 2011-2016	
Highest level	Walkerville
Lowest level	Port Adelaide Enfield
Higher than average	Prospect, Unley, Walkerville
Close to average	None
Lower than average	Burnside, Campbelltown, Norwood Payneham & St Peters, Port Adelaide Enfield
Walkerville	Highest level

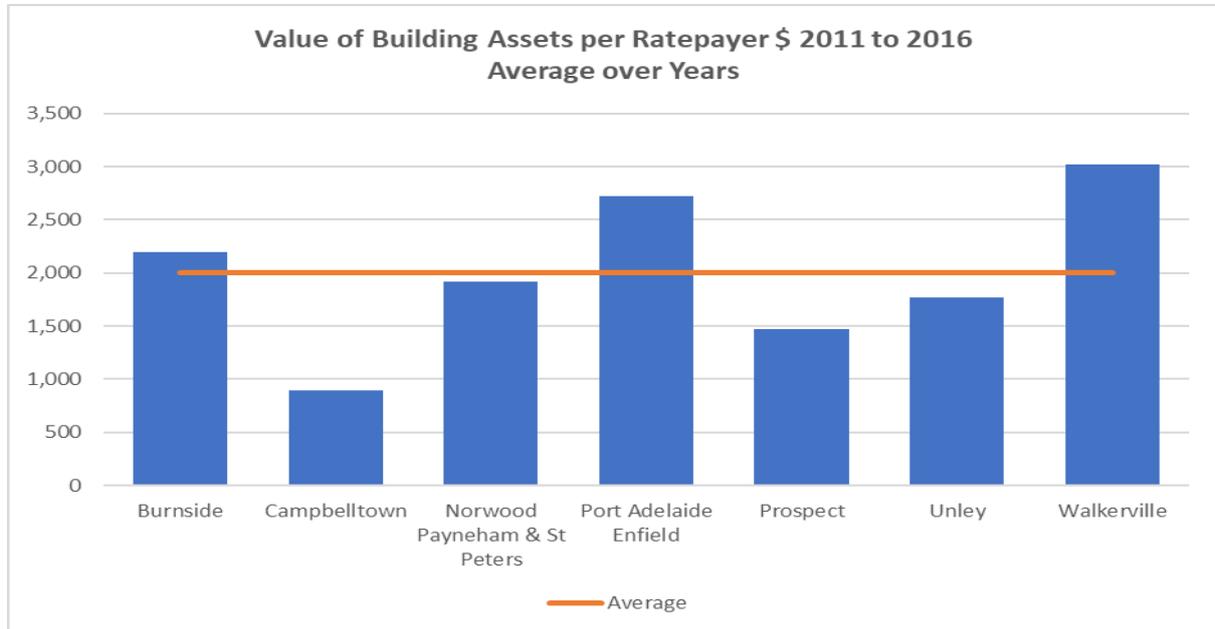
Walkerville’s Asset Management Plans have been revised so expenditure in the past on renewal may not reflect the amount required as per the plans.



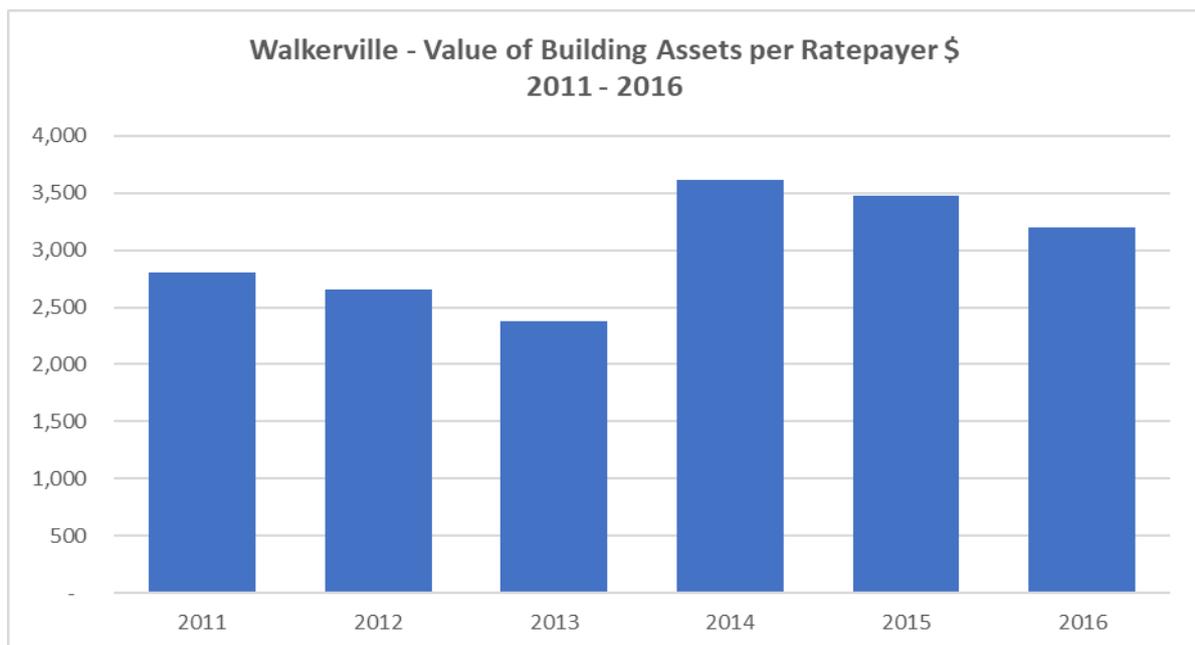
**Comment: Continue to monitor this data and Asset Management Plan requirements.**

### Building Assets per Ratepayer

Councils in the city area have considerable building assets. Comparing the Building Asset values to the number of ratepayers gives an understanding of the potential impact of renewing, replacing and maintaining these assets.



Value of Building Assets per Ratepayer \$ – Average over Years 2011-2016	
Highest level	Walkerville
Lowest level	Campbelltown
Higher than average	Port Adelaide Enfield, Walkerville
Close to average	Burnside, Norwood Payneham & St Peters
Lower than average	Campbelltown, Prospect, Unley
Walkerville	Highest



The redeveloped Civic Centre has contributed to some of the increase in 2014, however the years before were also higher than the average so Walkerville has a significant stock of buildings.

**Comment: Council may wish to consider whether the level of building assets is appropriate for the community.**

### Asset Management Summary

Attribute	Walkerville compared to Average	Comment
Asset Sustainability Ratio	Below average	Continue to monitor this ratio to ensure that assets are being managed appropriately
Renewal per Ratepayer	Above the average	Continue to monitor this data along with the Assets Sustainability Ratio
Renewal Cost per Km	Above the average	Continue to monitor this data and Asset Management Plan Requirements
Building Asset Value per Ratepayer	Above the average	Council may wish to consider whether the level of building assets is appropriate for the community.

### Governance/Community Leadership

The Victorian Government Performance Reporting Framework defines Governance as the provision of good governance to the community including making and implementing decisions with reference to community engagement, policy frameworks and agreed practice and in compliance with relevant legislation.

Local Government in Victoria produced a 'Good Governance Guide'. This is a website which sets out information and aspects of 'good governance' for Councils. The Guide lists the following attributes of 'good governance';

Good Governance is:

- Accountable – has an obligation to report, explain and be answerable for the consequences of decisions it has made on behalf of the community it represents.
- Transparent – people should be able to follow and understand the decision-making process and be able to clearly see how and why a decision was made, what information, advice and consultation council considered, and which legislative requirements council followed.
- Follows the rule of law – decisions are consistent with relevant legislation or common law and are within the powers of council.
- Responsive – local government should always try to serve the needs of the entire community while balancing competing interests in a timely, appropriate and responsive manner.
- Equitable and Inclusive – a community's wellbeing results from all of its members feeling their interests have been considered by council in the decision-making process. All groups, particularly the most vulnerable, should have opportunities to participate in the process.

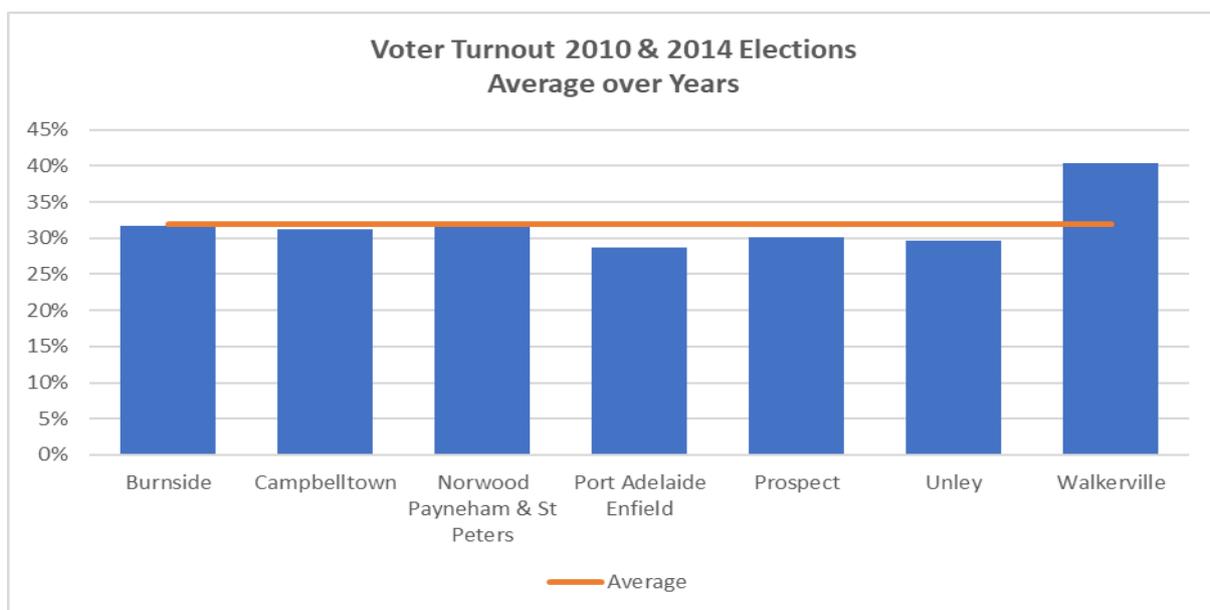
- Effective and Efficient – implement decisions and follow processes that make the best use of the available people, resources and time to ensure the best possible results for their community.
- Participatory – those affected or interested in a decision should have the opportunity to participate in the process for making that decision.

This section will consider some of these aspects that have been measured by the comparison Councils that would be indicative of ‘good governance’.

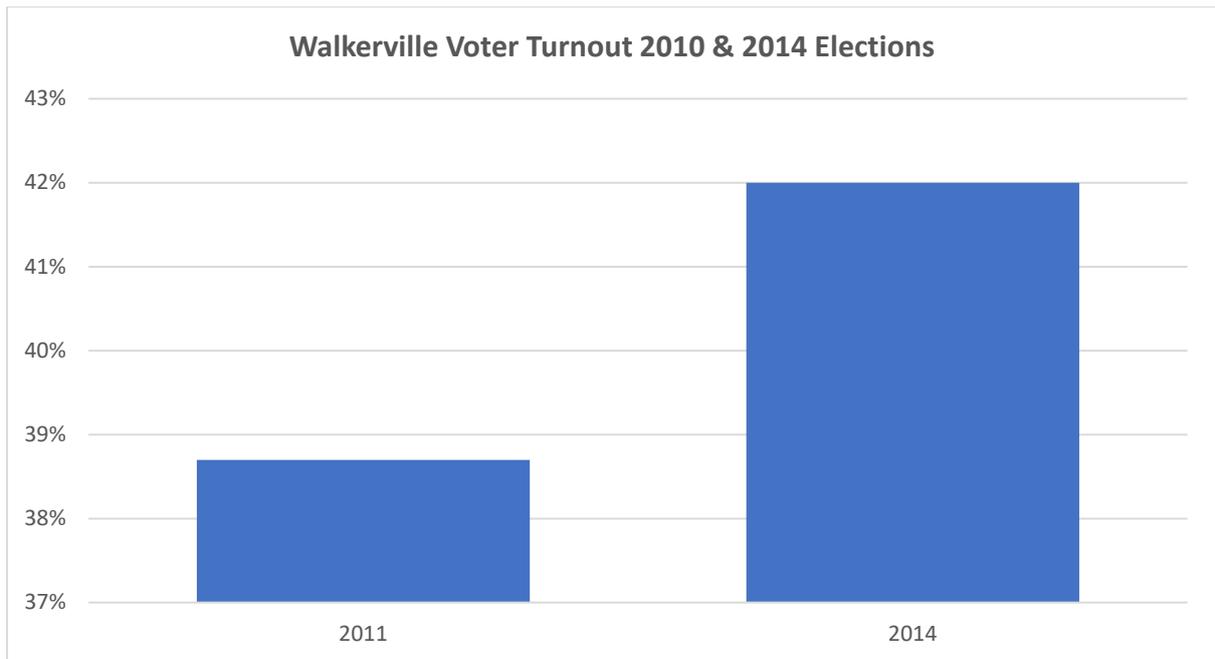
## Democracy

### Voter Turnout

Elected Members represent their communities and make decisions on their behalf. Local Government elections in South Australia are not compulsory and therefore the level of voter turnout may indicate the strength of the democracy and how representative Council is of its community. A high turnout may indicate a community that is more interested and aware of their Council and their activities or may indicate a particular concern amongst voters. A low turnout may indicate either a lack of interest and involvement with Council or contentment among voters.



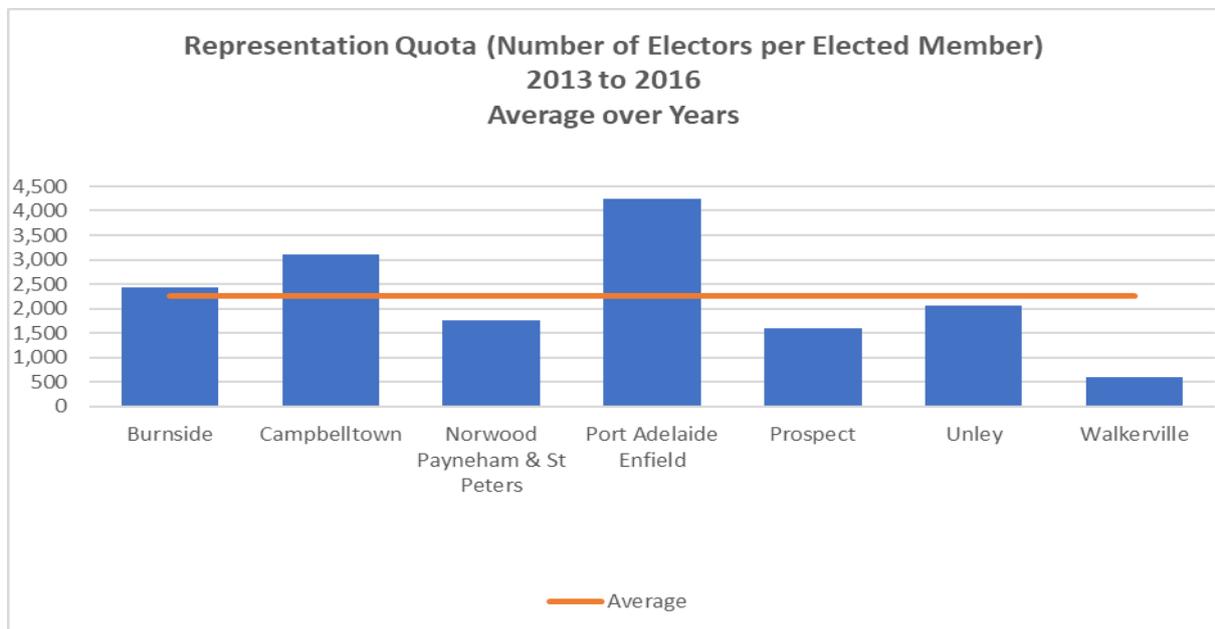
<b>Voter Turnout – Average over Years 2010 &amp; 2014</b>	
Highest level	Walkerville
Lowest level	Port Adelaide Enfield
Higher than average	Walkerville
Close to average	Burnside, Campbelltown, Norwood Payneham & St Peters
Lower than average	Prospect, Unley
Walkerville	Highest



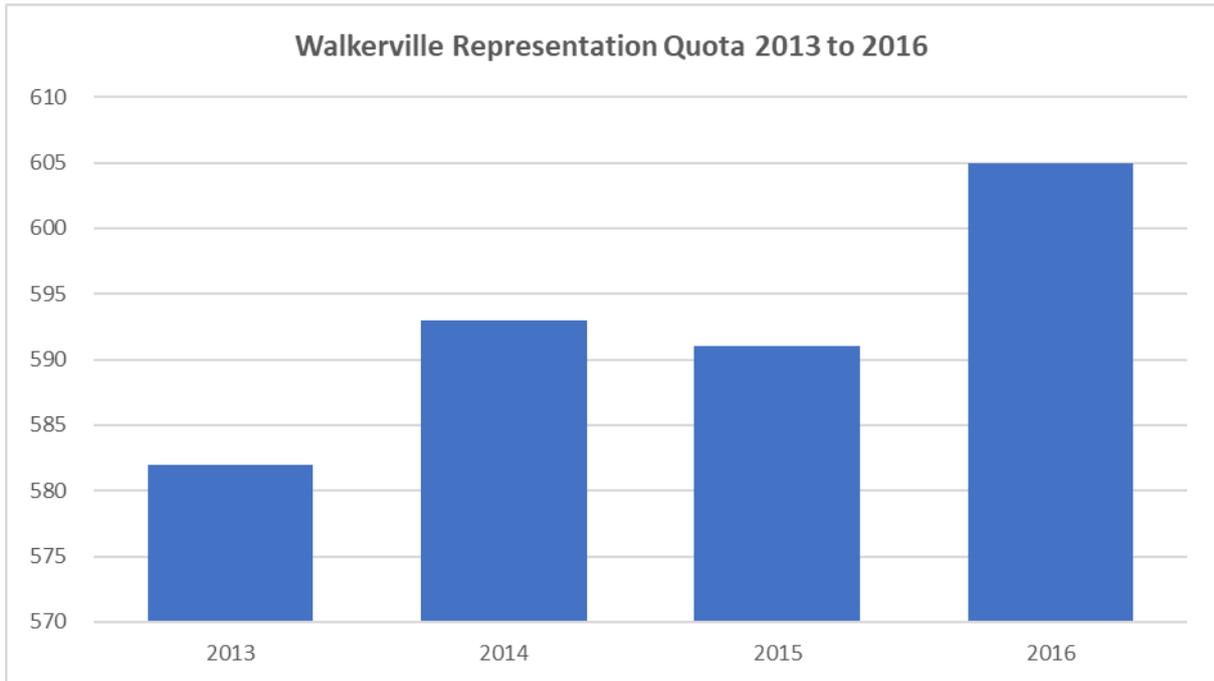
Walkerville had a significant increase in voter turnout in the 2014 elections.

### *Representation Quota*

The Representation Quota is the number of electors to each Elected Member. Higher numbers make it more difficult for Elected Members to be in touch with their electors. Smaller numbers may mean that it is easier for electors to contact their Elected Members about issues.



Representation Quota – Average over Years 2013 to 2016	
Highest level	Port Adelaide Enfield
Lowest level	Walkerville
Higher than average	Campbelltown, Port Adelaide Enfield
Close to average	Burnside, Unley
Lower than average	Norwood Payneham & St Peters, Prospect, Walkerville
Walkerville	Lowest



### **Transparency**

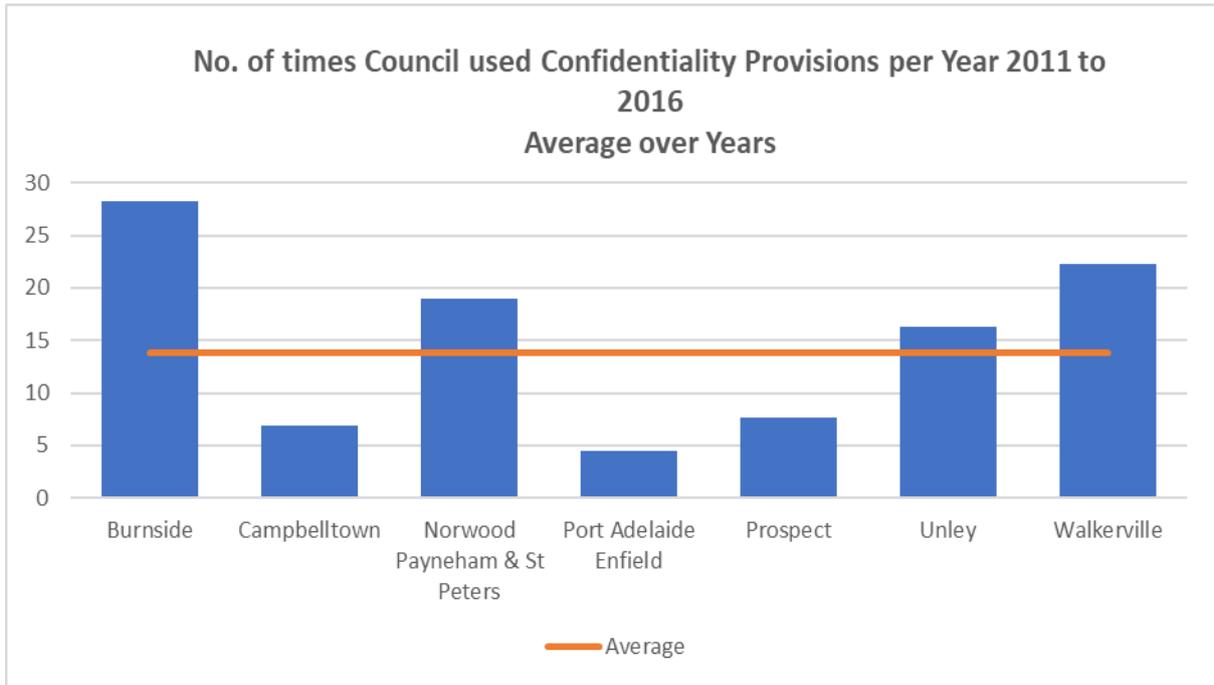
Transparency refers to the information and decision making of Council being open to the public. This can be demonstrated in a number of ways.

### ***Use of Confidentiality***

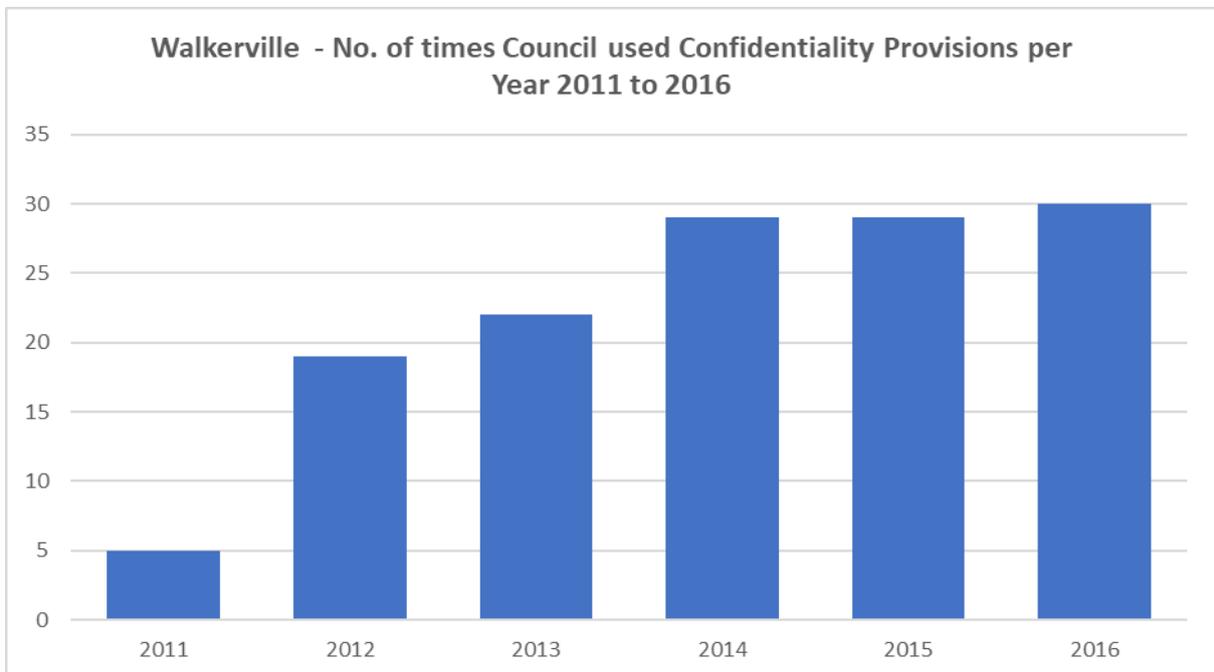
Councils can meet in confidence (without public present) for only specific reasons set out in the Local Government Act 1999. Councils can deal with many different issues over a year including business issues with commercial interests the Council owns and issues regarding staff. These discussions are closed to the public and related documents also kept confidential. A high use of confidentiality may merely indicate that a Council has a number of business issues to discuss but very high usage may be of concern to ratepayers.

The South Australian Ombudsman produced a report in November 2012 on an audit of 12 South Australian Councils and the use of confidentiality at meetings. In this report the Ombudsman notes that 'open and transparent display of a council at work in the interests of its community is a strongly supported feature of our democracy'. The Ombudsman's report shows the number of times items were considered in confidence and there was an average of 32 times for the audited Councils.

The average of our comparison Councils over the years of 2011 to 2016 is 14 which is less than half the number of the Ombudsman's audited Councils.



No. of times Council used Confidentiality Provisions per Year – Average over Years 2011 to 2016	
Highest level	Burnside
Lowest level	Port Adelaide Enfield
Higher than average	Norwood Payneham & St Peters, Walkerville
Close to average	Unley
Lower than average	Campbelltown, Port Adelaide Enfield, Prospect
Walkerville	2 <sup>nd</sup> Highest



Walkerville’s level of the use of Confidentiality has been increasing. In the past few years there has been a number of Council matters relating to commercial matters which would have increased the use of confidentiality.

**Comment: Council may wish to continue to monitor this factor to see if trend improves with a reduction of commercial matters to discuss.**

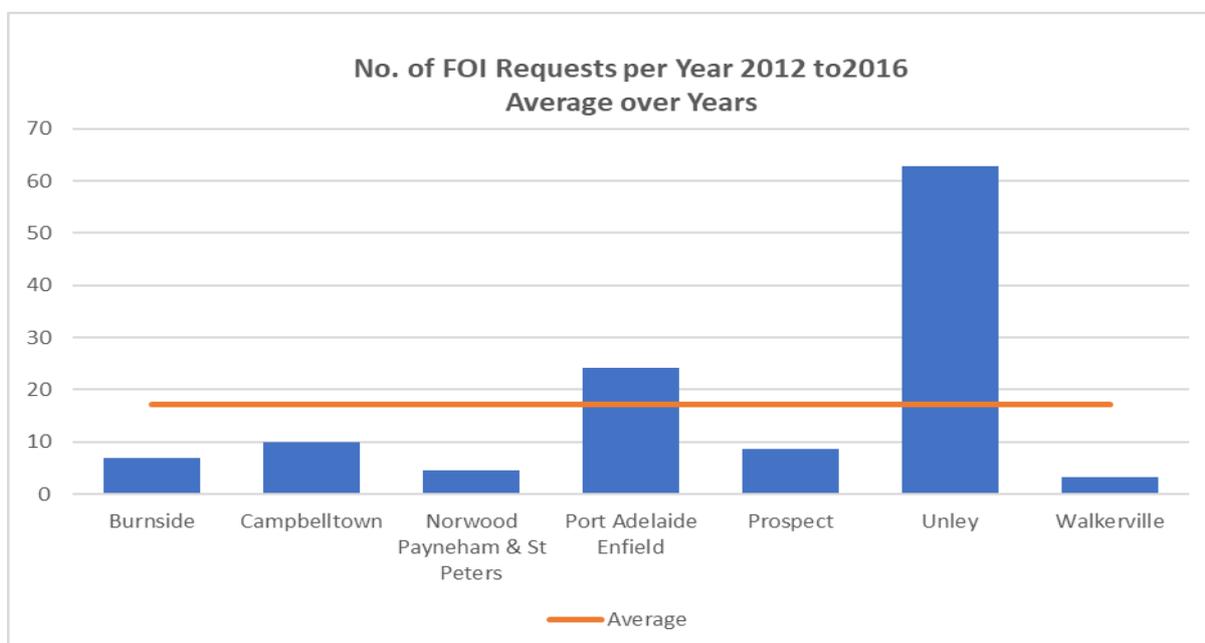
### Freedom of Information (FOI)

Councils provide considerable information on their websites and within material that is available at the Council Offices. The Freedom of Information Act 1991 gives all members of the public the right to access documents which are held by government-related agencies, including Councils. There are some exemptions allowed within the Act.

When the Australian Parliament first considered introducing Freedom of Information legislation in the 1970’s a Senate Committee Report outlines three reasons why FOI is important:

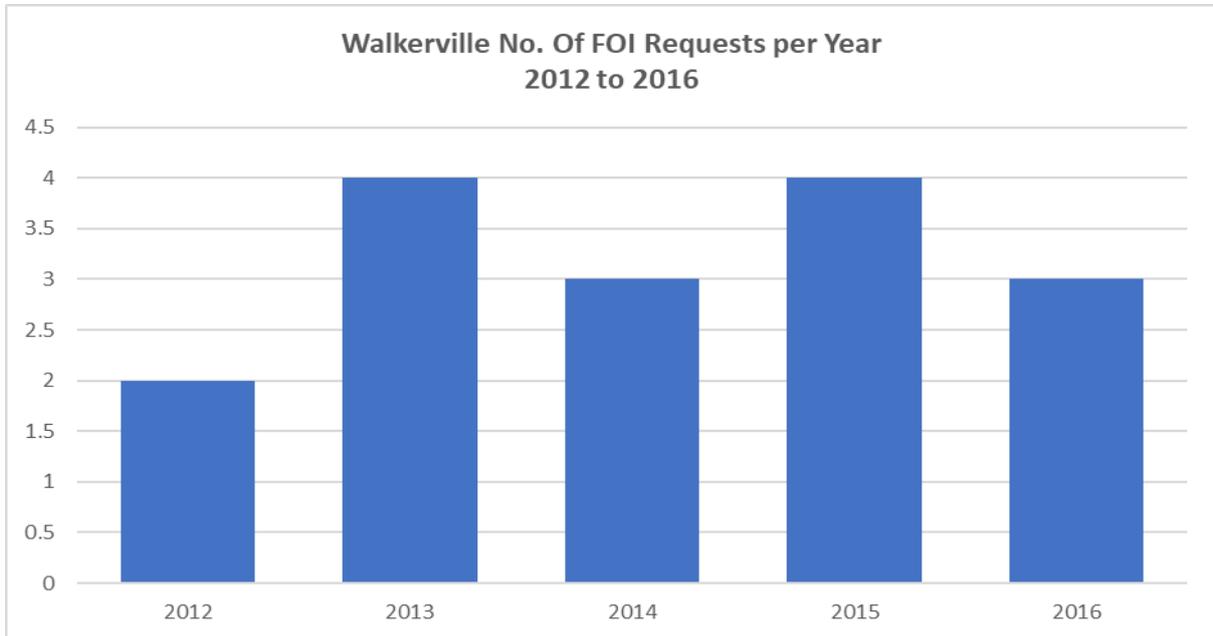
1. FOI allows individuals to see what information government holds about them, and to seek correction of that information if they consider it wrong or misleading.
2. FOI enhances the transparency of policy making, administrative decision making and government service delivery.
3. A community that is better informed can participate more effectively in the nation’s democratic process.

An additional reason considered by the Australian Government is that there is greater recognition that information gathered by government at public expense is a resource and should be available more widely to the public.



No. of FOI Requests per Year – Average over Years 2012 to 2016	
Highest level	Unley
Lowest level	Walkerville
Higher than average	Port Adelaide Enfield, Unley
Close to average	None

Lower than average	Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect, Walkerville
Walkerville	Lowest



## Accountability

### Review of Council Decisions

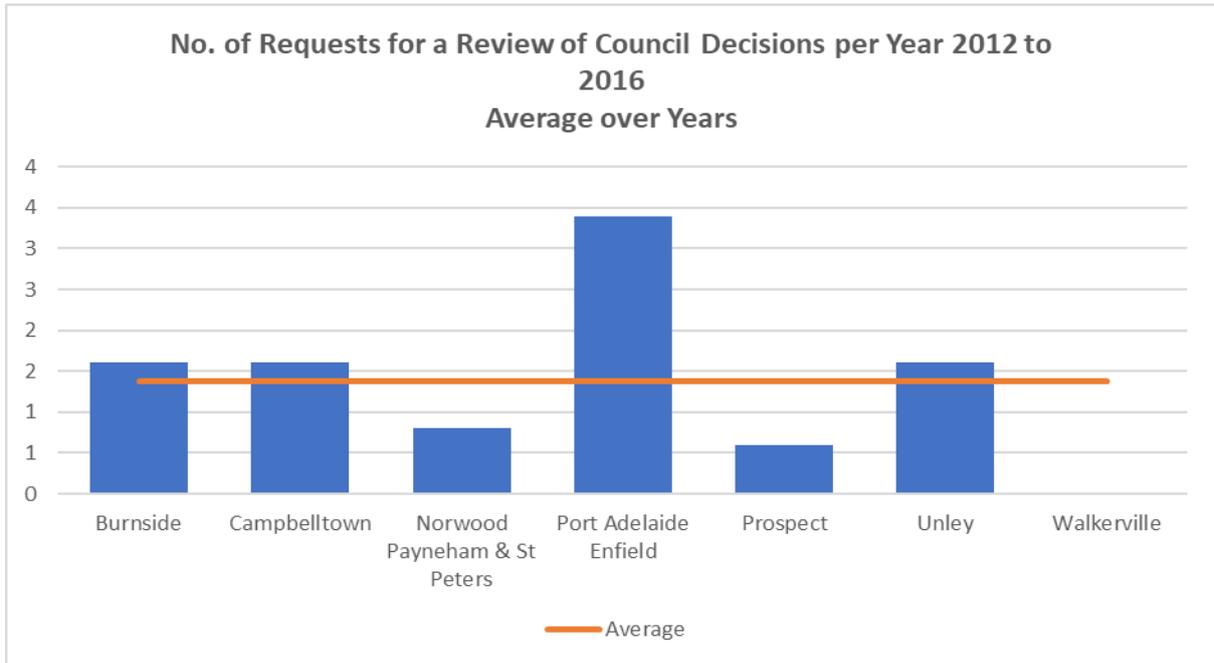
Section 270(1) of the Local Government Act 1999 requires Councils to establish procedures for the review of decisions of:

- a) The Council
- b) Employees of the Council
- c) Other persons acting on behalf of the Council.

Reviews are of the processes undertaken by Council and its representatives used to reach a decision.

The Queensland Ombudsman produced a report 'Good Decision – Making Guide' where the introduction states that "Today's community expects that public agencies will operate consistently and fairly and that government at all levels will have systems in place to ensure this happens".

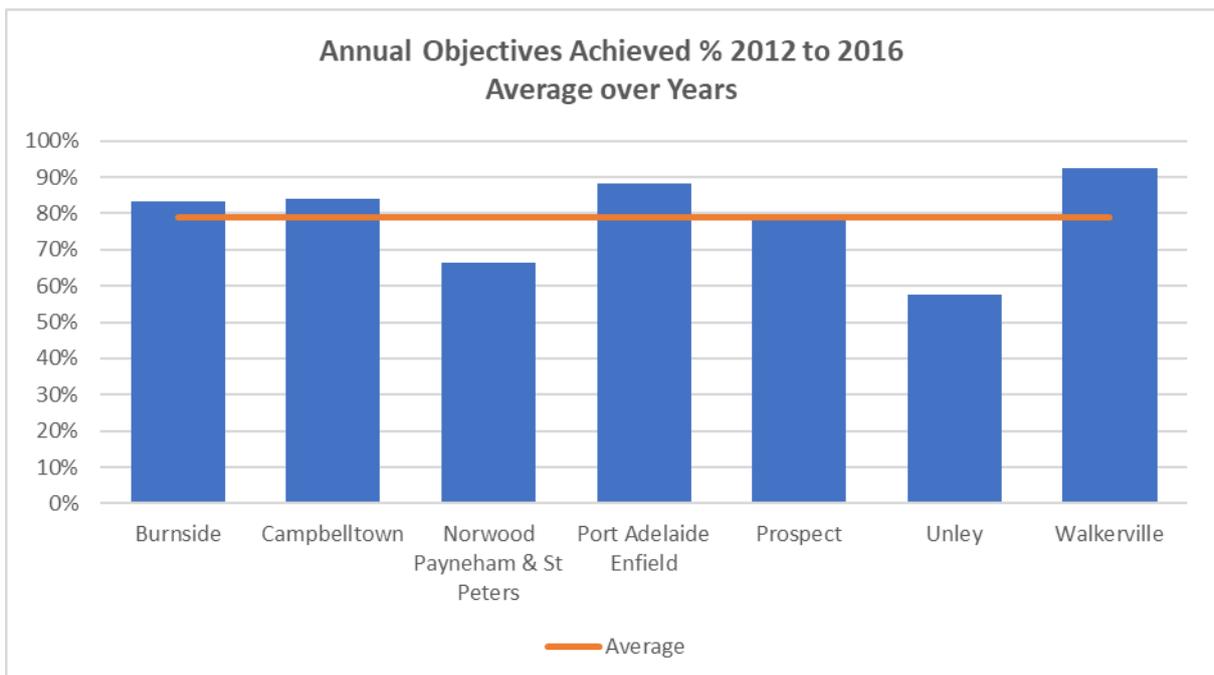
Councils in South Australia report on the number of Section 270 requests they have had each year for a review of a Council decision. A very high number of requests may indicate issues with a Council's decision-making processes.



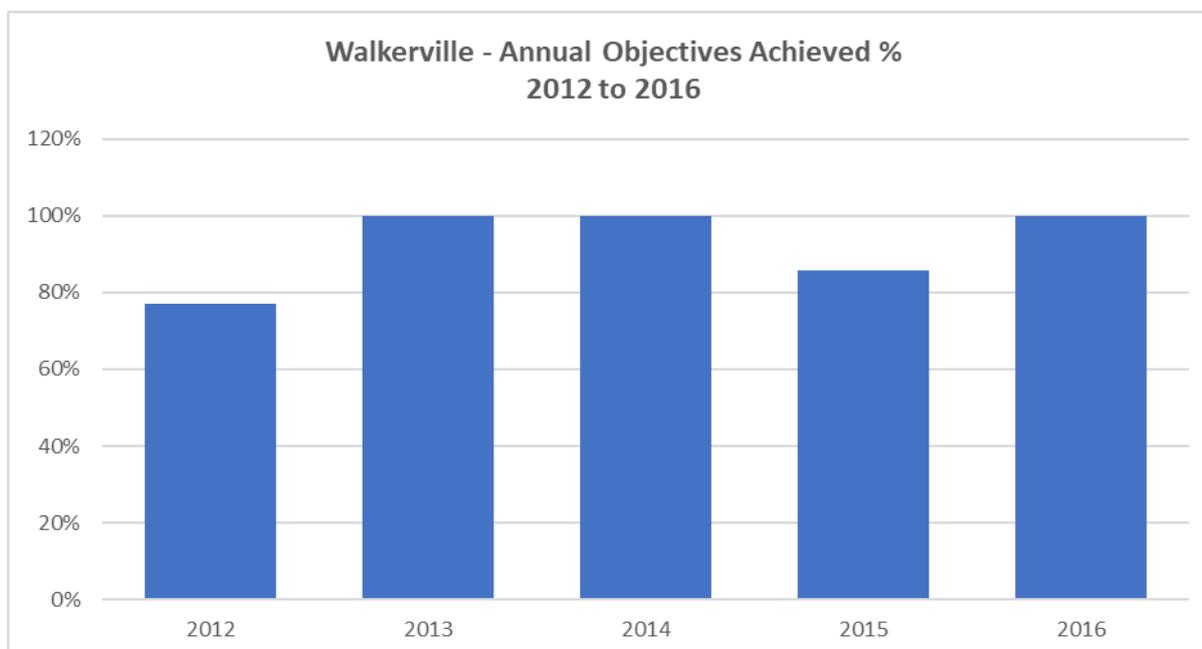
No. of Requests for a Review of Council Decisions per Year – Average over Years 2012 to 2016	
Highest level	Port Adelaide Enfield
Lowest level	Walkerville - None
Higher than average	Port Adelaide Enfield
Close to average	Burnside, Campbelltown, Unley
Lower than average	Norwood Payneham & St Peters, Prospect
Walkerville	Lowest with None

### *Annual Objectives Achieved*

Councils list their objectives in their Strategic Plans and each year within their Annual Business Plans. An important element of accountability for a Council is achieving what is promised to the community.

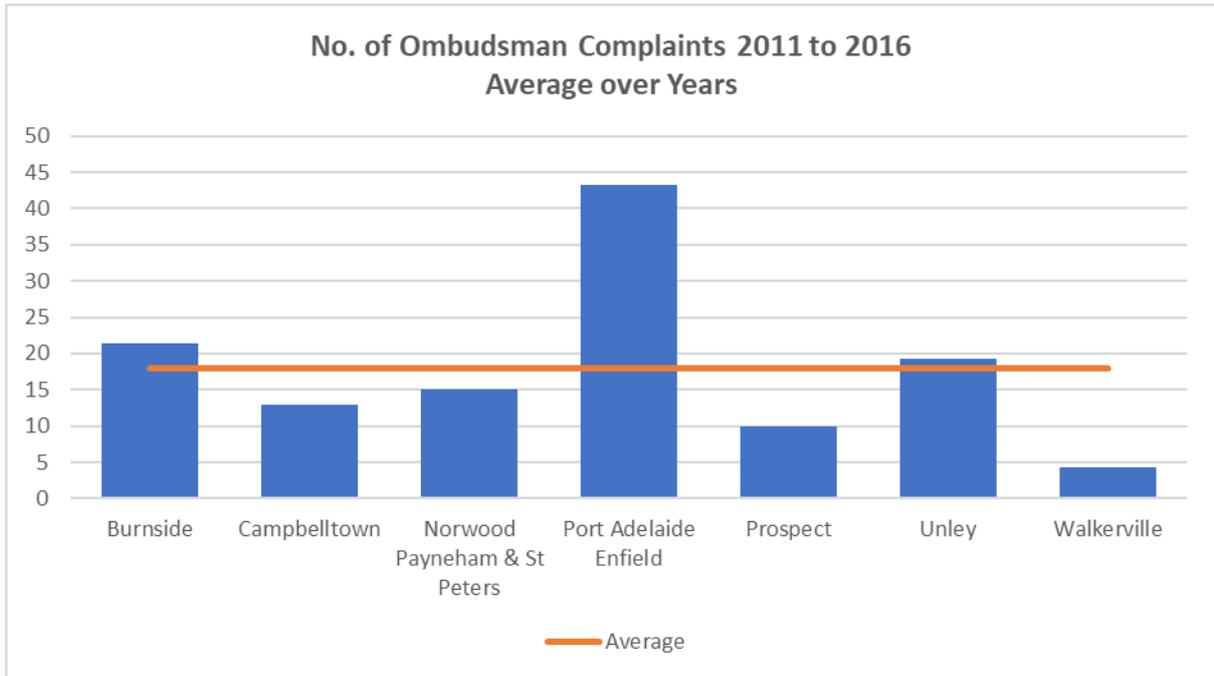


Annual Objectives Achieved % per Year – Average over Years 2012 to 2016	
Highest level	Walkerville
Lowest level	Unley
Higher than average	Port Adelaide Enfield, Walkerville
Close to average	Burnside, Campbelltown, Prospect
Lower than average	Norwood Payneham & St Peters, Unley
Walkerville	Highest

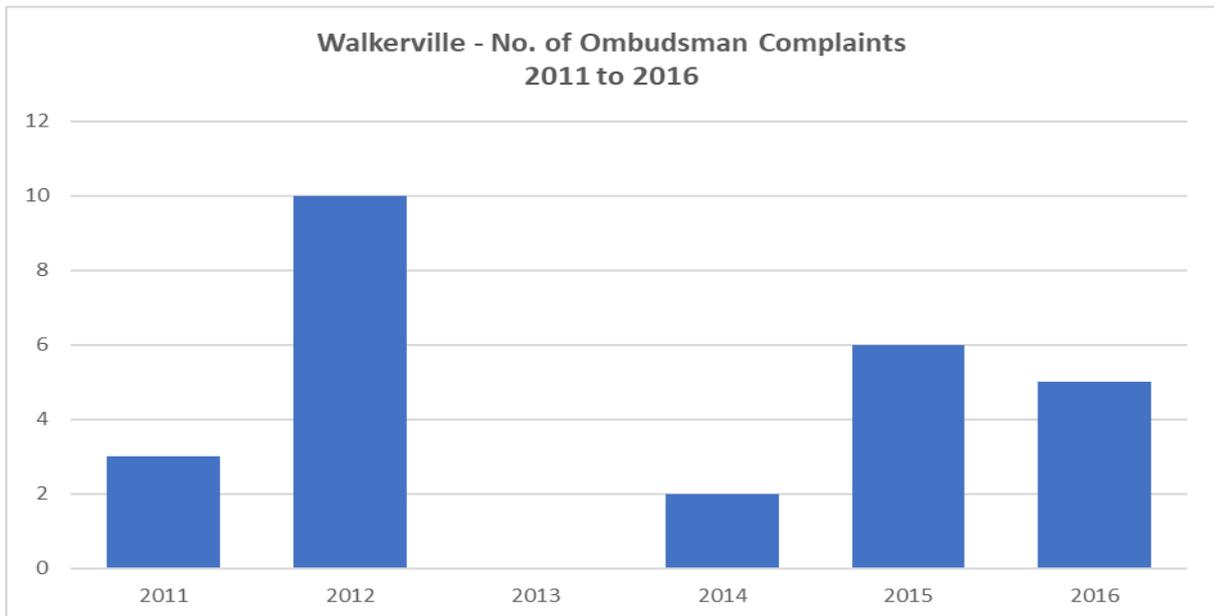


### Ombudsman Complaints

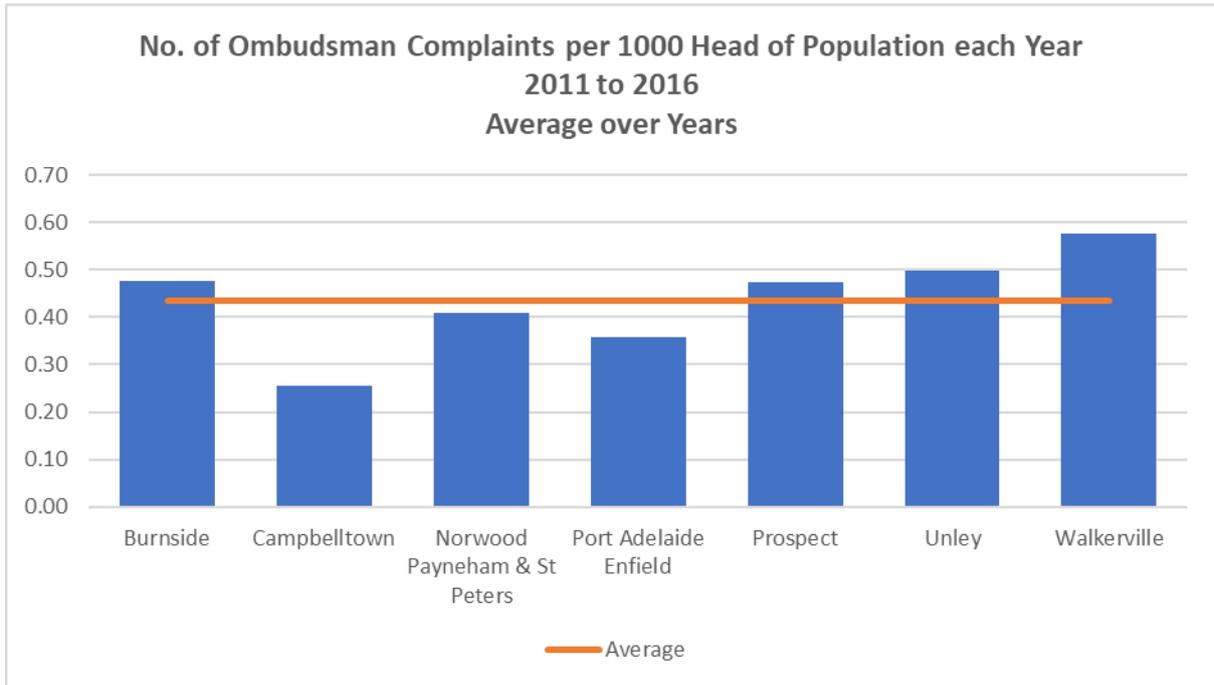
The Ombudsman SA investigates complaints about South Australian government and local government agencies and determines whether the process the agency used was reasonable and fair and that the decision was not unlawful, unreasonable or wrong. A low level of Ombudsman complaints may indicate that a Council is following the 'rule of the law' as described in the Victorian Good Governance Guide. A high level of complaints to the Ombudsman may indicate a concern amongst its community regarding a Councils governance conduct.



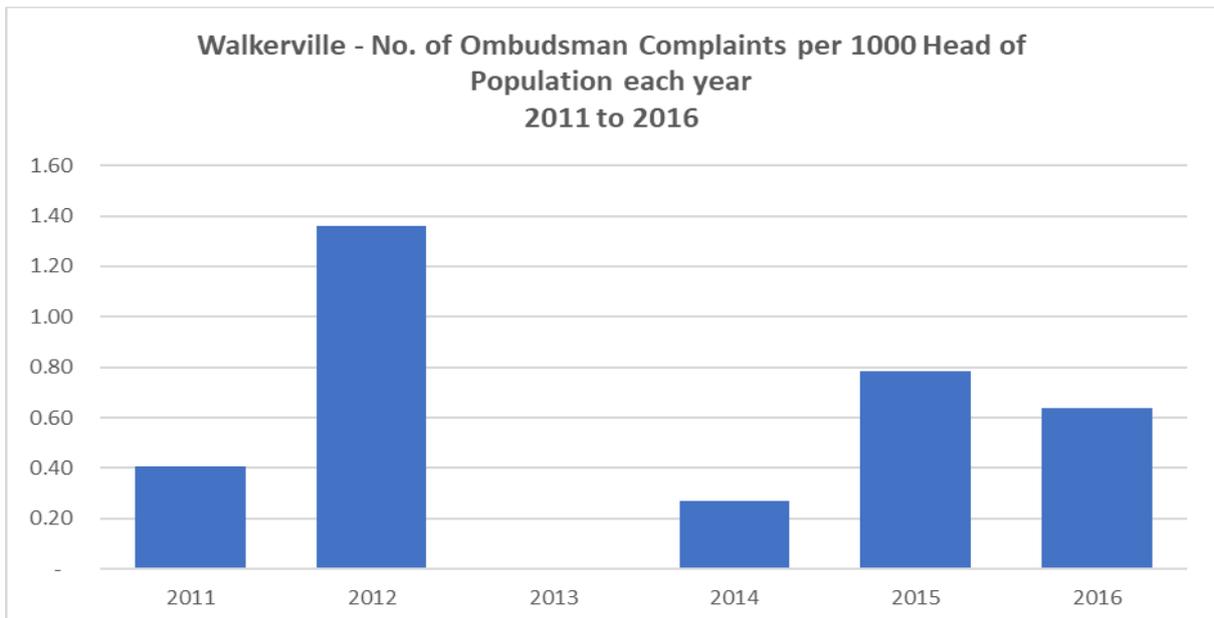
Ombudsman Complaints per Year – Average over Years 2011 to 2016	
Highest level	Port Adelaide Enfield
Lowest level	Walkerville
Higher than average	Burnside
Close to average	Unley
Lower than average	Campbelltown, Norwood Payneham & St Peters, Prospect, Walkerville
Walkerville	Lowest



The Ombudsman also calculates these numbers per 10,000 population to take into account that a higher population could lead to higher complainants.



<b>Ombudsman Complaints per 1000 Head of Population each year – Average over Years 2011 to 2016</b>	
Highest level	Walkerville
Lowest level	Campbelltown
Higher than average	Unley, Walkerville
Close to average	Burnside, Norwood Payneham & St Peters, Prospect
Lower than average	Campbelltown, Port Adelaide Enfield
Walkerville	Highest



### **Elected Member Responsibility**

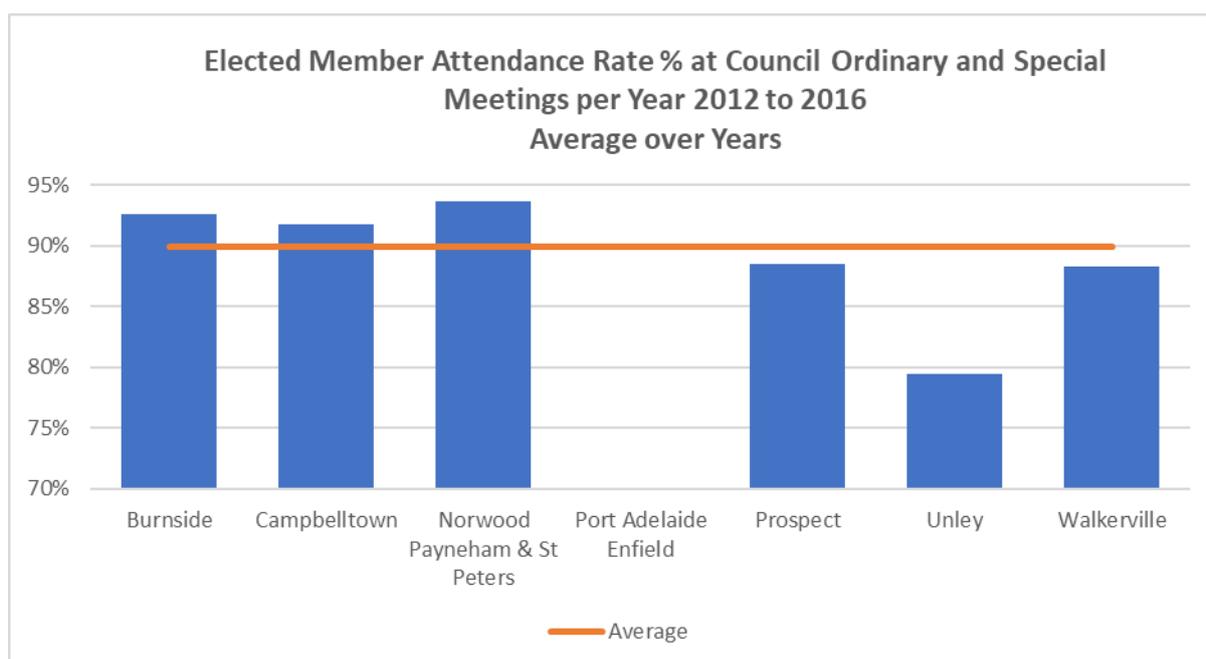
Part of an Elected Member's responsibilities is to attend and participate in Council meetings. A Council will be more effective if its members are involved and attend meetings, workshops and

trainings and this will assist in achieving the remaining aspects of Good Governance such as being responsive, equitable, inclusive, effective, efficient and participatory.

The graph below shows the attendance level of the comparison Councils over the past 5 years. Attendance of Elected Members is usually provided within their Annual Report. The percentage is calculated as;

$$\frac{\text{Number of Elected Member attending each meeting totalled over each year}}{\text{Total number of meetings held in year} \times \text{Number of Elected Members on Council}}$$

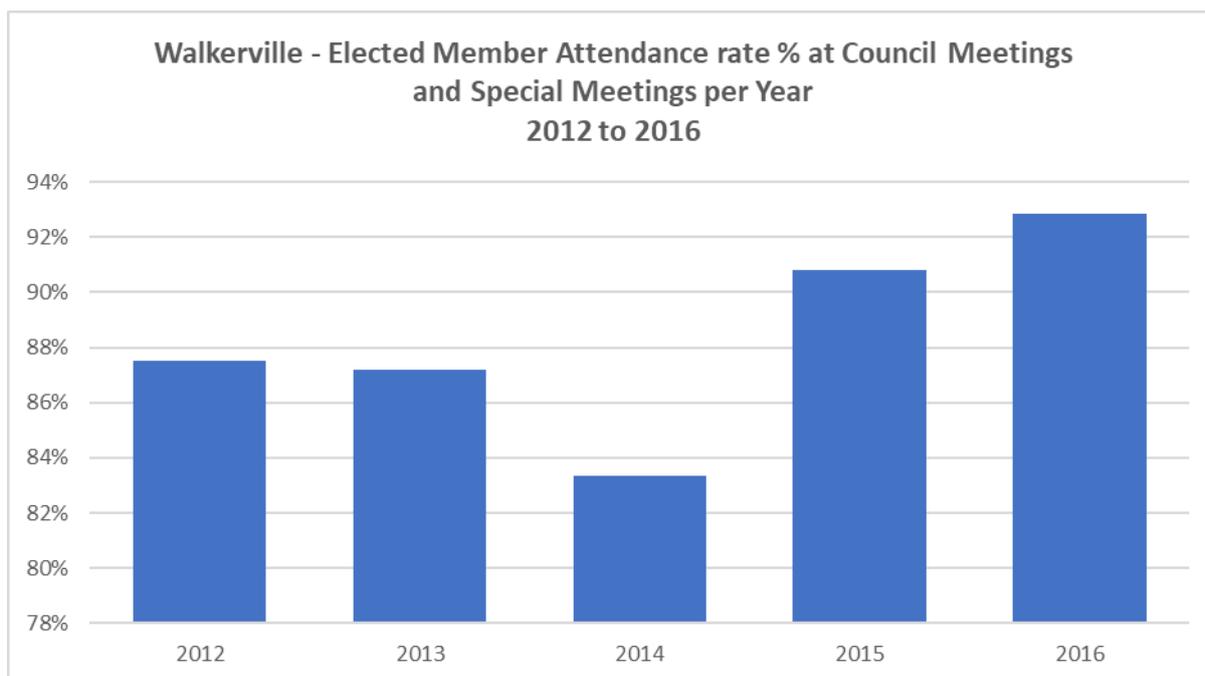
This is the calculation used by the Victorian Government in their Performance Framework.



Elected Member Attendance Rate % – Average over Years 2012 to 2016	
Highest level	Norwood Payneham & St Peters
Lowest level	Information not provided by Port Adelaide Enfield
Higher than average	Burnside, Norwood Payneham & St Peters
Close to average	Campbelltown, Prospect, Walkerville
Lower than average	Unley
Walkerville	2 <sup>nd</sup> Lowest

The data shown within Councils' Annual Reports is based on attendance numbers and the calculation uses the number of Elected Members for that Council. This means that if there is a vacancy in the year of an election which is not required to be filled, the attendance result would be lower.

Walkerville's Mayoral position was vacant for a period prior to the elected in 2014. The attendance % in the first full year after the election, 2015/16, was 92%. The attendance % for Walkerville is shown below over the period.



**Comment: Walkerville’s attendance in 2016 was 93% which is above the average, the results for the previous period up to 2014 was affected by a Mayoral Vacancy. Council may decide to continue to monitor this factor to ensure they continue to remain above the average attendance level.**

### Governance and Community Leadership Summary

Attribute	Walkerville compared to Average	Comment
Voter Turnout	Above Average (favourable)	Significant increase in 2014 election
Representation Quota	Below Average (favourable)	
Transparency – Use of Confidentiality	Above Average (unfavourable)	Council may wish to continue to monitor this factor to see if trend improves with a reduction of commercial matters to discuss.
Transparency – FOI	Below Average (favourable)	
Accountability – Review of Council Decisions	Below Average (favourable)	
Accountability – Annual Objectives Achieved	Above Average (favourable)	2013, 2014 and 2016 achieved 100%
Ombudsman Complaints per 10,000 population	Above Average (unfavourable)	Whilst above average per 10,000 in population the actual figures over the period range mostly at 6 and below with 2012 being unusual at 10.
Elected Member Responsibility – Attendance at Meetings	Below Average (unfavourable) However above average for 2015 and 2016	Walkerville’s attendance in 2016 was 93% which was above the average, the results for the previous period was affected by a Mayoral Vacancy. Council may decide to continue to monitor this factor to ensure they continue to remain above the average attendance level.

# Benchmarking & Performance Reporting – Part A

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*The Corporation of the Town of Walkerville*

***UHY Haines Norton***

***Corinne Garrett***

***December 2018***

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## Introduction

The Corporation of the Town of Walkerville (Walkerville) is a unique council in South Australia. It is the smallest council within the metropolitan area of Adelaide and covers an area of 3.5 square kilometres with a population of approximately 8000.

(Samsom, 2014), explains that Local Government is about delivering cost-effective and good quality services, but it also articulates the needs and desires of local residents.

A small council has the advantage of a lower ratio of community members to their representatives, the elected members. However, a small council may find it more challenging to achieve cost efficiencies.

Analysing performance is therefore important to ensure that the community is getting 'value for money' from their Council.

The Victorian State Government introduced a Performance Reporting Framework in 2014 which required all Councils in Victoria to include their performance report in their Annual Reports for the 2014/15 year and onwards. The objectives of the Performance Reporting Framework are that:

- Councils will have information to support strategic decision-making and continuous improvement
- Communities will have information about council performance and productivity
- Regulators will have information to monitor compliance with relevant reporting requirements
- State and Federal governments will be better informed to make decisions that ensure an effective, efficient and sustainable system of local government.

It is also expected that the framework would improve local government services in Victoria by:

- Enhancing measurement approaches and techniques
- Helping councils identify where there is scope for improvement
- Promoting greater transparency and informed debate about comparative performance.

South Australia does not have the same reporting framework in place, but information is reported to the South Australian Local Government Grants Commission by each council annually. Some of this collected information is reported back to Councils. Councils also provide considerable information on their Websites and in their Annual Reports.

Comparing information or 'benchmarking' is a tool which is often used to consider how an organisation is functioning compared to others. This report details benchmarking information, comparing Walkerville with other comparative Councils using information that is readily available to South Australian Councils.

There are some inherent limitations in benchmarking activities and benchmarking results should be considered only as an indicator which can highlight areas requiring further investigation.

One limitation is if information is compared for a single year. Any Council may have an unusual year or unusual one-off results. This report considers information from comparison Councils averaged over a number of years to give a better understanding of the Councils' data.

## Scope of Report

Being the smallest metropolitan Council, Walkerville has similar numbers of ratepayers and staff to many rural councils, whilst ratepayer expectations are those of an inner-city council. It can therefore be quite difficult to compare the activities of Walkerville to other Councils.

However, being a smaller city Council, it is important for Walkerville to have a clear understanding of its activities and costs in order to remain viable and competitive as a sustainable Council.

Benchmarking with an understanding of service delivery would enhance Walkerville's understanding of its costs and activities compared to other Councils and may highlight those areas where Walkerville is best placed in service delivery for its community and those areas that would be better outsourced or undertaken regionally.

A Benchmarking report was completed for Walkerville in 2016 and this report updates that information. This report is divided into two parts;

- Part A covers;
  - General Information
  - Financial Performance
  - Asset Management
  - Governance / Community Leadership
  
- Part B covers;
  - Service Delivery

The report has covered the years 2012 to 2017 where information is available. Information was sourced from ABS data, Grants Commission Data Bases, Annual Reports and Websites.

The Comparative Councils chosen were:

- City of Burnside (Burnside)
- Campbelltown City Council (Campbelltown)
- City of Norwood Payneham and St Peters (Norwood Payneham & St Peters)
- City of Prospect (Prospect)
- City of Unley (Unley)
- City of Port Adelaide Enfield (Port Adelaide Enfield)
- Town of Walkerville (Walkerville)

## Summary

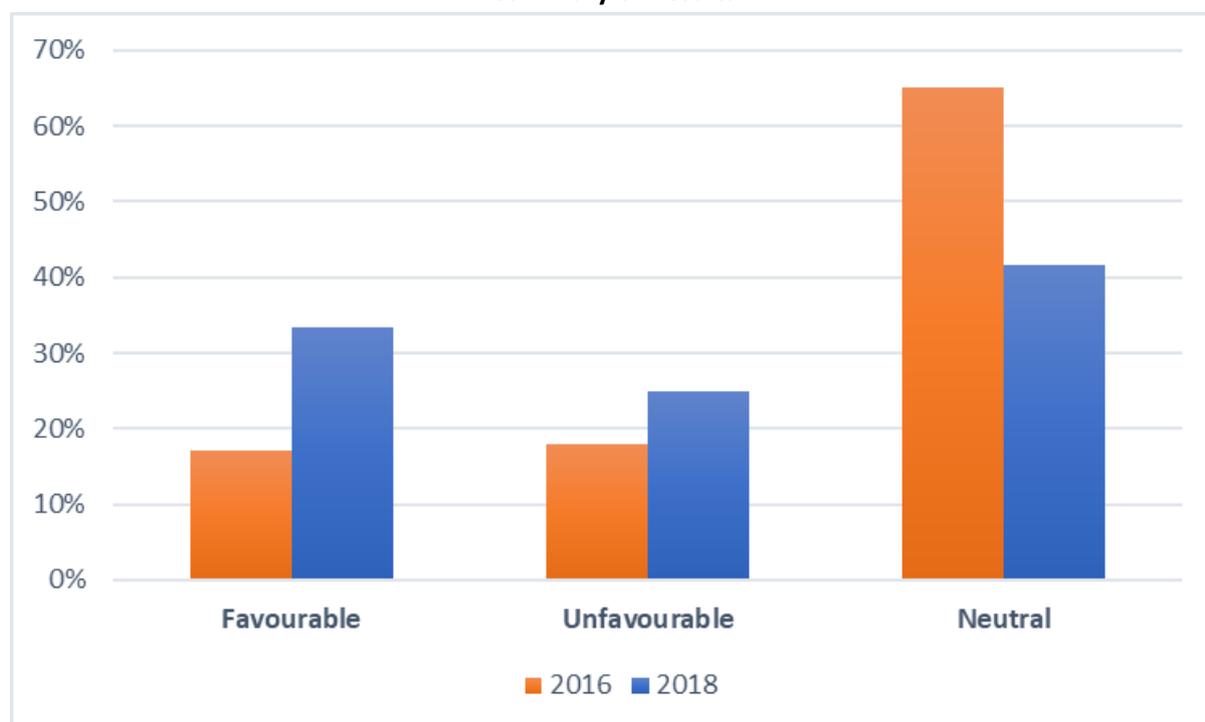
Councils vary considerably and so do their communities which can make it difficult and problematic to draw definitive conclusions from any particular statistic. This report has taken a number of comparison statistics averaged over the past 6 years (where possible) for the Councils identified as comparison Councils to Walkerville.

The information in this report is useful if considered as a whole and as a means to work to improve Council's effectiveness and efficiency.

The findings are summarised in the tables below to give an indication of where Council may wish to monitor and improve areas that are less favourable than the averages of the comparison Councils.

<b>Legend</b>		
Favourable	Better than the average of comparison Councils	Favourable
Average	Equals average of comparison Councils	No immediate action required, but could strive for improvement Or attribute is neither favourable or unfavourable without further analysis
Unfavourable	Worse than the average of comparison Councils	Council may wish to monitor and improve this position.

### Summary of Results



Attribute	Walkerville compared to Average	Comment
<b>Financial Performance</b>		
Operating Surplus Ratio	Lower than Average (unfavourable)	Has increased since 2015 and LTFP forecasts continued increases Council should continue to monitor this ratio when forming budgets and to monitor the long-term financial plans forecasts.
Net Financial Liabilities Ratio	Higher than Average (unfavourable)	Has decreases since 2014 and LTFP forecasts continued decreases. Council should continue to monitor this ratio when forming budgets and long-term financial plans to continue to improve this outcome whilst ensuring that Asset Management continue to be addressed.
Revenue and Expenditure Growth	Increase in Income is higher than increase in expenditure	Walkerville has increased income at a higher rate than expenditure in order to move to a surplus operating position. The ongoing increase in Operating Surplus in Council's Long-

	(favourable)	Term Financial Plan will reduce the level of debt and decrease the Net Financial Liabilities Ratio.
Rates per Ratepayer	Higher than Average (unfavourable)	Council may wish to continue to monitor this result and take it into account when setting its Annual Business Plan, Budget and Rates
Increase in Rates	Higher than average (unfavourable)	
Grants per Ratepayer	Lower than Average	Higher grants mean lower reliance on rates but also means income is subject to changes from other levels of Government
Own Source Income	Higher than Average (favourable)	Higher own source revenue other than grants and rates assists in decreasing the reliance on rates.
Business Undertakings Operating Surplus Ratio	Higher than Average (favourable)	Although results are higher than average, Council may wish to review their business activities to ensure that are delivering the results that Council desires.
Workforce Turnover	Higher than Average (unfavourable)	Council may wish to continue to monitor this data to ensure that the results are reflective of Council's Workforce Strategy. It is worth keeping in mind that in a Council with small numbers of employees a single termination is of greater effect than for Councils with larger numbers of employees.
Number of Employees	Higher than Average	Number of employees is not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data, but this should be undertaken in respect to levels of services provided.
Employee Costs per Employee	Lower than Average	Employee costs per employee are not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data, but this should be undertaken in respect to levels of services provided
CEO Remuneration	Lower than Average	Favourable from the point of view of cost to Council but should also be considered from a recruitment and retention point of view.

<b>Asset Management</b>		
Asset Sustainability Ratio	Below average	Continue to monitor this ratio to ensure that assets are being managed appropriately
Renewal per Ratepayer	Above the average	Continue to monitor this data along with the Assets Sustainability Ratio
Renewal Spend as % of Fixed Assets	Above the average	Continue to monitor this data and Asset Management Plan Requirements
Building Asset Value per Ratepayer	Above the average	Council may wish to consider whether the level of building assets is appropriate for the community.

<b>Governance and Community Leadership</b>		
Voter Turnout	Above Average (favourable)	Significant increase in 2014 election. Turnout in 2018 close to group average.
Representation Quota	Below Average (favourable)	
Transparency – Use of Confidentiality	Above Average (unfavourable)	Council may wish to continue to monitor this factor to see if trend improves with a reduction of commercial matters to discuss.

Transparency – FOI	Below Average (favourable)	
Accountability – Review of Council Decisions	Below Average (favourable)	
Accountability – Annual Objectives Achieved	Above Average (favourable)	2013, 2014 and 2016, 2017 achieved 100%
Ombudsman Complaints per 10,000 population	Above Average (unfavourable)	Whilst above average per 10,000 in population the actual figures over the period range mostly at 6 and below with 2012 being unusual at 10.
Elected Member Responsibility – Attendance at Meetings	Close to average. However above average for 2015 and 2016, 2017 and 2018	Walkerville’s attendance in 2016 was 93% which was above the average, the results for the previous period was affected by a Mayoral Vacancy. Whilst 2017 and 2018 are above the average for the group there has been a trending lower attendance rate. Council may decide to continue to monitor this factor to ensure they continue to remain above the average attendance level.

## Benchmarking

### Why Benchmark?

It is normal to compare ourselves, businesses and Councils to others. Comparisons with others is often termed ‘Benchmarking’. Benchmarking can help to:

- Focus on best practice
- Strive for continuous improvement
- Partner to share information
- Focus on customer needs.

Competitive benchmarking compares us to others. It helps to evaluate the position we hold within an industry and will usually consider questions like:

- How do our costs compare to others?
- Do we offer the same or different services?
- Local Government will often compare rates raised

Strategic benchmarking will identify high level performance, often outside of a business’ industry, or geographical area. This type of benchmarking will raise questions like:

- What do leaders around the world do?
- Could we adapt these practices to our industry?

### Determining Information to use for Benchmarking

There is considerable data available to use in benchmarking however using all of this data would result in a large amount of information that would not necessarily be very useful for a Council in understanding how it is performing in relation to other Councils.

(Premier & Cabinet, Division of Local Government, NSW Government, 2013); in its Discussion Paper, identified four key areas that gauge the overall health of councils, how they are managing their resources and delivering services that achieve community outcomes;

- **Financial Performance** – shows a council’s ability to meet the needs of a local community now and into the future
- **Asset Management** – balancing need with available funds to make the best use of public resources.
- **Governance/Community Leadership** - strong governance frameworks
- **Service Delivery** – agreed levels of service

Using the NSW categorisation, the quite extensive Victorian Local Government Framework and information available from South Australian Councils as a basis the following information was benchmarked:

Category	Information	Source
<b>General</b>	Population density Socio Economic Disadvantage	Grants Commission Database (GC) and calculation Australian Bureau of Statistics – Census data and forecasts (ABS)
<b>Financial Performance</b>	SA Financial Indicators <ul style="list-style-type: none"> <li>• Op Surplus Ratio</li> <li>• Net Financial Liabilities Ratio</li> </ul> Revenue Growth Expenditure Growth Rates per Ratepayer Grants per Ratepayer Own source revenue per Ratepayer (revenue not grants & contributions, and share of joint ventures) Business Undertakings Operating Results Employees: <ul style="list-style-type: none"> <li>• Workforce Turnover</li> <li>• Employee Costs per Employee</li> <li>• CEO Remuneration</li> </ul>	(GC) (GC) and Annual Financial Statements (GC) and calculation (GC) and calculation (GC) and calculation (GC) (GC) (GC) and Calculation (GC) and Calculation Annual Financial Statements CEO Remuneration Survey
<b>Asset Management</b>	Asset Sustainability Ratio <ul style="list-style-type: none"> <li>• Expenditure on Infrastructure (renewal/replacement) compared to Asset Management Plans</li> </ul> Operating Expenditure on transport assets (roads) <ul style="list-style-type: none"> <li>• per km</li> <li>• per ratepayer</li> </ul> Building Assets per Ratepayer	(GC) (GC) and calculation
<b>Governance</b>	Voter Turnout Representation Quota Use of confidentiality FOI applications Review of Council decisions Annual Objectives Achieved Ombudsman Complaints Elected Member attendance at Council Meetings	Electoral Commission Report Annual Report (AR) (AR) (AR) (AR) GC Ombudsman Annual Report Annual Reports or Minutes
<b>Service Delivery</b>	Services Delivered Development Applications Cost of Services per Ratepayer <ul style="list-style-type: none"> <li>Public Order and Safety</li> <li>Health</li> <li>Community Support</li> <li>Community Amenities</li> <li>Library Services</li> </ul> <ul style="list-style-type: none"> <li>Another Environment</li> <li>Recreation</li> <li>Regulatory</li> <li>Transport</li> </ul>	Included in Part B (GC)

	Cultural Services Economic Development Agricultural Services Waste Management Other Environment	
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## Performance Report

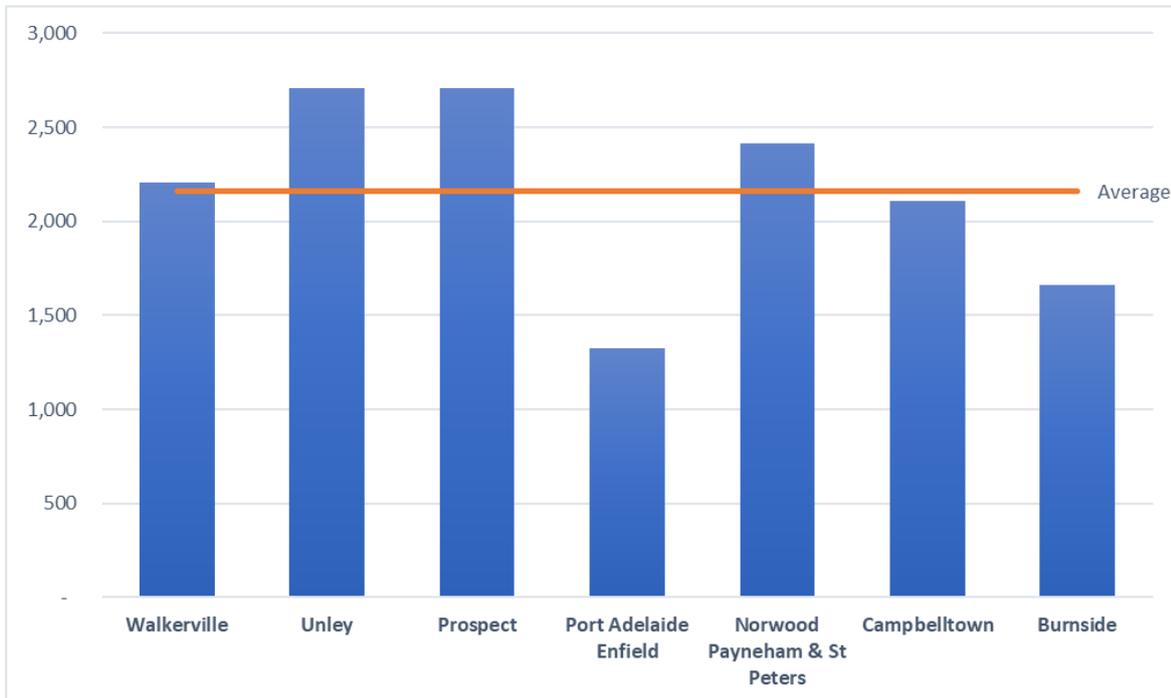
### General

#### Population Density

Very high-density rates mean that people are closer together, perhaps in apartments and on smaller blocks. Councils whose population have less personal land such as individual gardens, may need to provide higher service levels in community amenities such as parks, gardens and community meeting areas. There may be more community issues resulting from more crowded living including more neighbour disputes. The cost of provision of infrastructure services can be lower as the council has to cover less geographical area to provide services. Any service that requires travel is likely to be lower such as waste pickup, inspections for development approvals etc.

Lower population density can result in a Council having to provide services over a larger geographical area and this can increase costs in those services that require travel.

**Population Density (Persons per Km2) – ABS Census 2016**



Population Density (Persons/Km2)	2016
Highest Density	Unley
Lowest Density	Port Adelaide Enfield
Higher than average for group	Norwood Payneham & St Peters, Prospect, Unley
Close to average for group	Campbelltown, Walkerville
Lower than average for group	Burnside, Port Adelaide Enfield
Walkerville	Average

## Socio Economic Indexes for Areas (SEIFA)

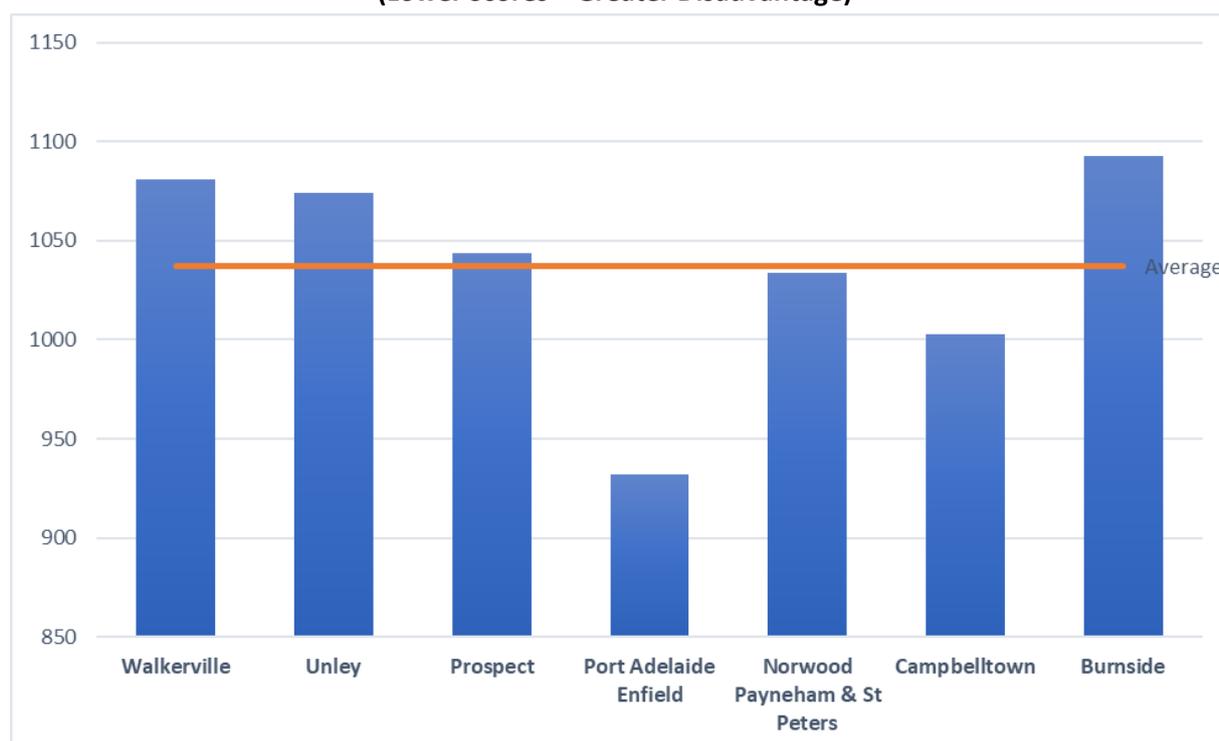
SEIFA is a broad measure of relative Socio-Economic Disadvantage. The measure includes a number of variables in areas including, tertiary education, internet connection, household income, rental costs, types of employment, unemployment, size of housing, mortgages, rental costs.

A low score indicates a greater disadvantage such as households with low income, many people with no qualifications or many people in low skill occupations. A high score indicates fewer disadvantages.

Not all households within the Council areas will have the same issues and Socio-Economic Disadvantage can be quite different if different parts of a single Council. As can be seen from the graph following, most of the comparison Councils, except for Port Adelaide Enfield, are in the least disadvantaged groupings.

A Council with a larger disadvantaged population may need to provide more community services than a Council with a less disadvantaged population. Disadvantaged households are also likely to find it more difficult to pay Council rates and fees and charges for other Council services.

**SEIFA – ABS Census 2016**  
**(Lower Scores = Greater Disadvantage)**



Socio Economic Index	2016
Highest (least disadvantaged)	Burnside
Lowest (greatest disadvantaged)	Port Adelaide Enfield
Higher than average for group	Burnside, Unley, Walkerville
Close to average for group	Norwood Payneham & St Peters, Prospect
Lower than average for group	Campbelltown, Port Adelaide Enfield
Walkerville	2 <sup>nd</sup> Highest

## Financial Performance

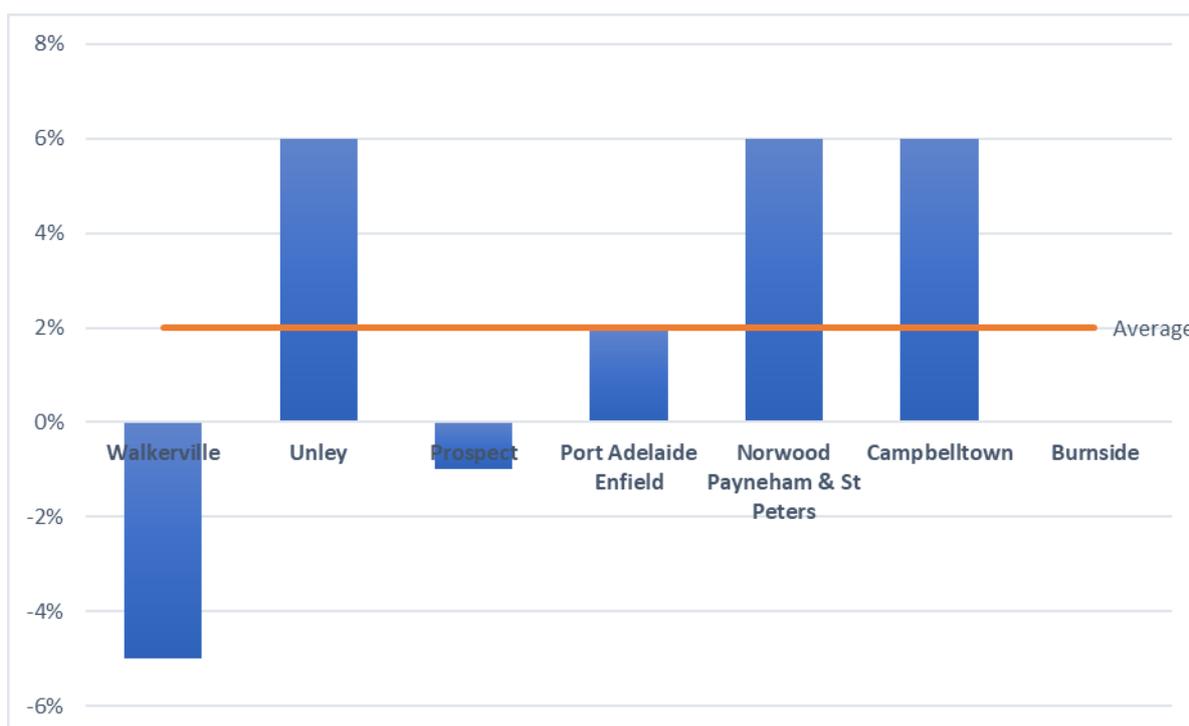
Financial performance shows a Council’s ability to meet the needs of its local community now and into the future.

### Operating Surplus Ratio

A Council’s Operating Surplus is the operating income less operating expenditure. Operating expenditure includes depreciation which is not paid in cash. Having a deficit (negative operating surplus ratio) does not mean the Council can’t pay its bills but does mean for **that particular year** they have not raised enough income to pay all their costs and also put aside funds that equal the amount of depreciation. Depreciation is the measure of how much the Council is consuming its fixed assets such as infrastructure. Depreciation is not paid in cash but is put towards the Asset Renewal work that Council is undertaking for that year. While having a surplus means that for **that particular year** the Council has raised more income than it needs to pay for its operating expenditure and fund its depreciation. There may be a particular project or significant issue that affected the Council in a particular year.

The following graph shows the Operating Surplus Ratios.

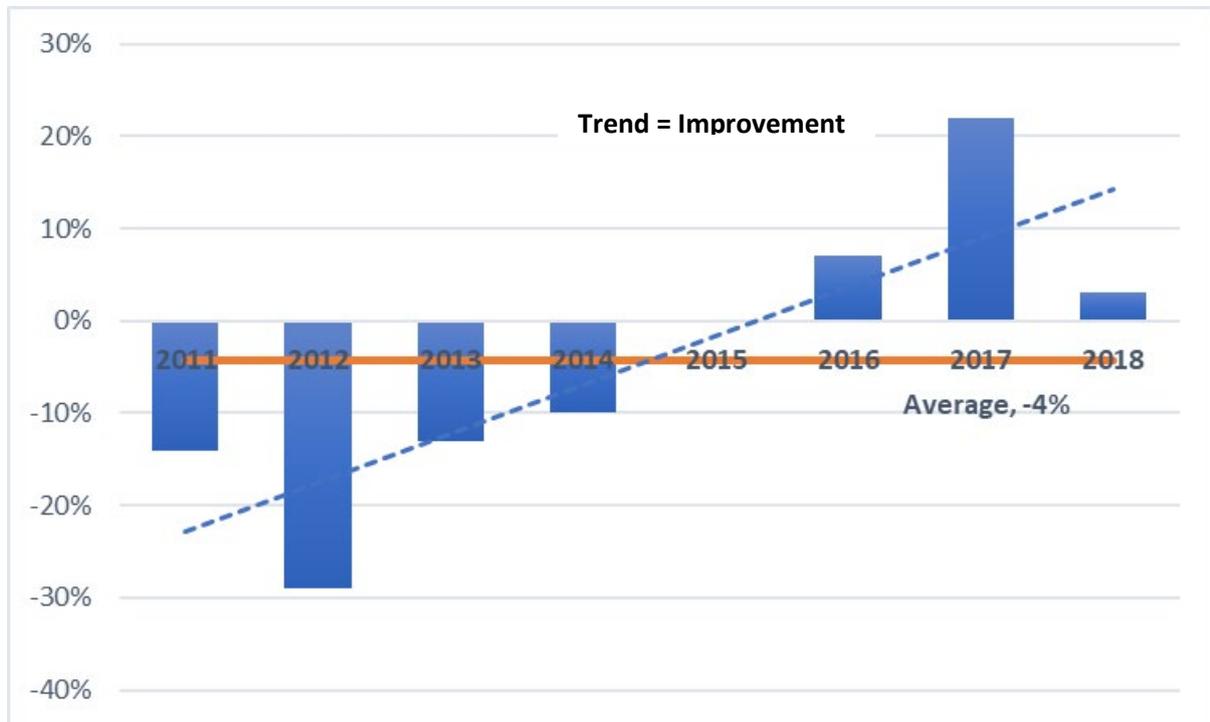
**Operating Surplus Ratio % 2012 to 2017**



Operating Surplus Ratio%	Average over years 2012 to 2017
Highest	Unley, Norwood Payneham & St Peters, Campbelltown
Lowest	Walkerville
Higher than average for group	Unley, Norwood Payneham & St Peters, Campbelltown
Close to average for group	Port Adelaide Enfield
Lower than average for group	Walkerville, Prospect
Walkerville	Lowest

Walkerville’s result improved since 2012 with a surplus realised in 2016. The trend of improvement is shown in the graph below.

**Operating Surplus Ratio for Walkerville 2011 to 2018**



There were some particular situations that effected both the 2011 and 2012 financial years:

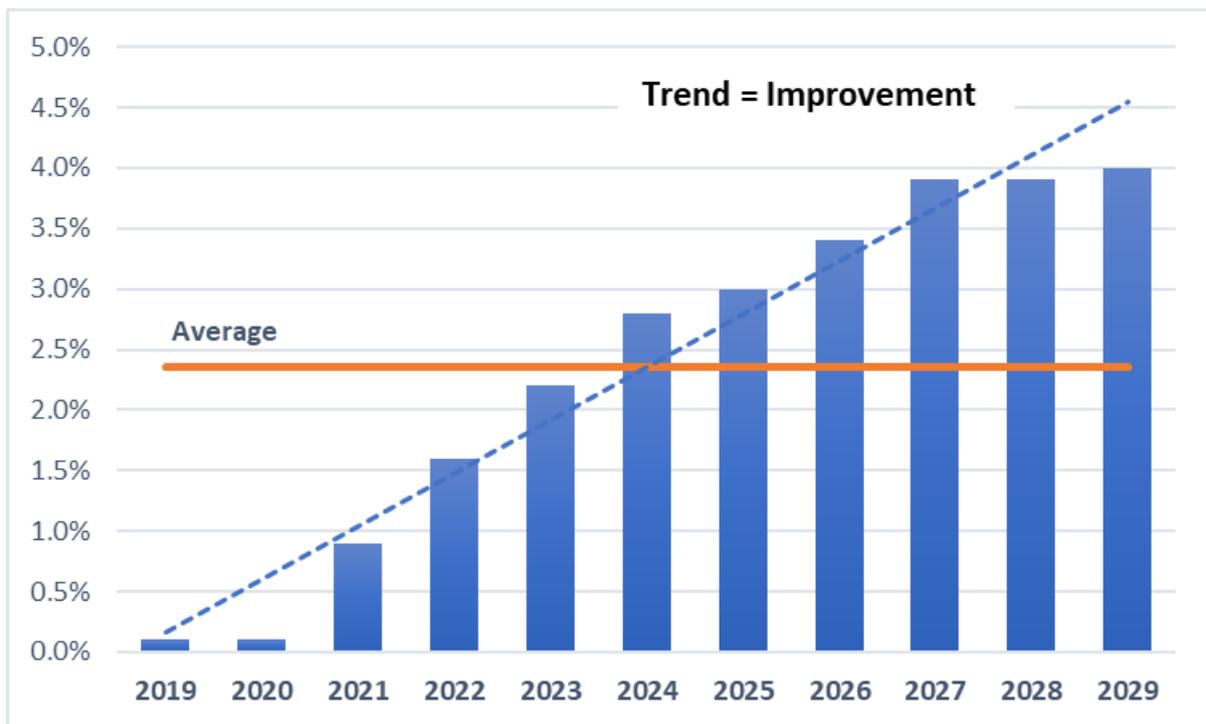
- 2010/11
  - Significant increase in depreciation cost
  - High level of spending in Planning due to large development at the time
  - Some increase in Planning fees but not as high as the expenditure
  - Large grant received for ERA stormwater
- 2011/12
  - Grant for ERA stormwater expended
  - Drop in town planning fees

The estimates for the Operating Surplus Ratio in Walkerville’s Long-Term Financial Plan for 2019 to 2029 is shown in the graph below.

Council reviews its Long-Term Financial Plan each year.

**Comment: Council should continue to monitor this ratio when forming budgets and to monitor the long-term financial plans forecasts.**

### Estimated Operating Surplus Ratio for Walkerville LTFP 2019 to 2029



### Net Financial Liabilities Ratio

The Net Financial Liabilities Ratio shows how significant the net amount owed by Council is to the operating income. The net financial liabilities are the total liabilities less financial assets as a percentage of operating revenue. Councils generally have low Net Financial Liabilities Ratios and if they were at 100% it would be equivalent to a household earning \$70,000 per year having a \$70,000 mortgage and no savings.

Financial Indicators on their own or in a single year are not very informative. It is more useful to see the trend over a period of time.

- A Council with an ongoing surplus is:
  - Raising more income than it needs to pay its operating expenditure including depreciation and might be using the additional funds to;
    - pay off debt
    - put money aside for infrastructure renewal
    - put money aside for future increases in operating expenditure or
    - It is raising too much income.
- A Council with an ongoing deficit is:
  - Not raising enough money to pay its operating expenditure including depreciation.
  - Incurring an increasing Net Financial Liability Ratio and debt levels are increasing over time. This might be to fund additional infrastructure needs over the shorter term, but the Council should work to have their Net Financial Liability Ratio reduce again in the future.
- A Council with a decreasing Net Financial Liability is:
  - Paying off debt. This is appropriate as long as their infrastructure renewal needs are not sacrificed in order to pay off debt.

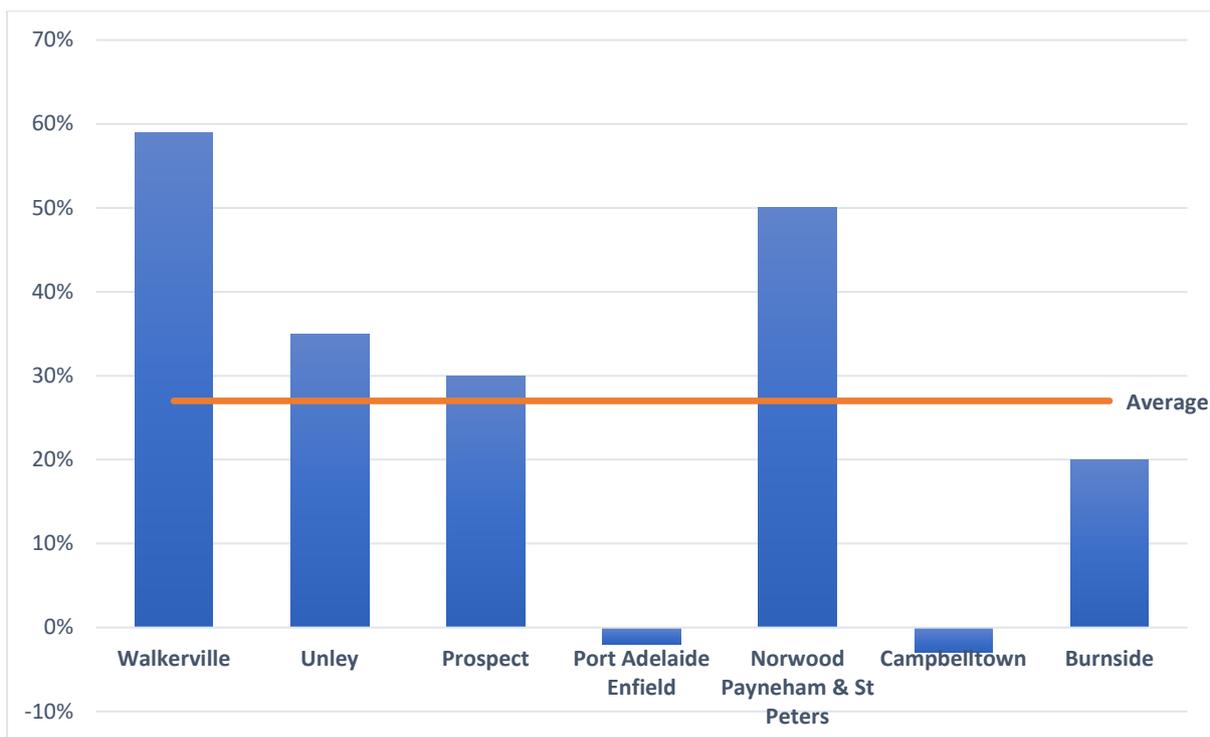
This ratio is broader than just considering loan borrowings as it takes into account future liabilities such as employee long service leave entitlements as well as cash and investments and is a more useful ratio of a Council's indebtedness.

Debt is appropriate for Councils when constructing long lived assets however borrowings have an interest expense that must be also considered.

Summary results of graph following;

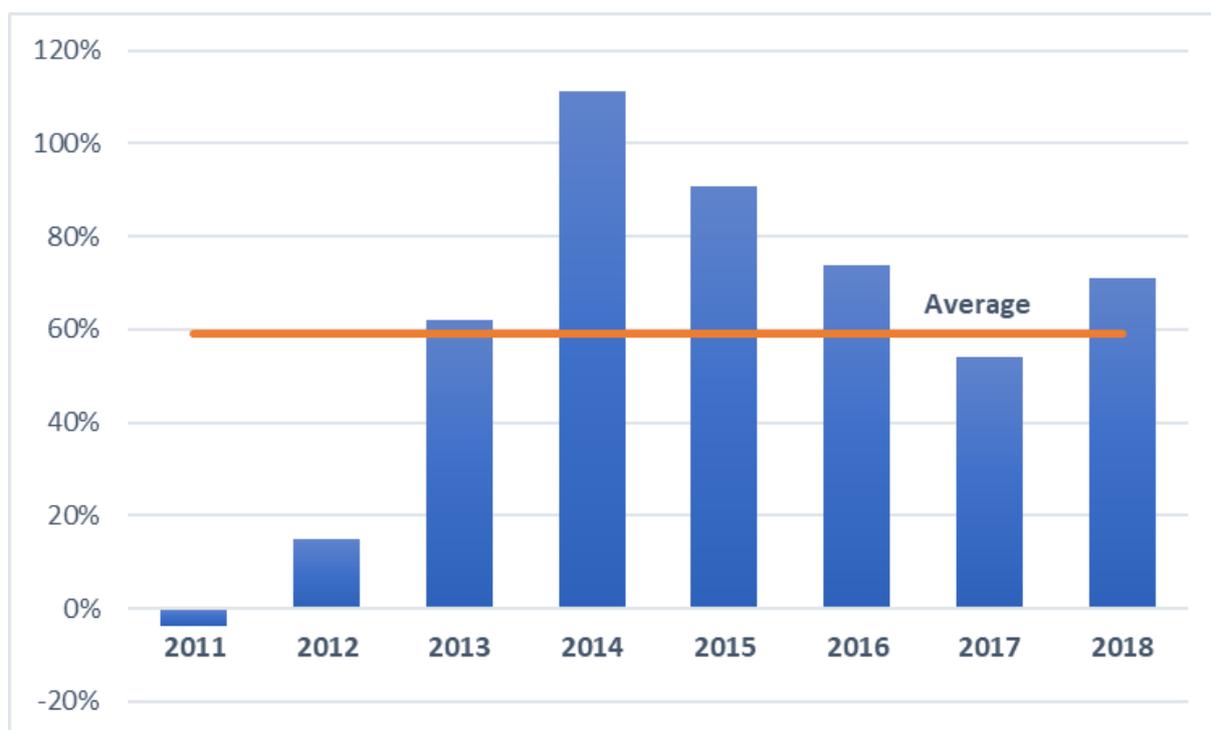
<b>Net Financial Liabilities Ratio</b>	<b>Average over years 2011 to 2016</b>
Highest (greatest debt)	Walkerville
Lowest (least debt)	Port Adelaide Enfield
Higher than average for group	Norwood Payneham & St Peters, Unley, Walkerville
Close to average for group	Prospect
Lower than average for group	Burnside, Campbelltown, Port Adelaide Enfield
Walkerville	Highest

**Net Financial Liabilities Ratio % Average 2011 to 2017**



Walkerville had the highest average Net Financial Liabilities Ratio in the comparison Councils. The graph below shows the Net Financial Liabilities Ratio % for Walkerville from 2011 to 2018.

### Walkerville Net Financial Liabilities Ratio % 2011 - 2018



This ratio increased in 2014 due to the loan borrowings for assets infrastructure, in particular the redeveloped Civic Centre. The ratio has consistently decreased from 2014 to 2016. The current ratio of 71% is not very high. This is similar to a household with an income of \$70,000 having a mortgage of \$49,700 and is not of great concern but still needs to be monitored along with the other ratios including the Asset Sustainability Ratio.

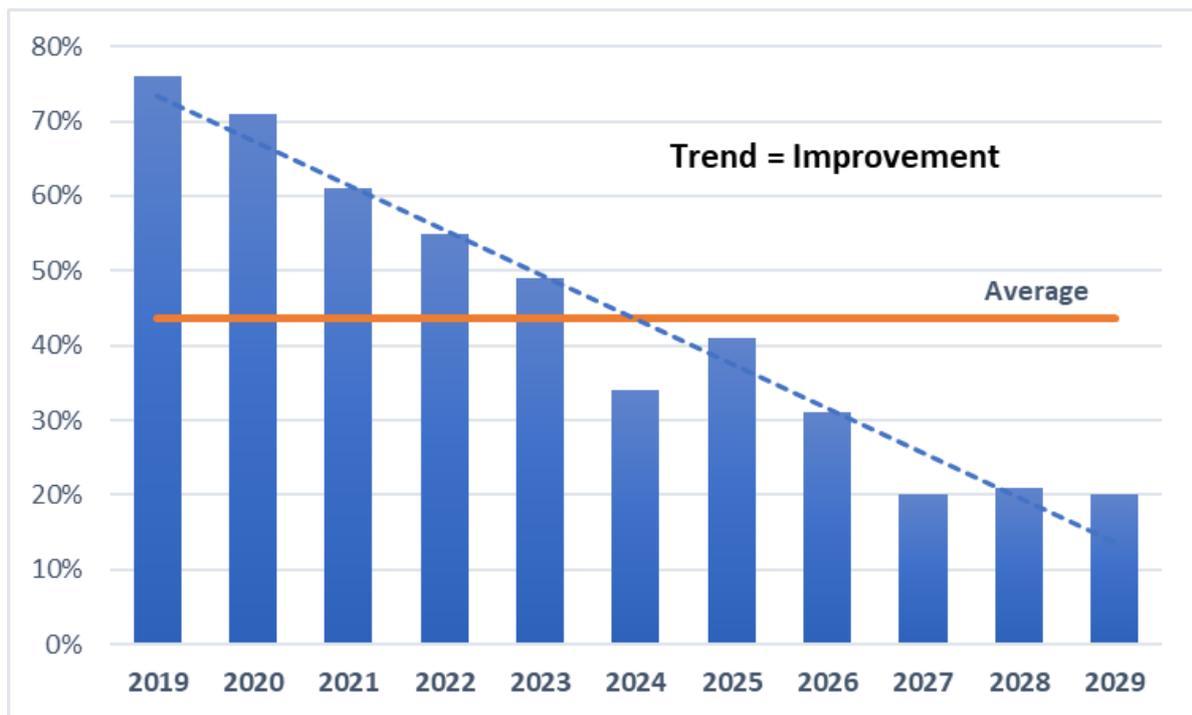
The level of Net Financial Liabilities increased in 2017/18 year due to large capital projects planned, particularly \$3.5m for Stormwater.

The Net Financial Liabilities Ratio will fluctuate as Asset Renewal is not even each year but fluctuates according to the optimum replacement needs of all of Council's Assets.

Walkerville's Long-Term Financial Plan for 2019 to 2029 shows the following estimates for the Net Financial Liabilities Ratio and shows an ongoing reduction trend over this period.

**Comment: Council should continue to monitor this ratio when forming budgets and long-term financial plans to continue to improve this outcome whilst ensuring that Asset Management needs are addressed.**

### Estimated Net Financial Liabilities Ratio 2019 to 2029



#### Operating Revenue and Expenditure Growth

A trend of increasing expenditure that is higher than increasing income will lead to reduced surpluses or increased deficits. A trend of increasing income and decreasing expenditure will lead to increased surpluses or decreased deficits over time.

This graph only considers operating revenue and expenditure. It does not show how much has been spent on capital works or paid off borrowings. A Council may have higher revenue than expenditure, but the excess could be used to pay down borrowings or contribute towards additional asset expenditure.

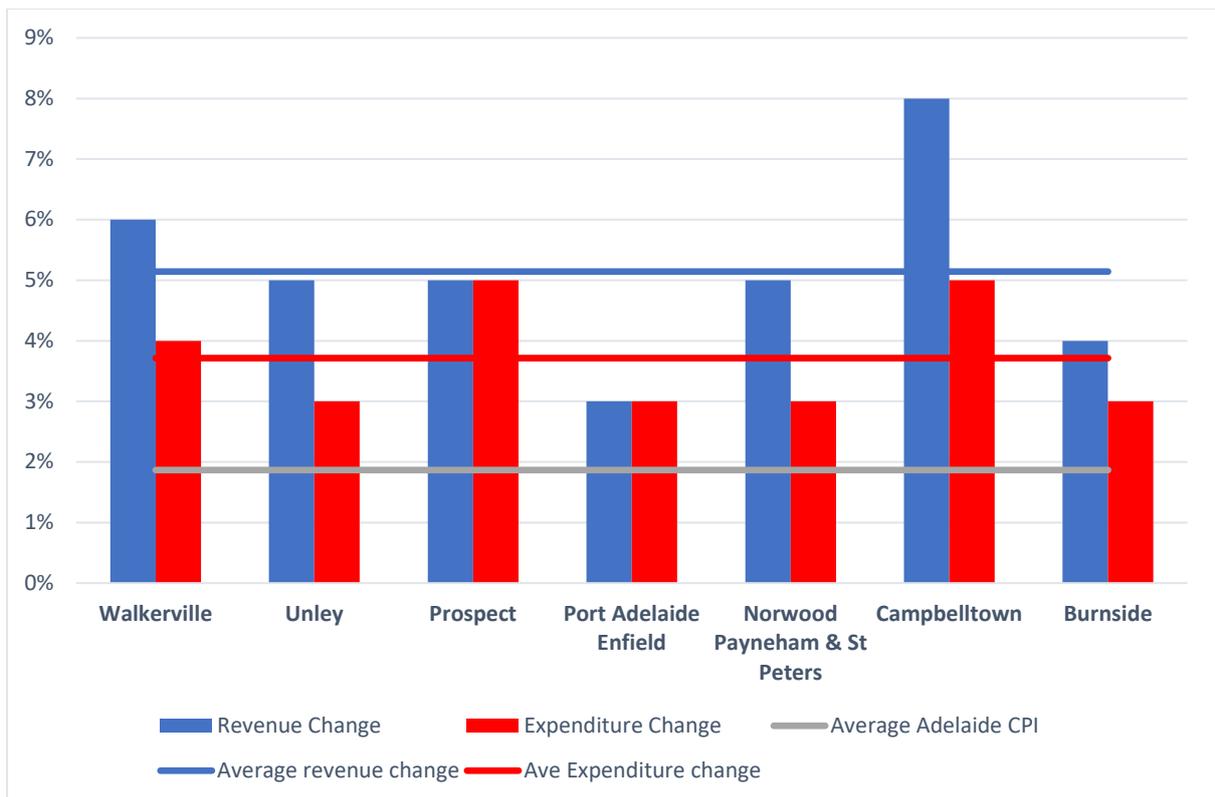
This graph also only considers Council income and expenditure, not revenue or expenditure relating to regional authorities. Some Councils are members of regional authorities and the operating results of those authorities are incorporated in each member Council's financial statements. This is revenue that is not received in cash and it can distort the results of the member Council's own operations.

The table below summarises the results shown on the graph following;

Change in Operating Revenue and Expenditure – Average over Years 2012 to 2017	
Revenue increases higher than expenditure increases	Walkerville, Unley, Norwood Payneham St Peters, Campbelltown, Burnside
Revenue increase the same as expenditure increase	Prospect, Pt Adelaide Enfield
Revenue Increases higher than inflation	All
Expenditure increases higher than inflation	All
Highest average increase in revenue	Campbelltown
Highest average increase in expenditure	Prospect and Campbelltown
Lowest average increase in revenue	Pt Adelaide Enfield
Lowest average increase in expenditure	Unley, Pt Adelaide Enfield, Norwood, Burnside
Higher than average increase in revenue for group	Walkerville, Campbelltown

Higher than average increase in expenditure for group	Prospect, Campbelltown
Close to average increase in revenue for group	Unley, Prospect, Norwood Payneham St Peters
Close to average increase in expenditure for group	Walkerville
Lower than average increase in revenue for group	Pt Adelaide Enfield
Lower than average increase in expenditure for group	Unley, Pt Adelaide Enfield, Norwood Payneham St Peters Burnside
Walkerville	2 <sup>nd</sup> highest increase in income
	Average increase in expenditure

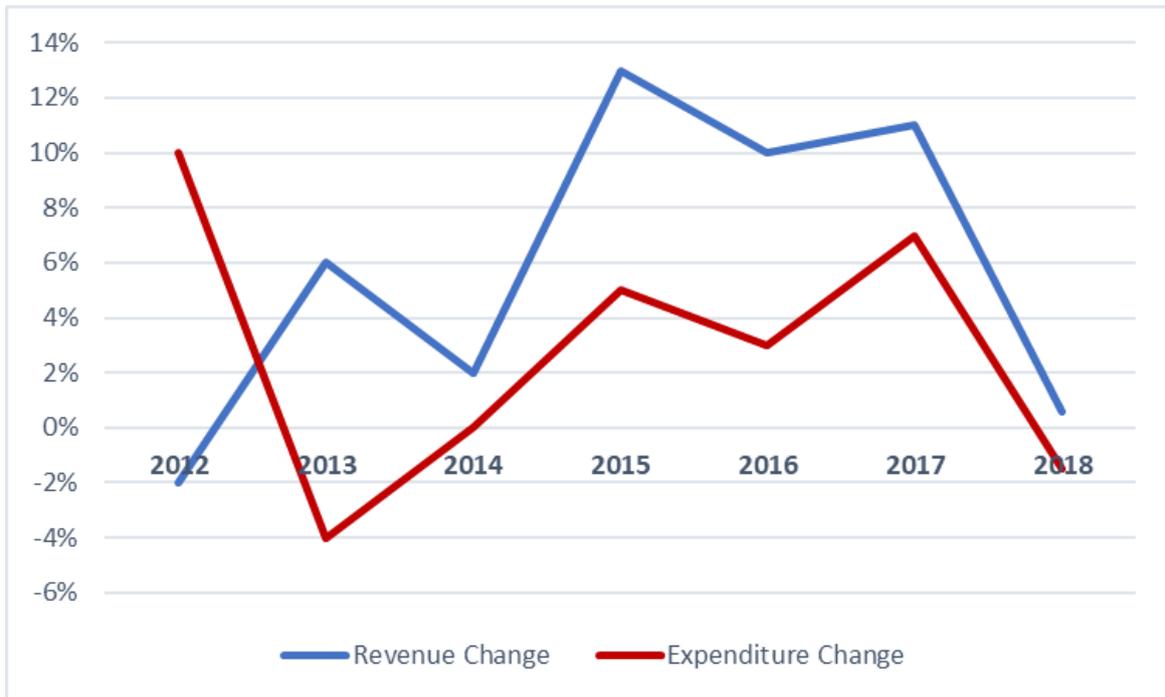
### Change in Operating Revenue and Expenditure – Average 2012 to 2017



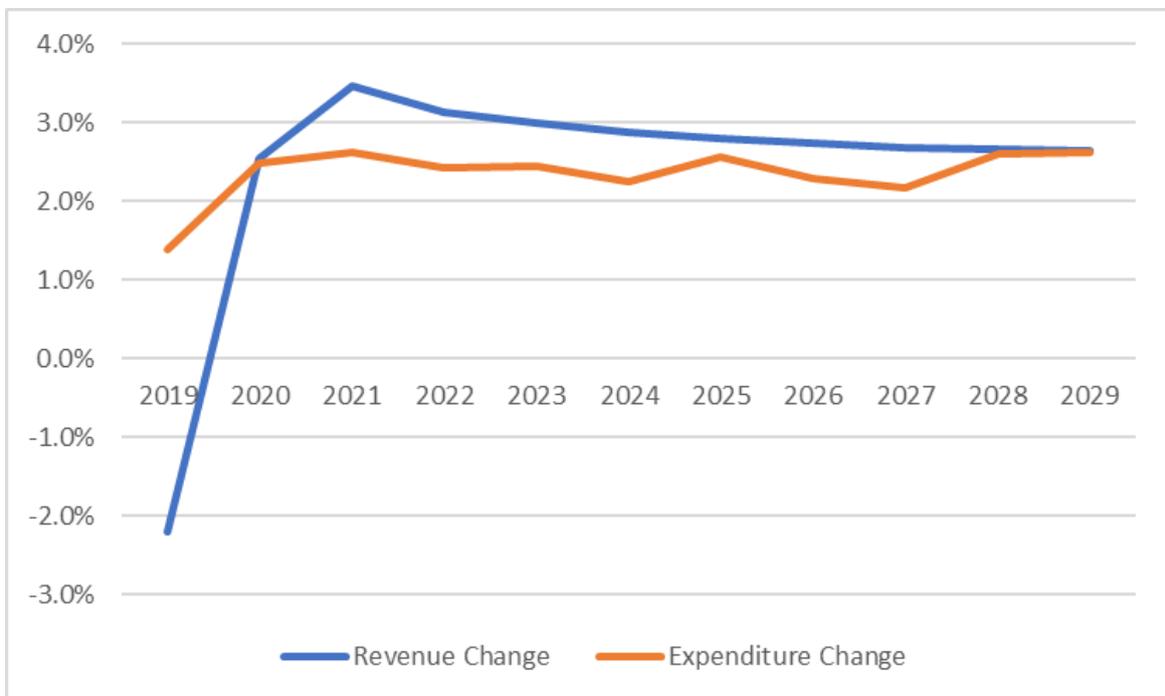
The graph below shows the changes in Revenue and Expenditure for Walkerville from 2012 to 2018.

**Comment: Walkerville had increased income at a higher rate than expenditure in order to move to a surplus operating position and to decrease debt.**

### Change in Revenue and Expenditure – Walkerville 2012 to 2018



The graph below shows the forecast Revenue and Expenditure change for 2019 to 2019. The Long-Term Financial Plan forecast more closely aligns Revenue and Expenditure change.

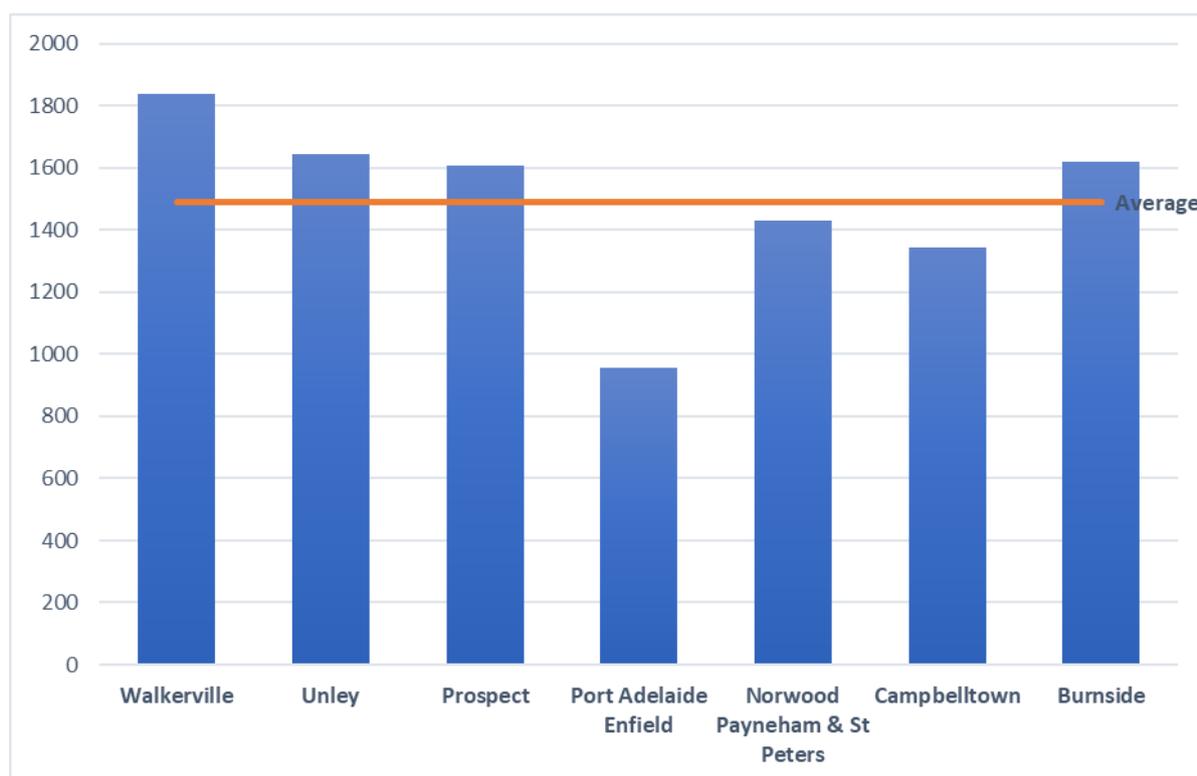


## Revenue Sources

### Rates per Ratepayer

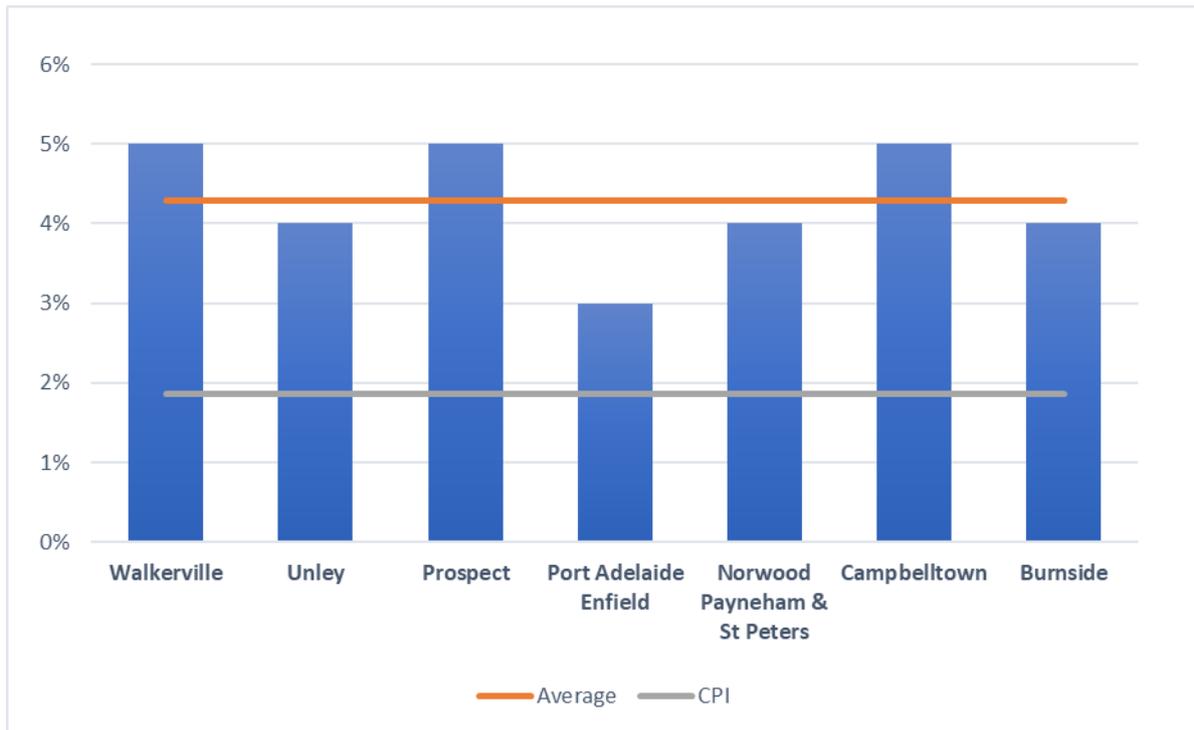
The Victorian Performance Reporting Framework uses the average residential rate per residential property as an indicator of efficiency, stating that low or decreasing levels of rates suggests an improvement in organisation efficiency. The Victorian definition doesn't take into account different requirements of different communities, the availability of grants or the ability to raise funds through user-pay programs such as car parking or facility use. However, the community, media and state government are usually interested in the levels of rates paid to Councils.

**Average Residential Rates \$ per Residential Ratepayer 2011 to 2017**



Average Residential Rates \$ per Ratepayer – Average over Years 2011 - 2017	
Highest	Walkerville
Lowest	Port Adelaide Enfield
Higher than average for group	Walkerville, Unley Prospect, Burnside
Close to average for group	Norwood Payneham St Peters
Lower than average for group	Pt Adelaide Enfield, Campbelltown
Walkerville	Highest

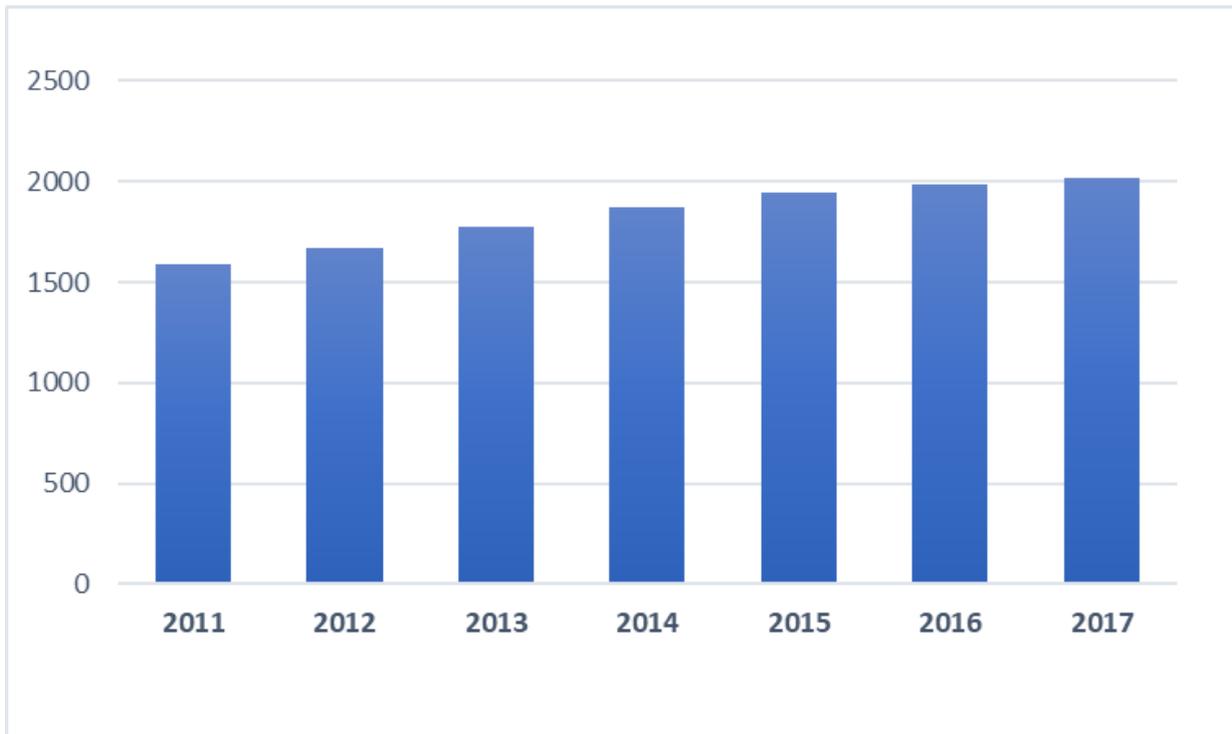
### Average Increase in Residential Rates per Residential Property – Average 2012 to 2017



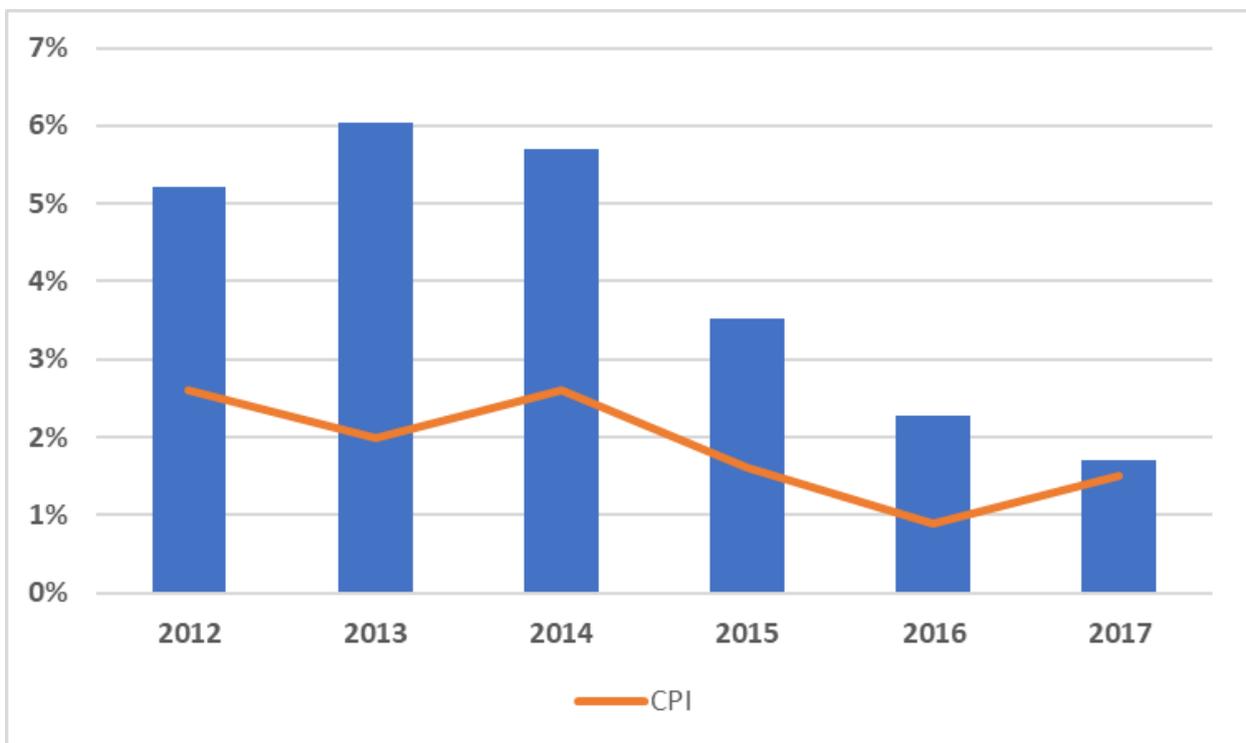
Increase in Residential Rates – Average over Years 2012 - 2017	
Increases higher than inflation	All Councils
Highest average increase	Walkerville, Prospect, Campbelltown
Lowest average increase	Pt Adelaide Enfield
Higher than average increase for group	Walkerville, Prospect, Campbelltown
Close to average increase for group	none
Lower than average increase for group	Unley, Pt Adelaide Enfield, Norwood Payneham St Peters, Burnside
Walkerville	Higher than average of group
	Equal highest with Prospect and Campbelltown

The graphs below shows the Residential Rates per Ratepayer for Walkerville from 2011 to 2017 and the change each year compared to inflation.

### Walkerville Residential Rates \$ per Ratepayer



### Walkerville Increase in Residential Rates % Compared to CPI



Walkerville has reduced its ongoing increase in residential rates in the past three years, with 2017 being close to inflation.

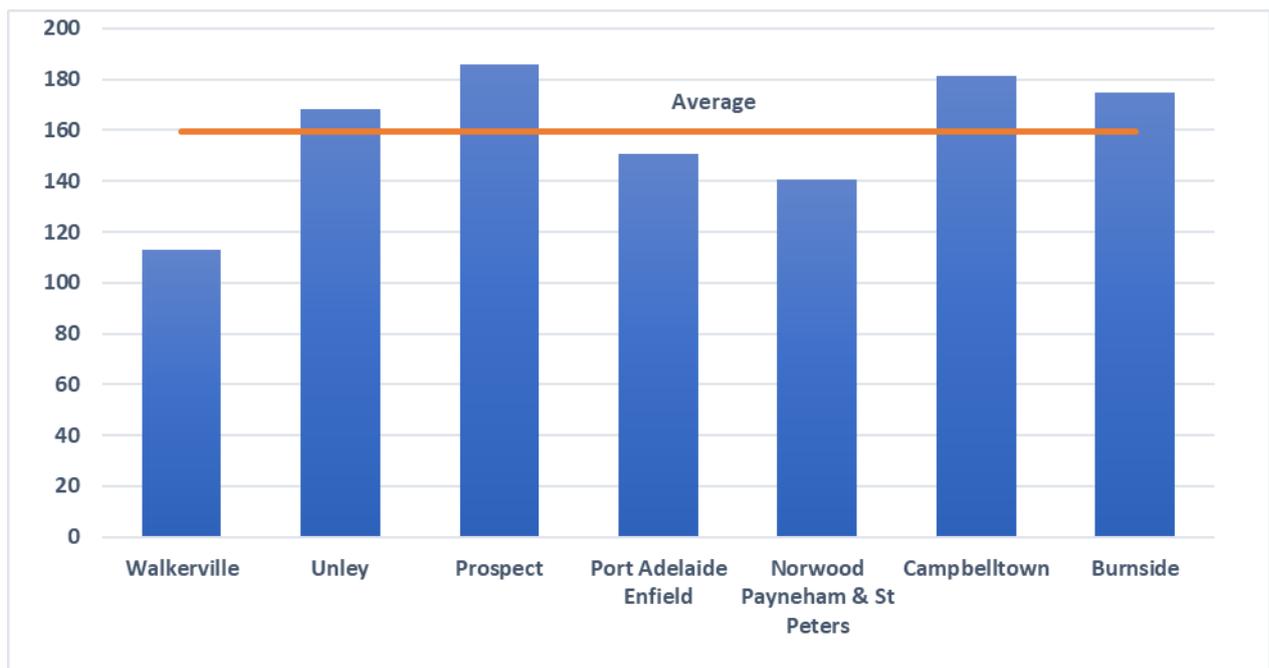
**Comment: Council may wish to continue to monitor this result and take it into account when setting its Annual Business Plan, Budget and Rates. This measurement may be useful to Council in regard to potential State legislated Rate Capping.**

**Grants per Ratepayer**

A common perception is that if a Council can increase its Grant income then it can decrease its reliance on Rates. There are a number of issues with Grant income that need to be considered:

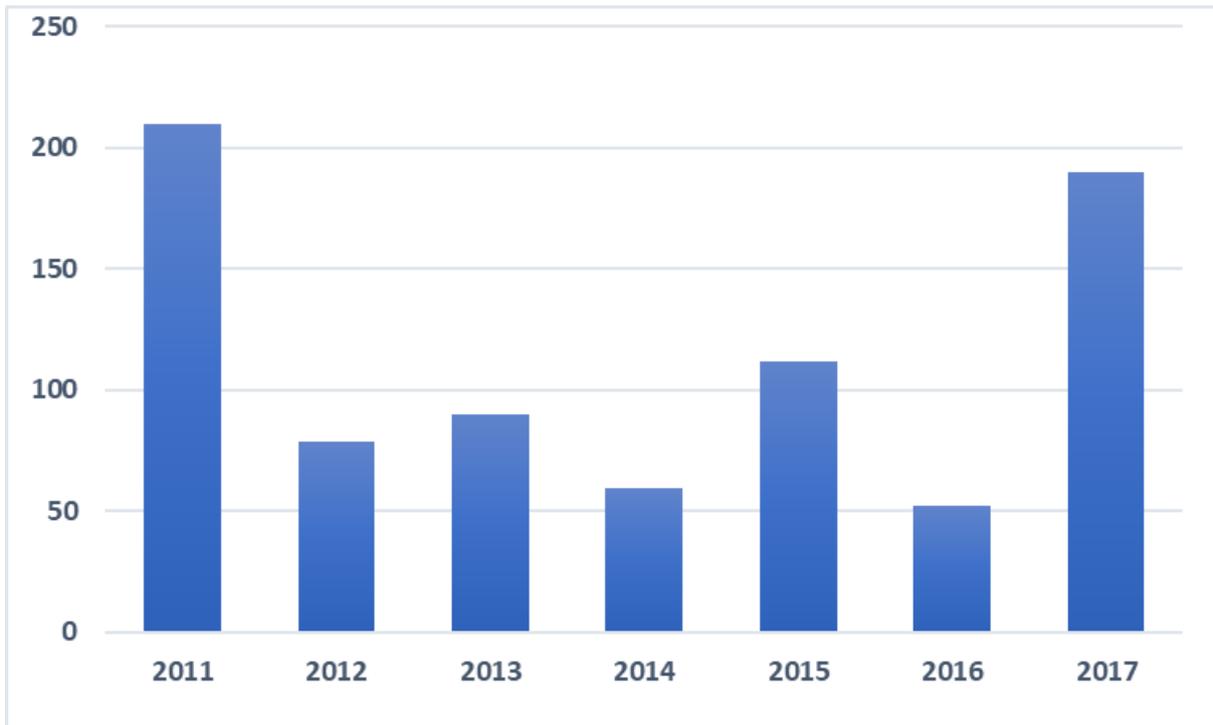
- Grant income from the South Australian Grants Commission is distributed as per a number of factors but the ability of a Council’s ratepayers to pay their own way is an important factor. Many rural less advantaged Councils will receive higher levels of grants than more advantaged Councils.
- Many Grants require a dollar for dollar contribution from the Council, so a grant of \$100,000 will require a matching spend of \$100,000 by the Council.
- A heavy reliance on Grants can be difficult for a Council if the State or Federal Government suddenly change policy direction which results in decreases in funding.

**Grants and Subsidies \$ per Ratepayer 2011 to 2017  
Average over Years**



<b>Grants &amp; Subsidies per Ratepayer – Average over Years 2011 - 2017</b>	
Highest	Prospect
Lowest	Walkerville
Higher than average	Unley, Prospect, Campbelltown, Burnside
Close to average	None
Lower than average	Walkerville, Pt Adelaide Enfield, Norwood Payneham St Peters
Walkerville	Lowest level of Grants

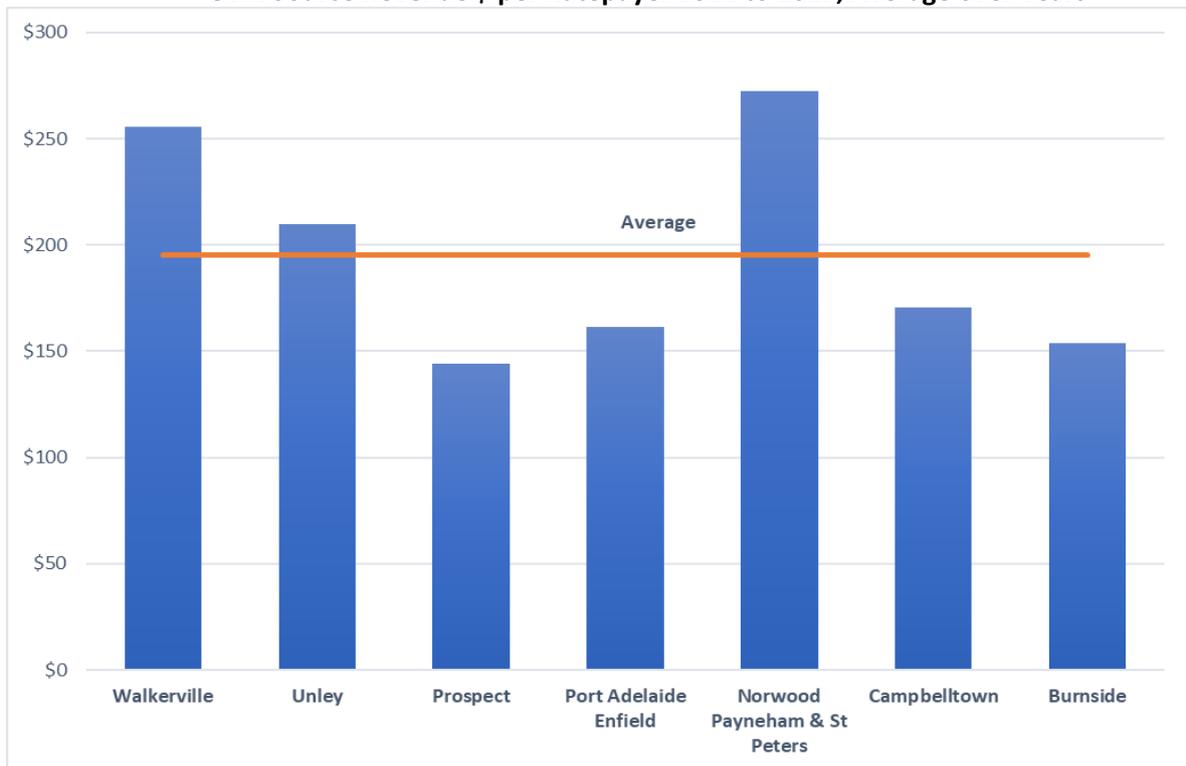
### Walkerville Grants & Subsidies \$ per Ratepayer 2011 to 2017



### Own Source Revenue other than Rates

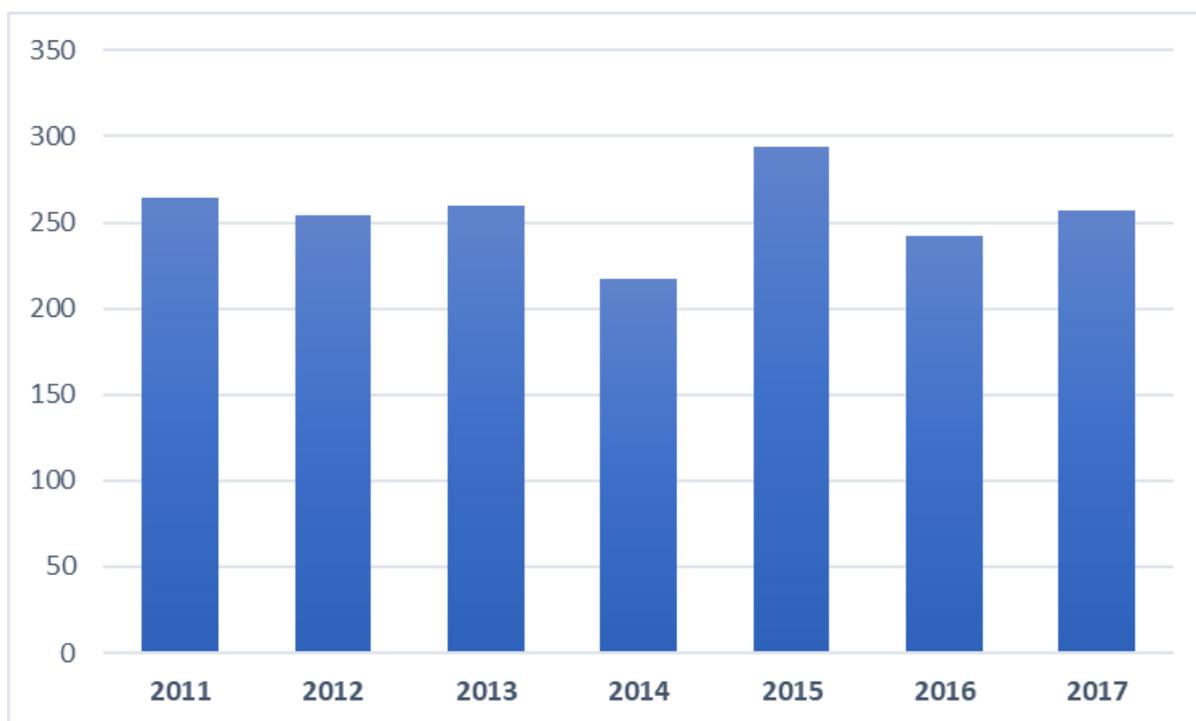
Income sourced from within Council not including Rates but including Statutory Charges, User Charges and Investment Income and is termed 'Own Source Income'. A higher level of Own Source Income means that a Council is less reliant on rates and external grant funding.

### Own Source Revenue \$ per Ratepayer 2011 to 2017, Average over Years



Own Source Revenue – Average over Years 2012 - 2017	
Highest level	Norwood Payneham St Peters
Lowest level	Prospect
Higher than average	Walkerville, Unley, Norwood Payneham St Peters
Close to average	None
Lower than average	Prospect, Pt Adelaide Enfield, Campbelltown, Burnside
Walkerville	2 <sup>nd</sup> Highest

**Walkerville Own Source Revenue (not rates) \$ per Ratepayer 2011 to 2017**



### Business Undertakings Result

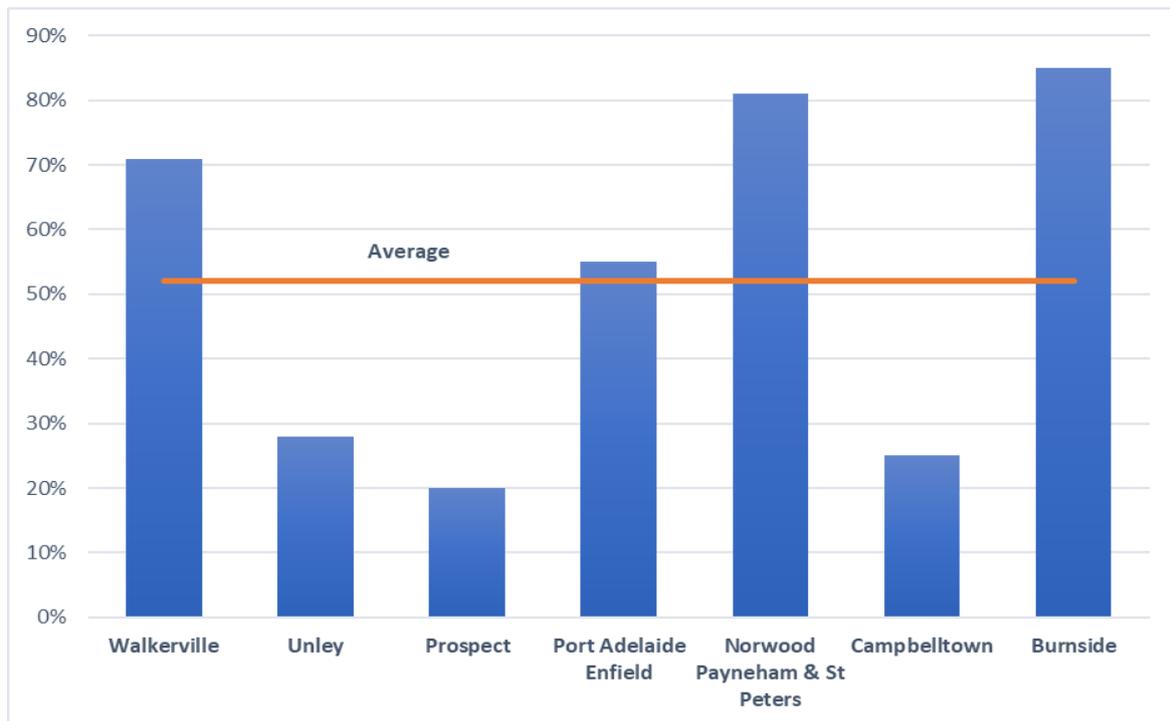
Business undertakings are not usually a major part of a Council's income and there are a number of factors to consider with Council business activities.

- If the activity is being undertaken to increase income to Council to reduce the reliance on rating, then the activity should be making reasonable profits for the Council. Losses would be a burden on rating.
- If the activity is being undertaken to provide a service to the community then the profits may not be as high as outcomes other than financial ones may be more important to Council.
- The transparent nature of Council makes operating businesses more challenging particularly if competing with other private businesses.

Business undertakings include the following activities, not all Councils will provide all services.

- Caravan/camping parks
- Real estate development
- Car parking – off street
- Community Waste Water Management
- Domestic water supply
- Town Bus Service
- Gravel Pits/Quarries
- Markets/Saleyards
- Private works
- Investment Property
- Electricity Supply

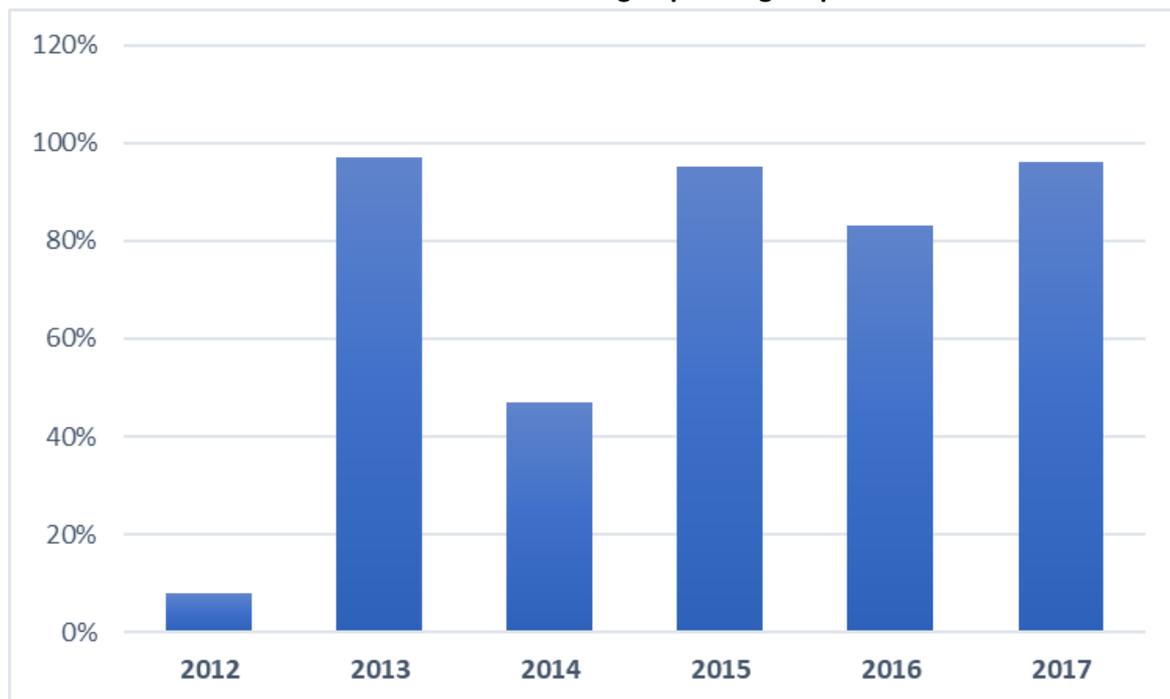
### Operating Surplus Ratio for Business Undertakings 2012 to 2017 – Average over Years



#### Operating Surplus Ratio for Business Undertakings – Average over Years 2012 - 2016

Highest level	Burnside
Lowest level	Prospect
Higher than average	Walkerville, Norwood Payneham St Peters, Burnside
Close to average	Port Adelaide Enfield
Lower than average	Unley, Prospect, Campbelltown
Walkerville	3 <sup>rd</sup> highest and higher than the group average.

#### Walkerville Business Undertakings Operating Surplus Ratio %



Walkerville has been making an Operating Surplus over this period, but the results are not consistent.

**Comment: Although results are slightly higher than average and better in 2013 and 2015 and beyond, Council may wish to review their business activities to ensure that are delivering the results that Council desires.**

### Employees

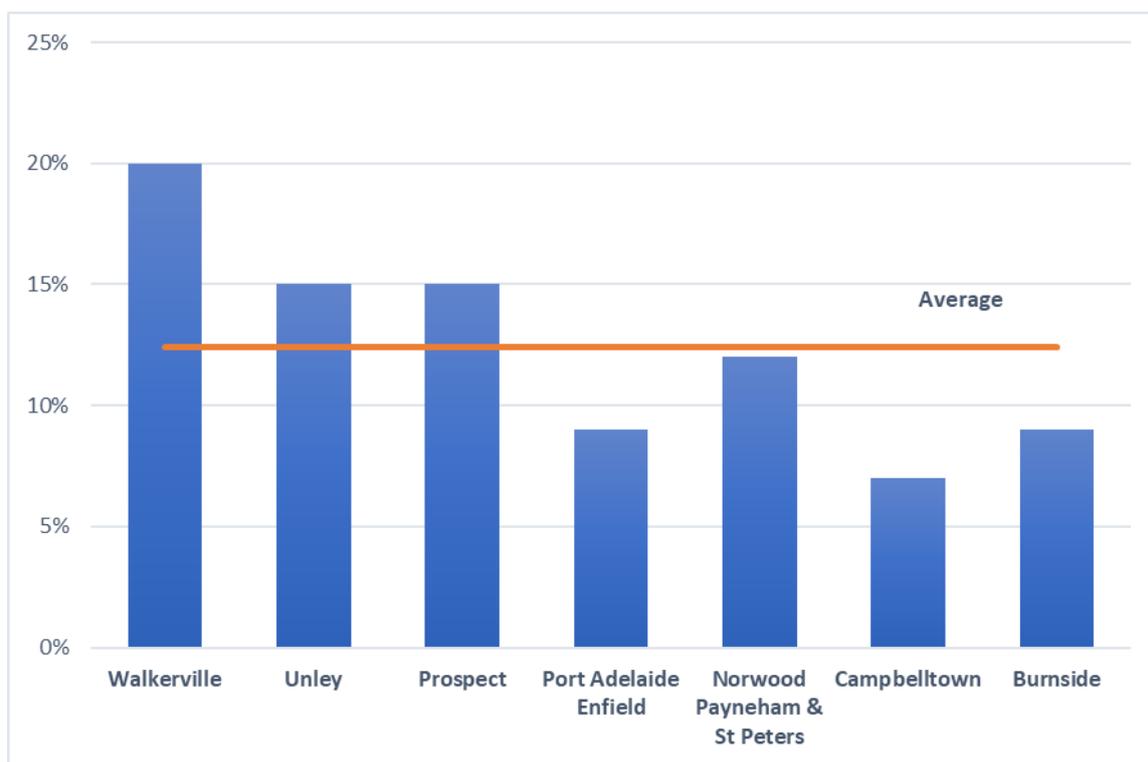
Employee costs are approximately 30% of total operating expenditure for Councils and are therefore a significant expenditure area.

### Workforce Turnover

Councils commit considerable resources into employing and developing staff. A high turnover of staff can increase employment costs, decrease productivity and lose corporate knowledge and competence.

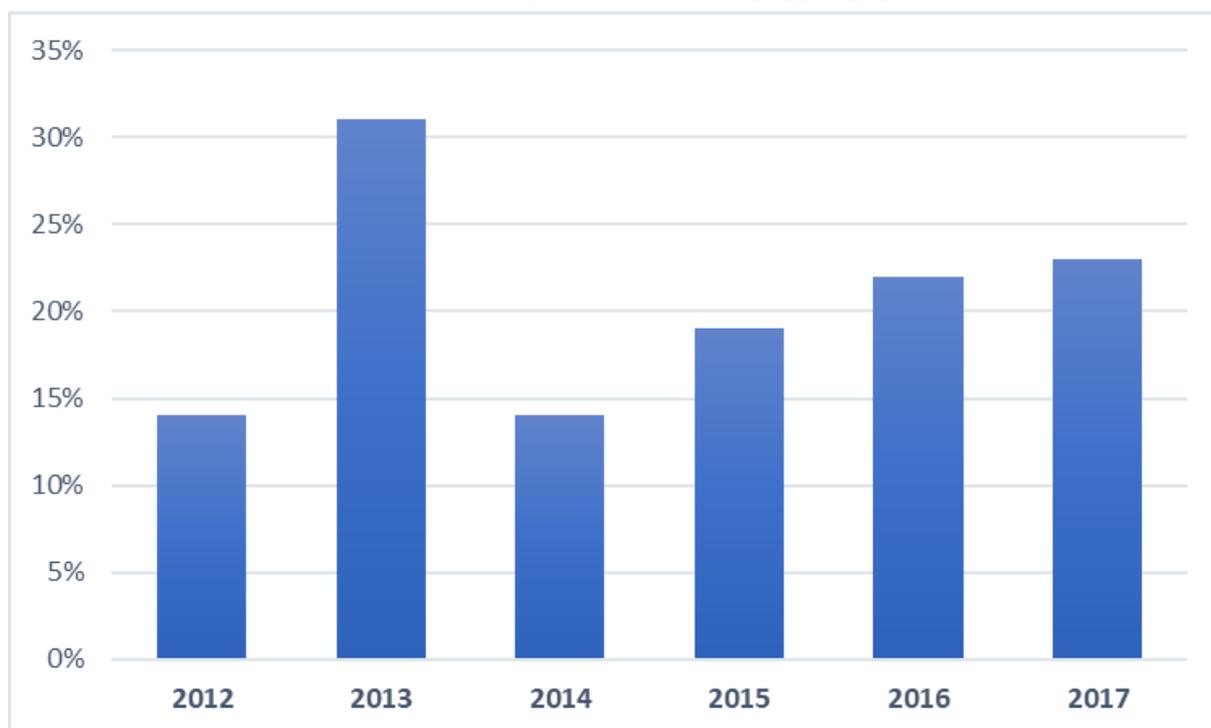
A lower turnover of staff may indicate a more stable and effective workforce.

**Workforce Turnover % 2012 to 2017 – Average over Years**



Workforce Turnover % – Average over Years 2012 - 2017	
Highest level	Walkerville
Lowest level	Campbelltown
Higher than average	Walkerville, Unley, Prospect
Close to average	Norwood Payneham St Peters
Lower than average	Port Adelaide Enfield, Campbelltown, Burnside
Walkerville	Highest Turnover

**Walkerville Workforce Turnover % 2012 to 2017**



Walkerville’s turnover improved in 2014 but has steadily increased since then. Turnover is more apparent in a smaller Council as one staff member per 50 staff is a 2% turnover whilst one staff member in a larger Council of 100 total staff is only 1% turnover.

**Comment: Council may wish to continue to monitor this data to ensure that the results are reflective of Council’s Workforce Strategy. It is worth keeping in mind that in a Council with small numbers of employees a single termination is of greater effect than for Councils with larger numbers of employees.**

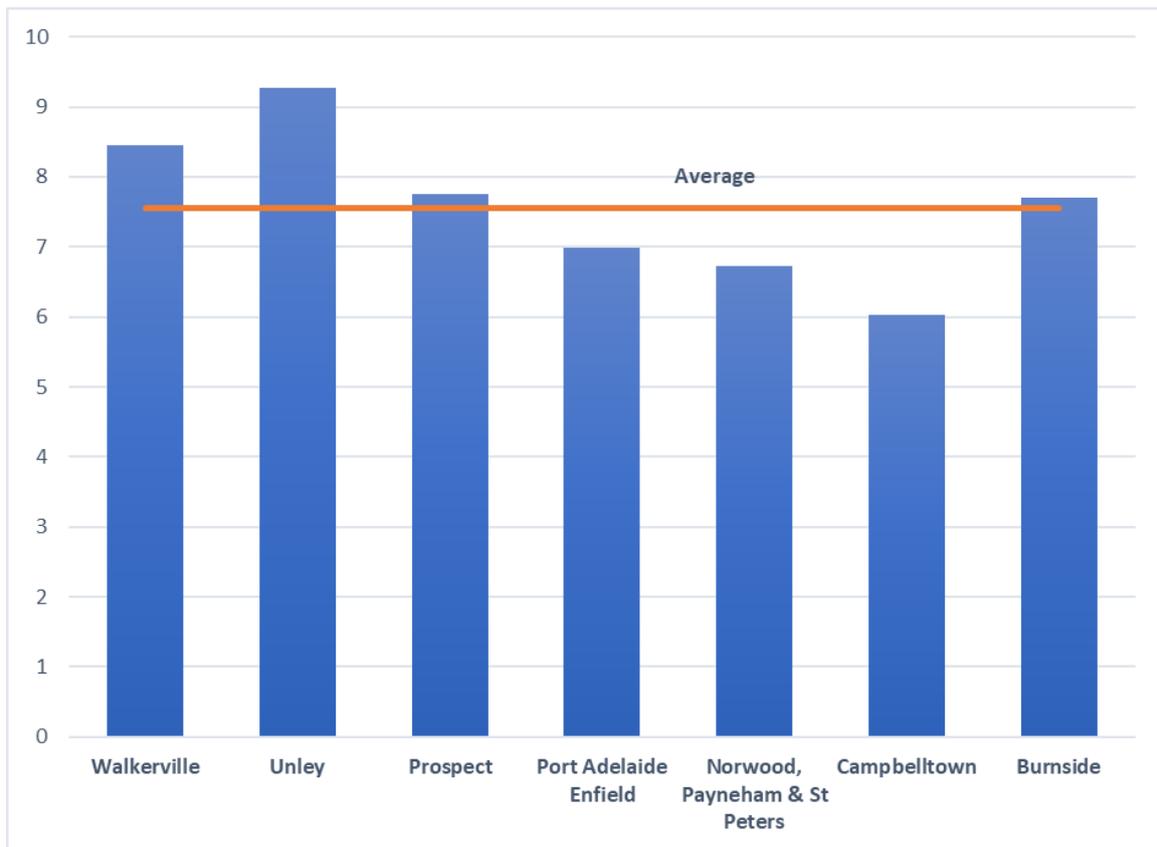
### *Number of Employees*

Obviously, the number of employees in a smaller Council is going to be less than a larger Council so it is better to break the data into comparable information such as operating employees per 1000 head of population to give a comparable figure.

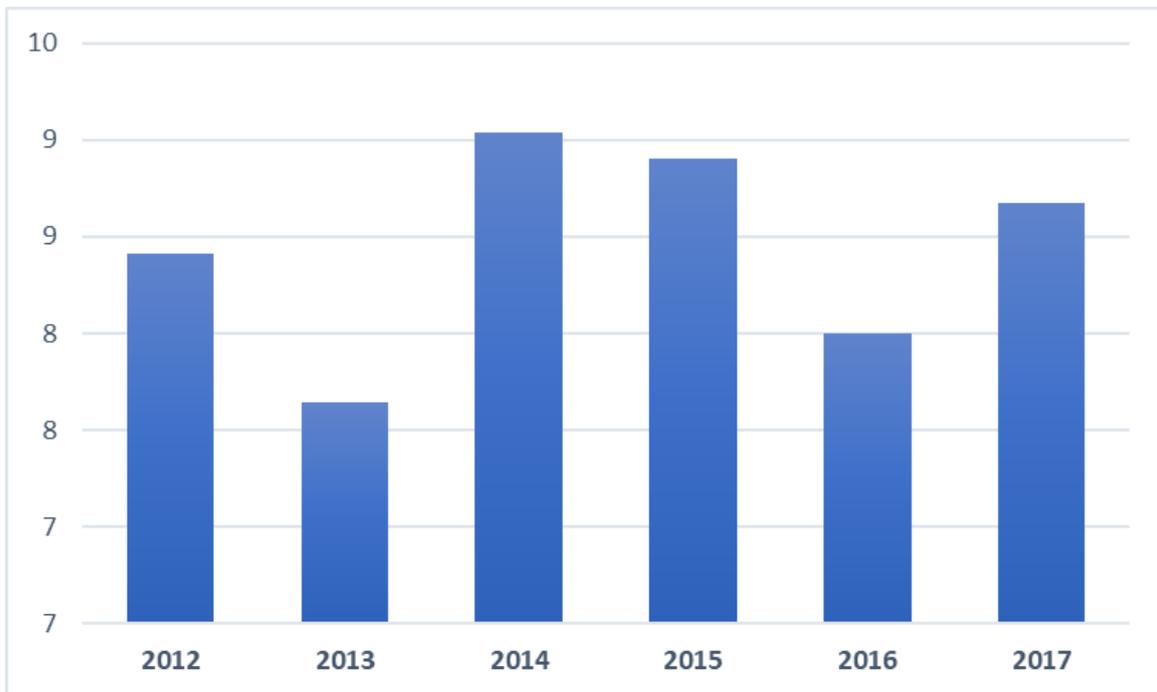
The data indicates how many employees are required to provide the Councils’ normal services (not capital works) to their communities. Councils will also provide services using contractors who are not included in this data. This data is therefore limited in providing any comparison, as a Council with a low number of employees may be using more contractors to provide services instead of using employees.

<b>No. of Employees per 1000 Ratepayers – Average over Years 2012 - 2017</b>	
Highest level	Unley
Lowest level	Campbelltown
Higher than average	Walkerville, Unley
Close to average	Prospect, Burnside
Lower than average	Pt Adelaide Enfield, Norwood Payneham St Peters, Campbelltown
Walkerville	2 <sup>nd</sup> Highest down from highest in 2015.

**Number of Operating Employees per 1000 Ratepayers 2011 to 2017 – Average over Years**



**Walkerville – Number of Operating Employees per 1000 Ratepayers 2011 to 2017**

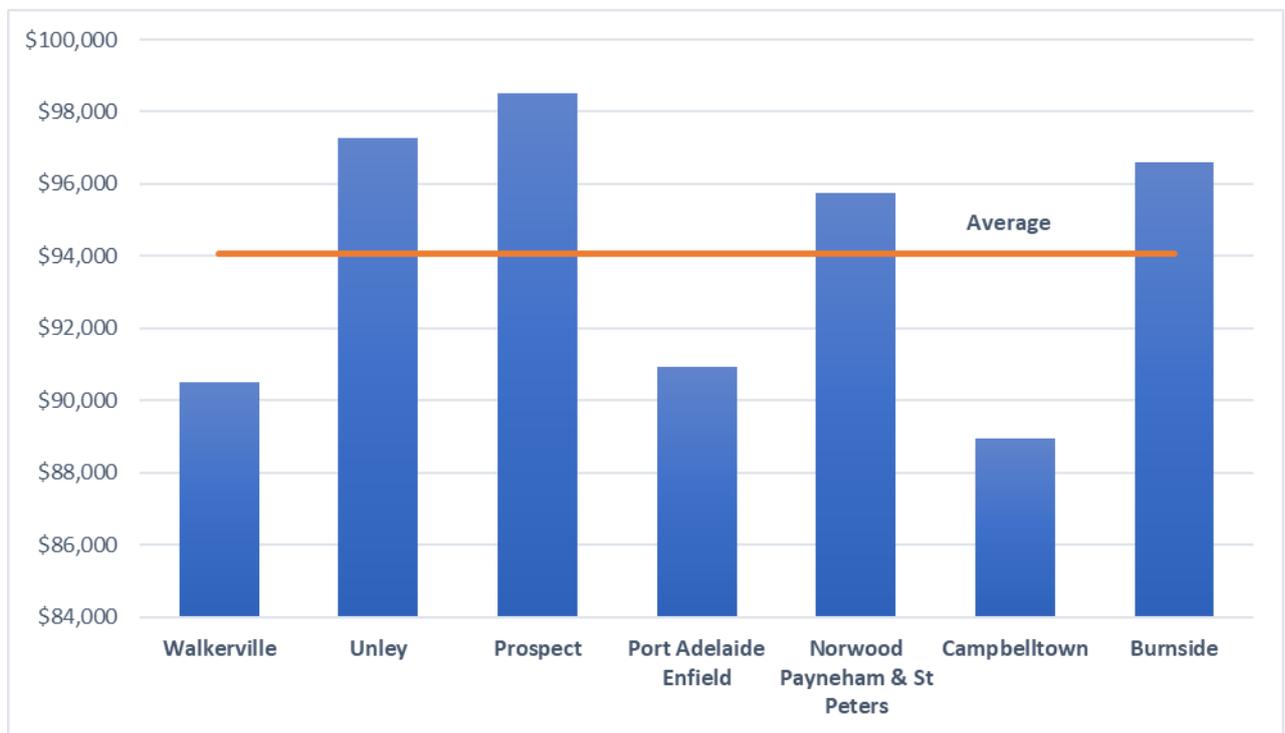


**Comment: Number of employees is not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data, but this should be undertaken in respect to levels of services provided.**

***Employee Costs per Employee***

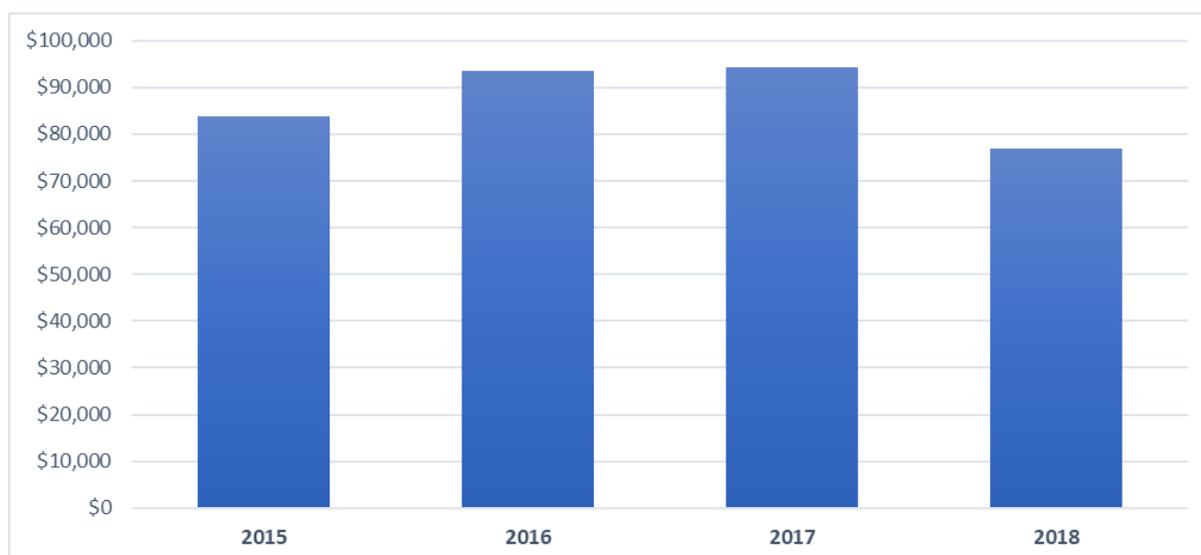
Employee costs include the cash wages paid to employees along with superannuation, workers compensation insurance and leave costs. Staff in Councils range from manual labourers to professionals through to executives, all paid at different rates. Some Councils use contractors and consultants to fill some roles instead of employing staff. Some Councils are geographically larger with more asset management requirements and consequently more labour staff compared to professionals and thus a different mix of staff salaries and wages. This can make comparisons of employee costs difficult. However, the average employee costs per employee are shown below and give some insight in the variations between Councils.

**Employee Costs \$ per FTE 2015 to 2017 – Average over Years**



<b>Employee Costs \$ per FTE – Average over Years 2015-2017</b>	
Highest level	Prospect
Lowest level	Campbelltown
Higher than average	Unley, Prospect, Norwood Payneham St Peters, Burnside
Close to average	None
Lower than average	Walkerville, Pt Adelaide Enfield, Campbelltown
Walkerville	2 <sup>nd</sup> lowest

### Walkerville Employee Costs per FTE 2015 to 2018



Both Pt Adelaide Enfield and Campbelltown Councils are larger geographically and potentially have more field staff than the other Councils. Walkerville has very low numbers of field staff which should push the average employee costs higher, but Walkerville also uses consultants and contractors for a number of tasks, so this may reduce the cost of professional staff.

**Comment: Employee costs per employee are not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data, but this should be undertaken in respect to levels of services provided**

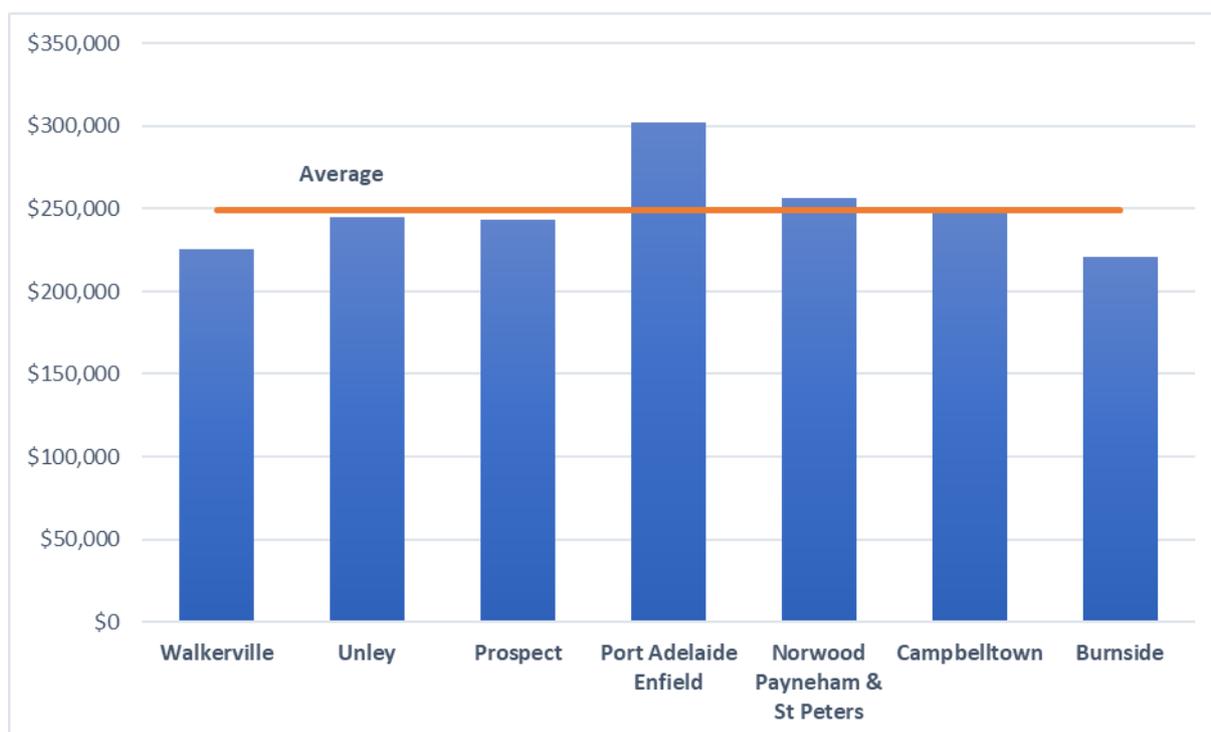
#### *CEO Remuneration*

The CEO is the only person employed directly by the Elected Members and is the key staff member driving the achievement of the communities and Council's plans. Councils understand they need to offer competitive packages to attract quality people however the media and communities are often interested in what CEOs earn from a more cost pressure perspective.

The graphs below show the average CEO remuneration for the comparison Councils over the 2013-2017 period and also the average for the comparison Councils just for 2016.

Average CEO Remuneration \$ – Average over Years 2013-2017	
Highest level	Port Adelaide Enfield
Lowest level	Burnside
Higher than average	Port Adelaide Enfield
Close to average	Unley, Prospect, Norwood Payneham St Peters, Campbelltown
Lower than average	Burnside, Walkerville
Walkerville	2 <sup>nd</sup> Lowest

### CEO Remuneration Package \$ Average over years 2013 to 2017



**Comment: Favourable from the point of view of cost to Council but should also be considered from a recruitment and retention point of view.**

### Financial Performance Summary

Attribute	Walkerville compared to Average	Comment
Operating Surplus Ratio	Lower than Average (unfavourable)	Has increased since 2015 and LTFP forecasts continued increases Council should continue to monitor this ratio when forming budgets and to monitor the long-term financial plans forecasts.
Net Financial Liabilities Ratio	Higher than Average (unfavourable)	Has decreases since 2014 and LTFP forecasts continued decreases. Council should continue to monitor this ratio when forming budgets and long-term financial plans to continue to improve this outcome whilst ensuring that Asset Management continue to be addressed.
Revenue and Expenditure Growth	Increase in Income is higher than increase in expenditure (favourable)	Walkerville has increased income at a higher rate than expenditure in order to move to a surplus operating position. The ongoing increase in Operating Surplus in Council's Long-Term Financial Plan will reduce the level of debt and decrease the Net Financial Liabilities Ratio.
Rates per Ratepayer	Higher than Average (unfavourable)	Council may wish to continue to monitor this result and take it into account when setting its Annual Business Plan, Budget and Rates
Increase in Rates	Higher than average (unfavourable)	
Grants per Ratepayer	Lower than Average	Higher grants mean lower reliance on rates but also means income is subject to changes from other levels of Government
Own Source Income	Higher than Average (favourable)	Higher own source revenue other than grants and rates assists in decreasing the reliance on rates.

Business Undertakings Operating Surplus Ratio	Higher than Average (favourable)	Although results are higher than average, Council may wish to review their business activities to ensure that are delivering the results that Council desires.
Workforce Turnover	Higher than Average (unfavourable)	Council may wish to continue to monitor this data to ensure that the results are reflective of Council's Workforce Strategy. It is worth keeping in mind that in a Council with small numbers of employees a single termination is of greater effect than for Councils with larger numbers of employees.
Number of Employees	Higher than Average	Number of employees is not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data, but this should be undertaken in respect to levels of services provided.
Employee Costs per Employee	Lower than Average	Employee costs per employee are not a comprehensive indicator of either service levels or cost efficiencies. Council may wish to continue to monitor this data, but this should be undertaken in respect to levels of services provided
CEO Remuneration	Lower than Average	Favourable from the point of view of cost to Council but should also be considered from a recruitment and retention point of view.

## Asset Management

Asset Management balances asset management needs with available funds to make the best use of public resources.

### Asset Sustainability Ratio

Renewal/replacement is the \$ amount that a Council's Asset Management Plan states is required each year to retain the asset at a certain standard. This amount is not included in a Council's financial reports as an operating expenditure but is capital expenditure.

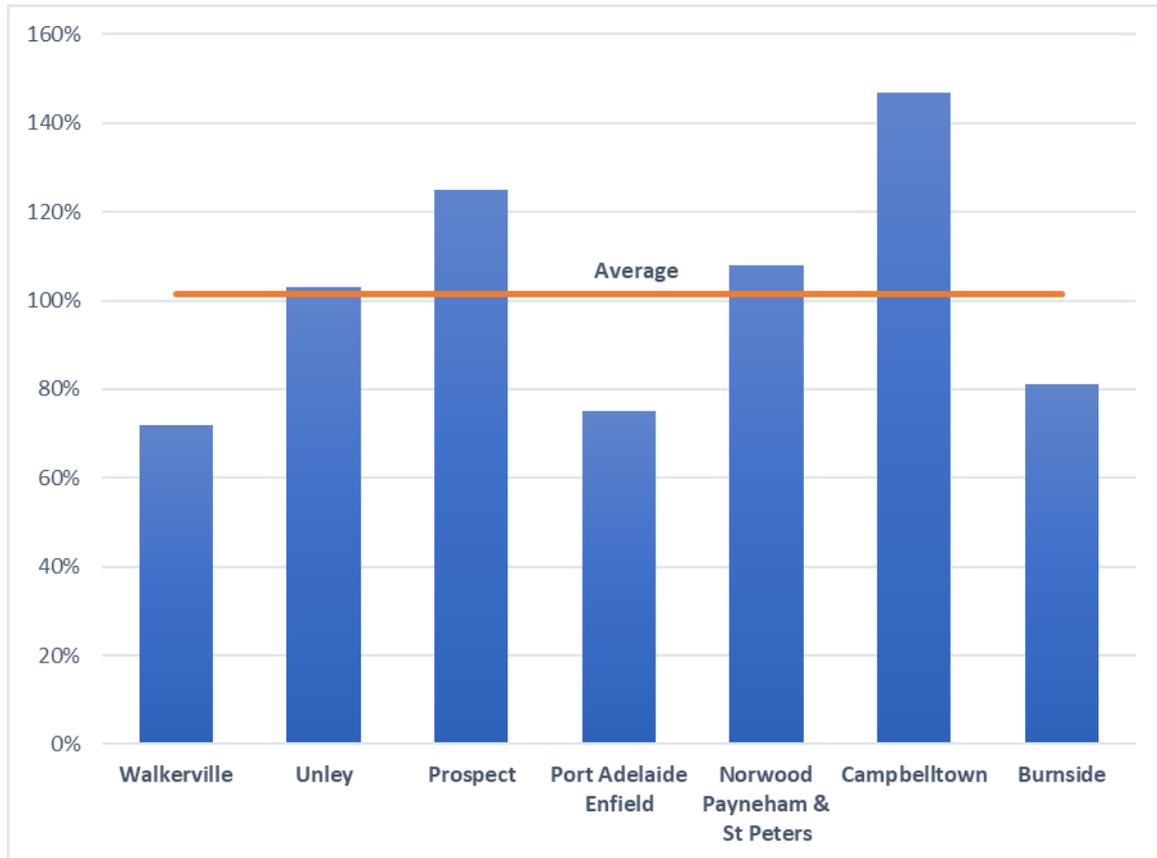
The Asset Sustainability Ratio shows the amount of spending on asset renewal/replacement compared to the amount set out in the Council's Asset Management Plan. If a Council spends less than their Asset Management Plan sets out, consistently over time, the assets will deteriorate. This may result in higher asset renewal/replacement costs in the future than the Council would have been subjected to if it had managed its assets in a timely manner.

In the past the Asset Sustainability Ratio has been calculated differently by many Councils, comparing renewal/replacement expenditure to depreciation. Depreciation is a calculation of Value of Asset/life of Asset. This calculation results in a \$ amount which is the same each year and represents the consumption of the asset. It is included in a Council's financial reports as an operating expenditure item.

Renewal/Replacement expenditure may be different to depreciation as the Renewal/Replacement amounts for Assets are not equal each year. An asset may last for many years before it requires renewal expenditure and thus there will be some years when expenditure is higher and some when it is lower. Depreciation is the total asset value divided by useful live and is consistent year by year. It is based on different data and will not match Renewal amounts.

From the 2014/15 financial year, all Councils were required to use their Asset Management Plan Renewal/Replacement requirements in the calculation and not the depreciation amount. Therefore, this report only includes results from 2014/15 onwards.

**Asset Sustainability Ratio 2015 to 2017 – Average over Years**

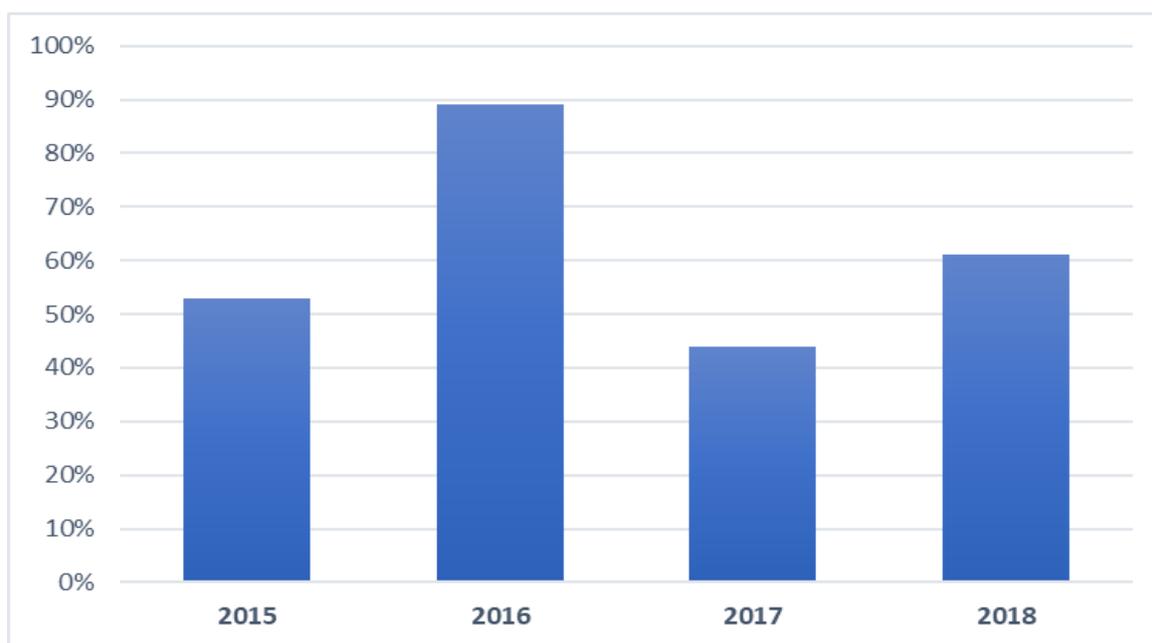


<b>Asset Sustainability Ratio – Average over Years 2015-2017</b>	
Highest level	Campbelltown
Lowest level	Walkerville
Higher than average	Prospect, Norwood Payneham St Peters, Campbelltown
Close to average	Unley
Lower than average	Walkerville, Pt Adelaide Enfield, Burnside
Walkerville	Lowest

A Council that is consistently spending much less than required from their Asset Management Plans would need to investigate the results to determine how this is affecting the long-term capability of their assets. A Council that is consistently spending much more than required from their Asset Management Plans should consider if they are overspending on their assets.

Walkerville has undertaken considerable work to improve Asset Management Plans in the past few years. Asset sustainability ratios can be affected if considerable spending is occurring on new assets. Council has undertaken considerable work on their stormwater over the couple of years which has had to be classed as new/upgrade work as the stormwater had to be upgraded to cope with increased ratepayer properties.

### Walkerville – Asset Sustainability Ratio 2015 to 2018



**Comment:** Continue to monitor this ratio to ensure that assets are being managed appropriately.

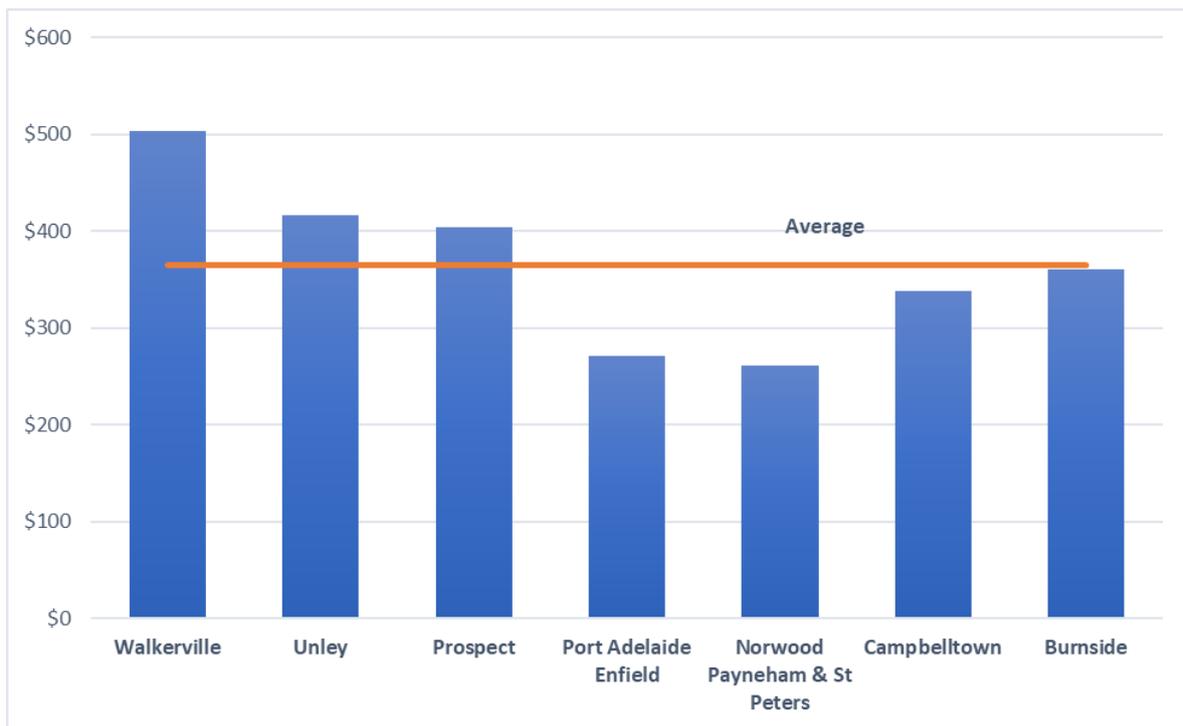
#### Renewal per Ratepayer

Asset sustainability considers the amount of renewal work undertaken on Councils' existing assets. The amount spent per ratepayer is used in the Victorian Reporting Framework, but the ratio doesn't give a full picture of the standard of a Council's assets and whether the renewal work undertaken is appropriate. It therefore doesn't give a true indication about whether a higher spend per ratepayer means that a Council is spending more than it should or being less efficient.

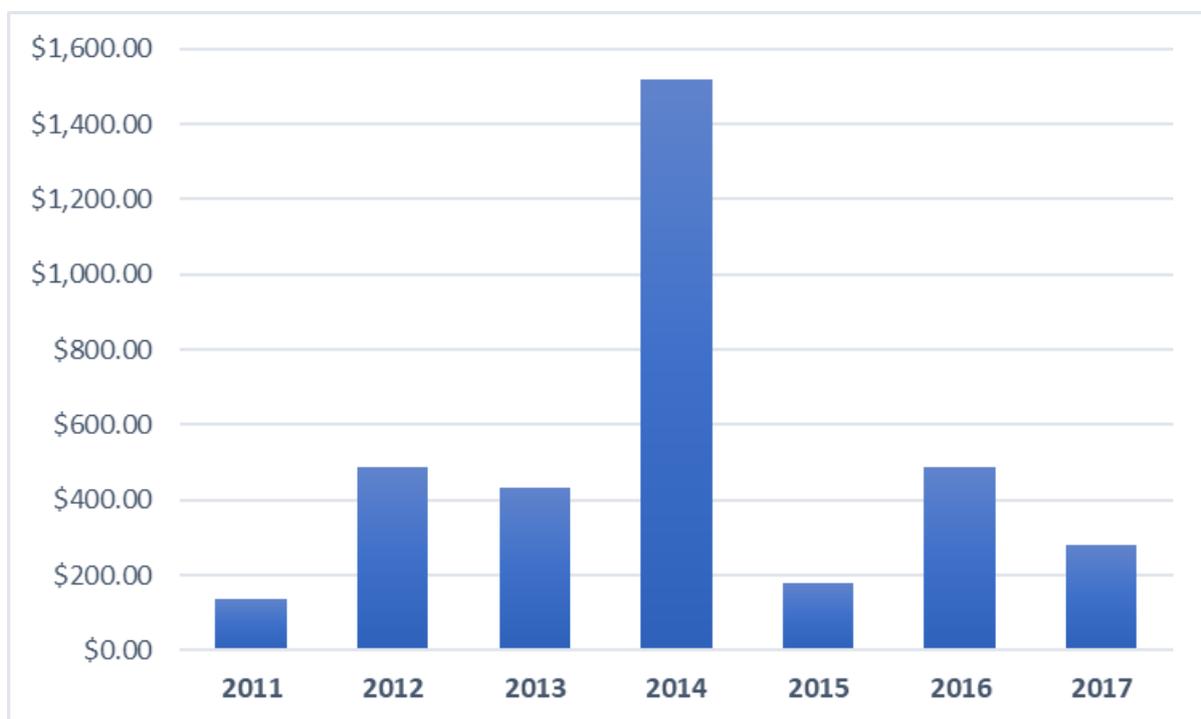
Renewal Spend \$ per Ratepayer – Average over Years 2011-2017	
Highest level	Walkerville
Lowest level	Norwood Payneham & St Peters
Higher than average	Walkerville
Close to average	Burnside, Campbelltown, Prospect, Unley
Lower than average	Norwood Payneham & St Peters
Walkerville	Highest level

The graph below shows the average renewal per ratepayer for 2011 to 2017.

**Renewal Spend \$ per Ratepayer 2011 to 2017 – Average over Years**



**Walkerville – Renewal Spend per Ratepayer \$ 2011 to 2017**



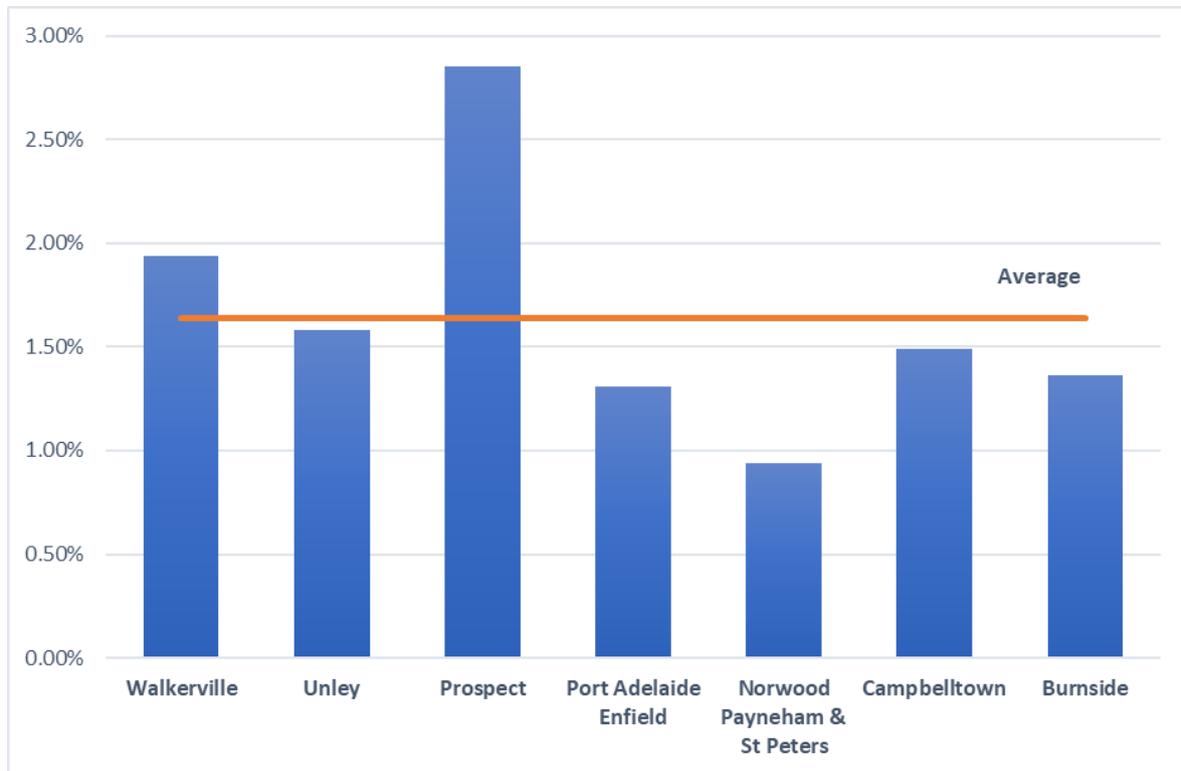
Walkerville’s renewal spend has fluctuated considerably over the years. The spending should become more consistent now that Asset Management Plans are in place and once the upgrade of stormwater is complete.

**Comment: Continue to monitor this data along with the Asset Sustainability Ratio**

## Renewal Spend as a % of Fixed Assets

The graph below shows the average renewal spend as a percentage of Fixed Assets

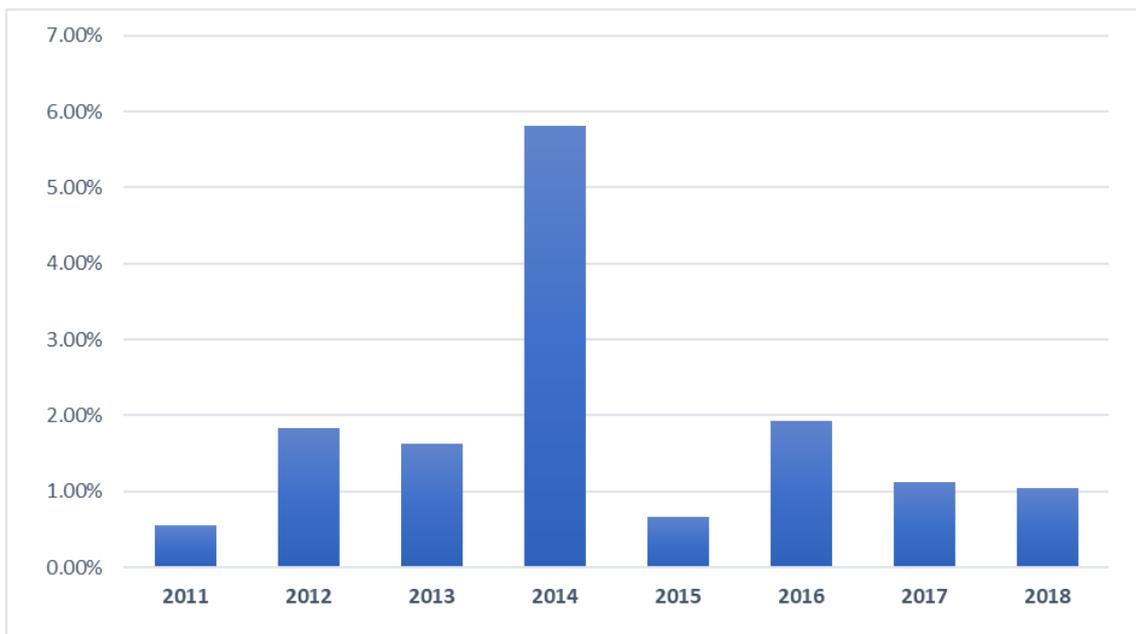
**Renewal Spend as a % of Fixed Assets 2011 to 2017 – Average over Years**



Renewal Spend as % of Fixed Assets average 2011 to 2017	
Highest level	Prospect
Lowest level	Norwood Payneham St Peters
Higher than average	Walkerville, Prospect
Close to average	Unley
Lower than average	Port Adelaide Enfield, Norwood Payneham St Peters, Campbelltown, Burnside
Walkerville	2 <sup>nd</sup> highest

**Comment: Continue to monitor this data and Asset Management Plan requirements.**

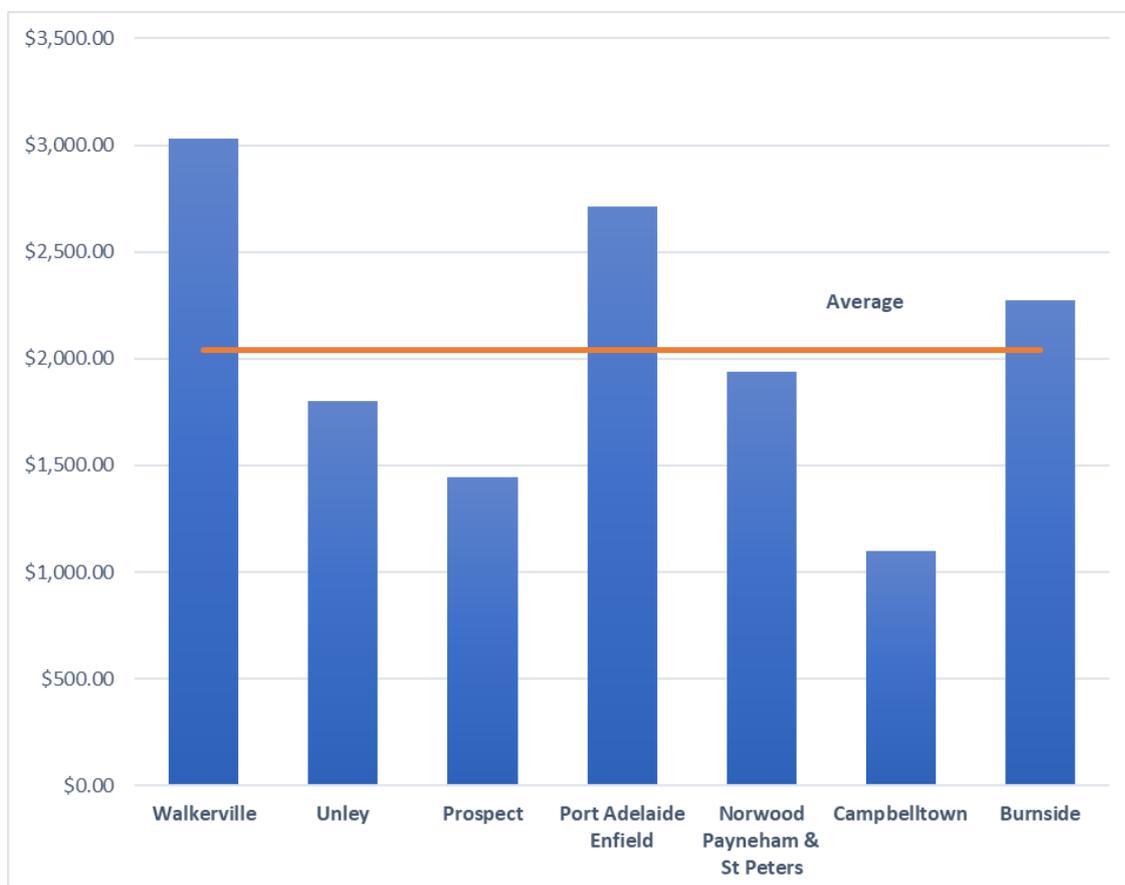
### Walkerville Renewal spend as % of Fixed Assets 2011 to 2017



### Building Assets per Ratepayer

Councils in the city area have considerable building assets. Comparing the Building Asset values to the number of ratepayers gives an understanding of the potential impact of renewing, replacing and maintaining these assets.

### Building Assets \$ per Ratepayer – Average over 2011 to 2017



Value of Building Assets per Ratepayer \$ – Average over Years 2011-2017	
Highest level	Walkerville
Lowest level	Campbelltown
Higher than average	Walkerville, Port Adelaide Enfield, Burnside
Close to average	Norwood Payneham St Peters
Lower than average	Unley, Prospect, Campbelltown
Walkerville	Highest

The redeveloped Civic Centre contributed to some of the increase in 2014, however the years before were also higher than the average so Walkerville has a significant stock of buildings.

**Comment: Council may wish to consider whether the level of building assets is appropriate for the community.**

### Asset Management Summary

Attribute	Walkerville compared to Average	Comment
Asset Sustainability Ratio	Below average	Continue to monitor this ratio to ensure that assets are being managed appropriately
Renewal per Ratepayer	Above the average	Continue to monitor this data along with the Assets Sustainability Ratio
Renewal Spend as % of Fixed Assets	Above the average	Continue to monitor this data and Asset Management Plan Requirements
Building Asset Value per Ratepayer	Above the average	Council may wish to consider whether the level of building assets is appropriate for the community.

### Governance/Community Leadership

The Victorian Government Performance Reporting Framework defines Governance as the provision of good governance to the community including making and implementing decisions with reference to community engagement, policy frameworks and agreed practice and in compliance with relevant legislation.

Local Government in Victoria produced a 'Good Governance Guide'. This is a website which sets out information and aspects of 'good governance' for Councils. The Guide lists the following attributes of 'good governance';

Good Governance is:

- Accountable – has an obligation to report, explain and be answerable for the consequences of decisions it has made on behalf of the community it represents.
- Transparent – people should be able to follow and understand the decision-making process and be able to clearly see how and why a decision was made, what information, advice and consultation council considered, and which legislative requirements council followed.
- Follows the rule of law – decisions are consistent with relevant legislation or common law and are within the powers of council.

- Responsive – local government should always try to serve the needs of the entire community while balancing competing interests in a timely, appropriate and responsive manner.
- Equitable and Inclusive – a community’s wellbeing results from all of its members feeling their interests have been considered by council in the decision-making process. All groups, particularly the most vulnerable, should have opportunities to participate in the process.
- Effective and Efficient – implement decisions and follow processes that make the best use of the available people, resources and time to ensure the best possible results for their community.
- Participatory – those affected or interested in a decision should have the opportunity to participate in the process for making that decision.

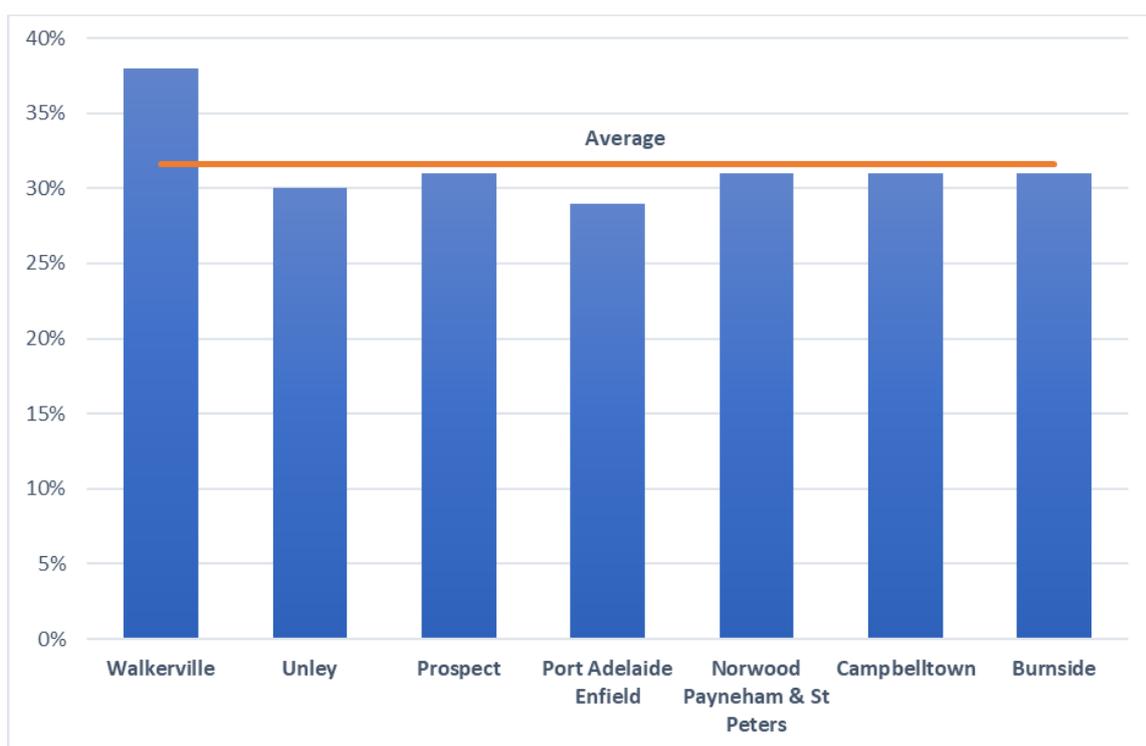
This section will consider some of these aspects that have been measured by the comparison Councils that would be indicative of ‘good governance’.

## Democracy

### *Voter Turnout*

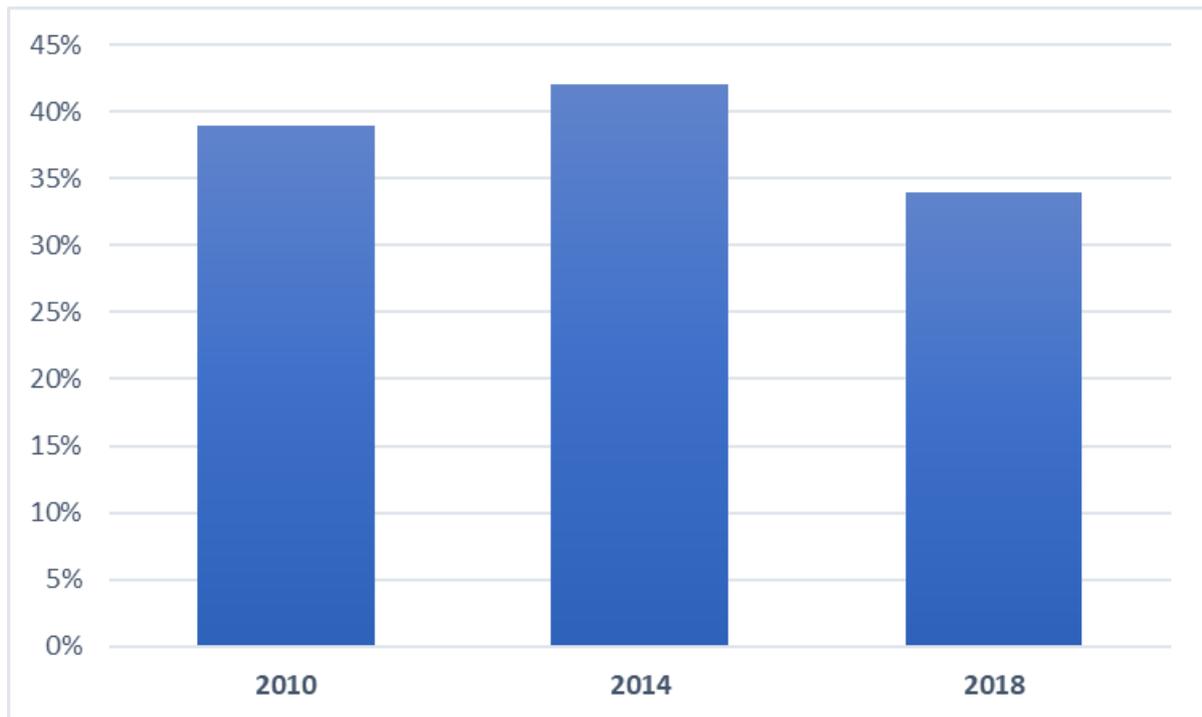
Elected Members represent their communities and make decisions on their behalf. Local Government elections in South Australia are not compulsory and therefore the level of voter turnout may indicate the strength of the democracy and how representative Council is of its community. A high turnout may indicate a community that is more interested and aware of their Council and their activities or may indicate a particular concern amongst voters. A low turnout may indicate either a lack of interest and involvement with Council or contentment among voters.

**Voter Turnout 2010, 2014 & 2018 Elections – Average over Years**



<b>Voter Turnout – Average over Years 2010, 2014 &amp; 2018 Elections</b>	
Highest level	Walkerville
Lowest level	Port Adelaide Enfield
Higher than average	Walkerville
Close to average	Prospect, Norwood Payneham St Peters, Campbelltown, Burnside
Lower than average	Unley, Pt Adelaide Enfield
Walkerville	Highest

### Walkerville Voter Turnout 2010, 2014 and 2018 Elections



2018 results are much closer to the average for the group.

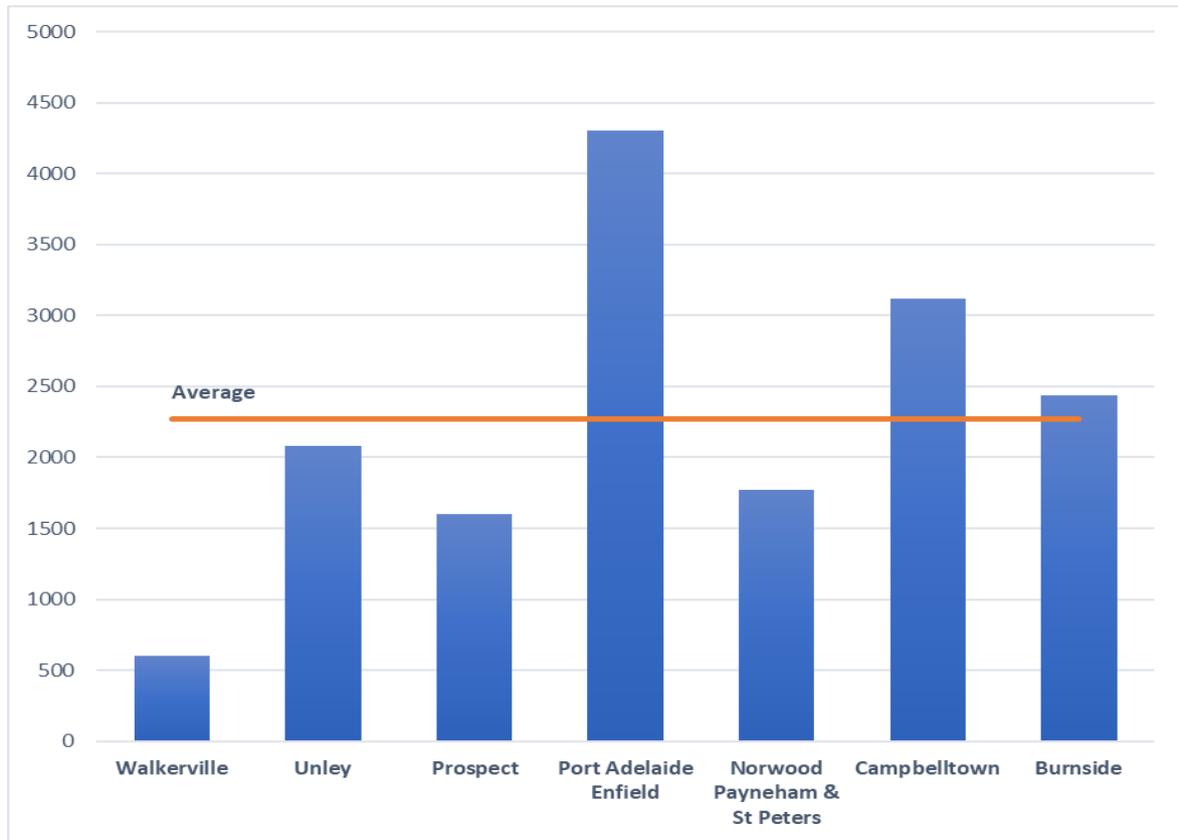
### *Representation Quota*

The Representation Quota is the number of electors to each Elected Member. Higher numbers make it more difficult for Elected Members to be in touch with their electors. Smaller numbers may mean that it is easier for electors to contact their Elected Members about issues.

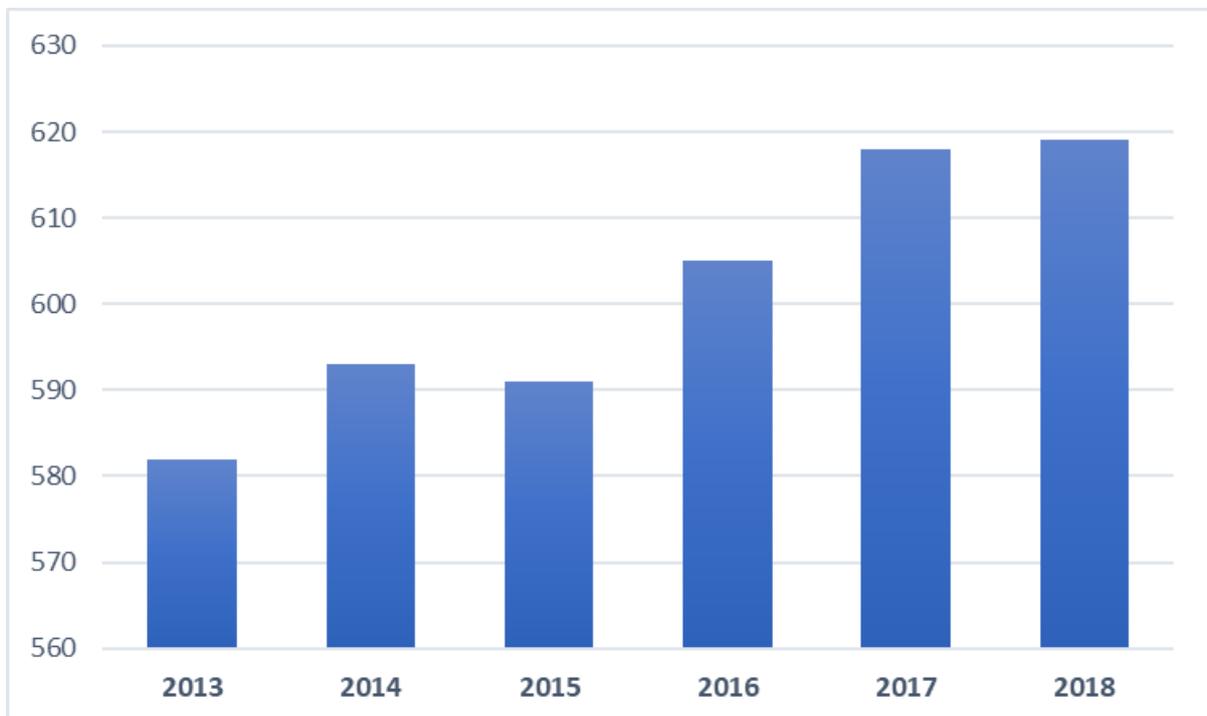
More Elected Members mean more cost and too many may diminish effective decision making within the chamber. Too few Elected Members may not bring enough diversity to the chamber.

<b>Representation Quota – Average over Years 2013 to 2017</b>	
Highest level	Port Adelaide Enfield
Lowest level	Walkerville
Higher than average	Port Adelaide Enfield, Campbelltown
Close to average	Burnside
Lower than average	Walkerville, Unley, Prospect, Norwood Payneham St Peters
Walkerville	Lowest

**Representation Quote (Number of Electors per Elected Member) 2013 to 2017 – Average over Years**



**Walkerville Representation Quota 2013 to 2018**



## Transparency

Transparency refers to the information and decision making of Council being open to the public. This can be demonstrated in a number of ways.

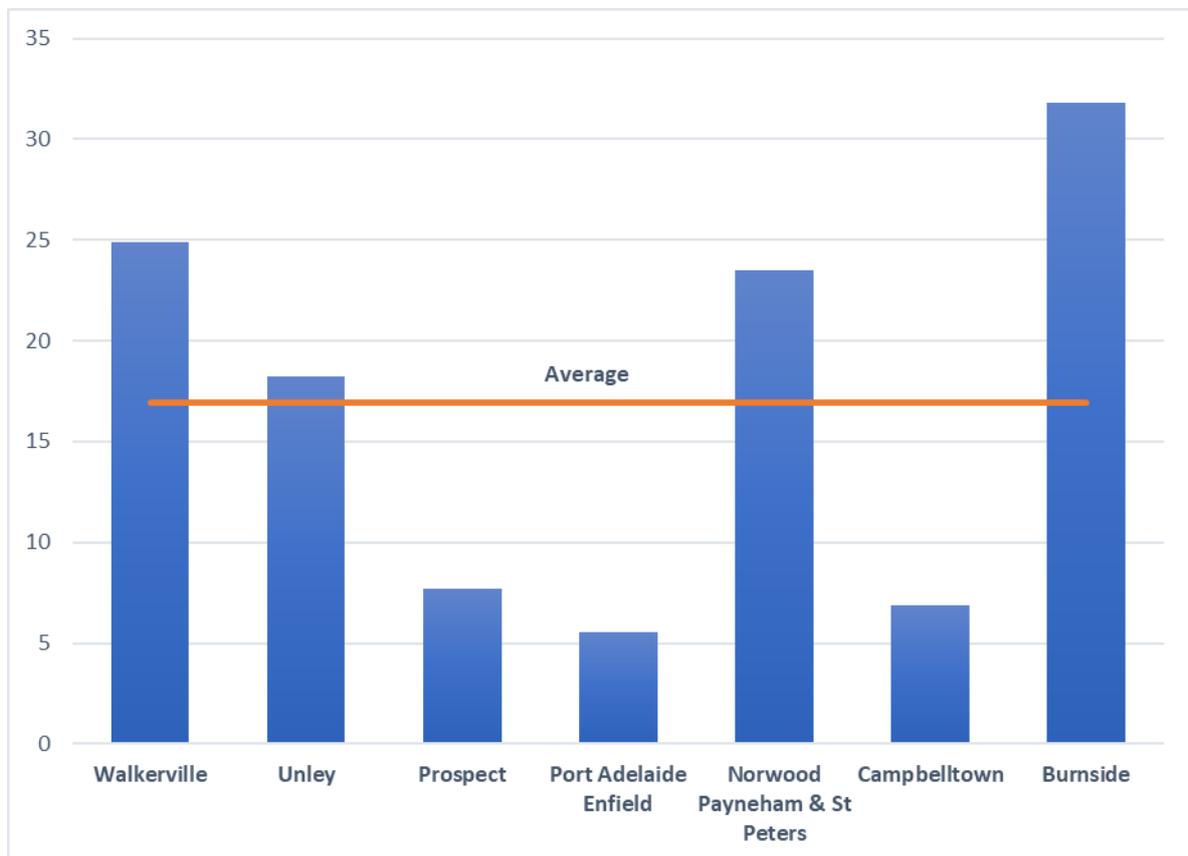
### *Use of Confidentiality*

Councils can meet in confidence (without public present) for only specific reasons set out in the Local Government Act 1999. Councils can deal with many different issues over a year including business issues with commercial interests the Council owns and issues regarding staff. These discussions are closed to the public and related documents also kept confidential. A high use of confidentiality may merely indicate that a Council has a number of business issues to discuss but very high usage may be of concern to ratepayers.

The South Australian Ombudsman produced a report in November 2012 on an audit of 12 South Australian Councils and the use of confidentiality at meetings. In this report the Ombudsman notes that 'open and transparent display of a council at work in the interests of its community is a strongly supported feature of our democracy'. The Ombudsman's report shows the number of times items were considered in confidence and there was an average of 32 times for the audited Councils.

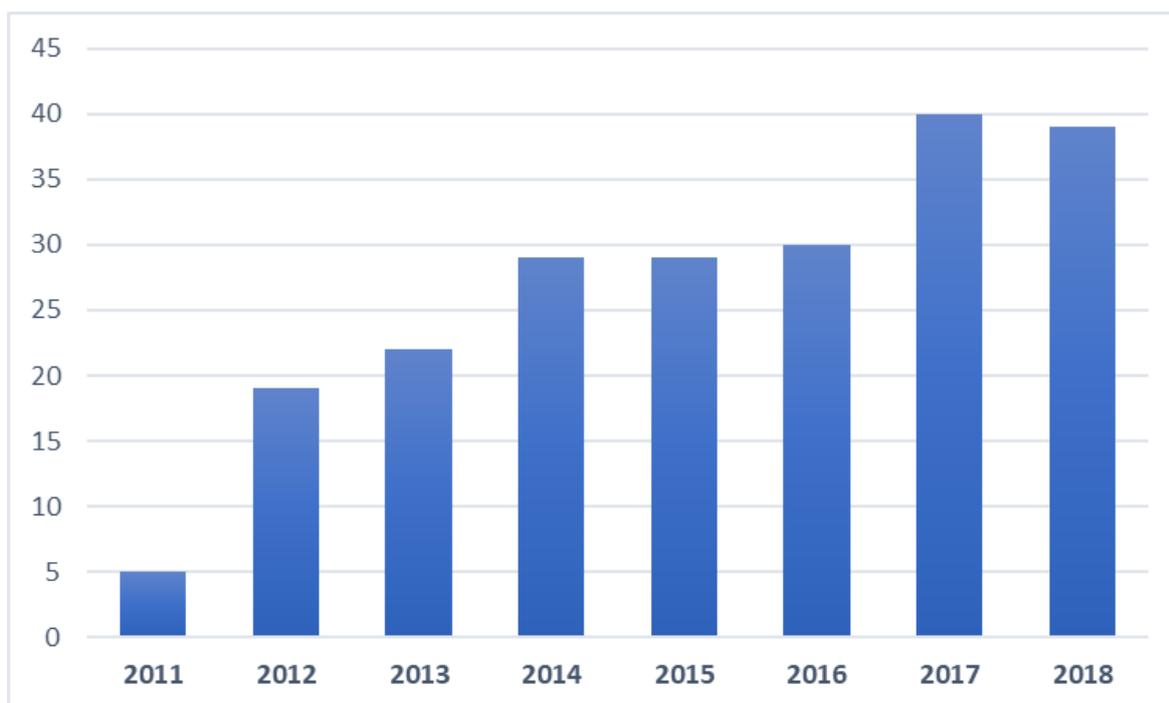
The average of our comparison Councils over the years of 2011 to 2017 is 17 which is less than half the number of the Ombudsman's audited Councils.

### **Number of times Council used Confidentiality Provisions per Year 2011 to 2017 – Ave over Years**



No. of times Council used Confidentiality Provisions per Year – Average over Years 2011 to 2017	
Highest level	Burnside
Lowest level	Port Adelaide Enfield
Higher than average	Walkerville Norwood Payneham St Peters, Burnside
Close to average	Unley
Lower than average	Prospect, Port Adelaide Enfield, Campbelltown
Walkerville	2 <sup>nd</sup> Highest

### Walkerville – Number of times Council used Confidentiality Provisions per year 2011 to 2018



Walkerville’s level of the use of Confidentiality has been increasing. In the past few years there has been a number of Council matters relating to commercial matters which would have increased the use of confidentiality.

**Comment: Council may wish to continue to monitor this factor to see if trend improves with a reduction of commercial matters to discuss.**

### Freedom of Information (FOI)

Councils provide considerable information on their websites and within material that is available at the Council Offices. The Freedom of Information Act 1991 gives all members of the public the right to access documents which are held by government-related agencies, including Councils. There are some exemptions allowed within the Act.

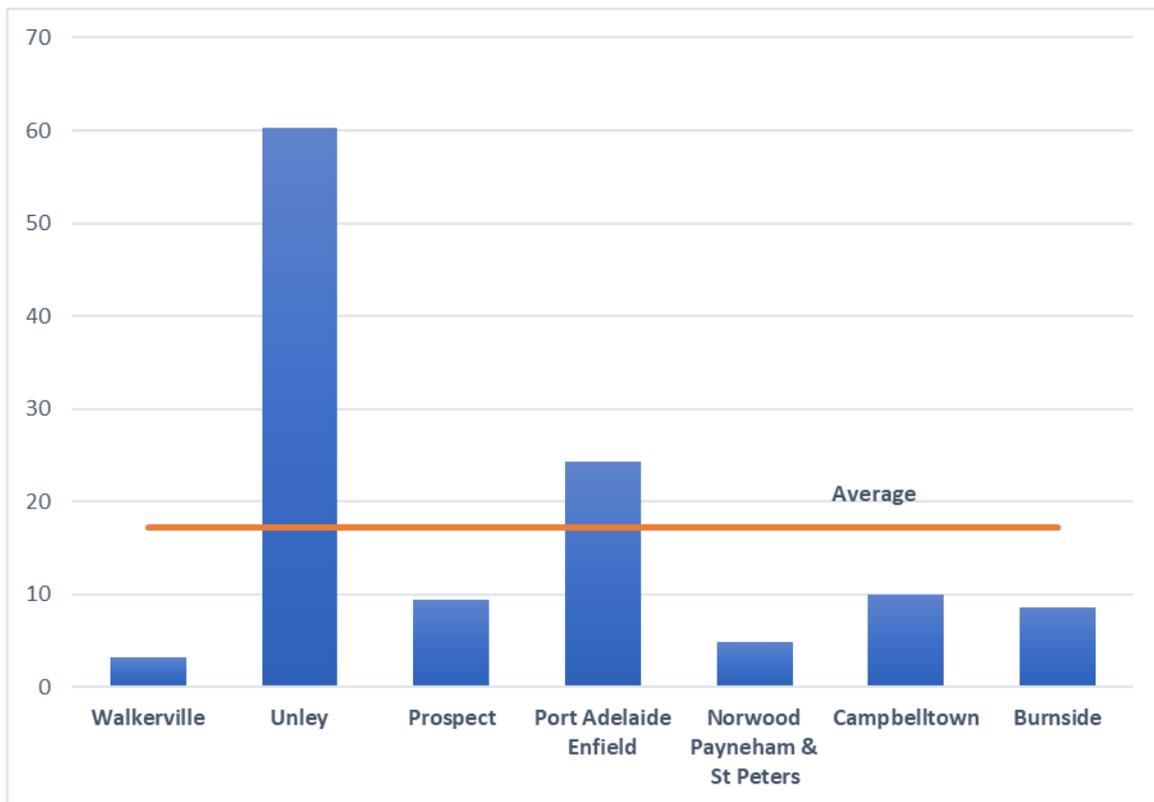
When the Australian Parliament first considered introducing Freedom of Information legislation in the 1970’s a Senate Committee Report outlines three reasons why FOI is important:

1. FOI allows individuals to see what information government holds about them, and to seek correction of that information if they consider it wrong or misleading.
2. FOI enhances the transparency of policy making, administrative decision making and government service delivery.

- A community that is better informed can participate more effectively in the nation’s democratic process.

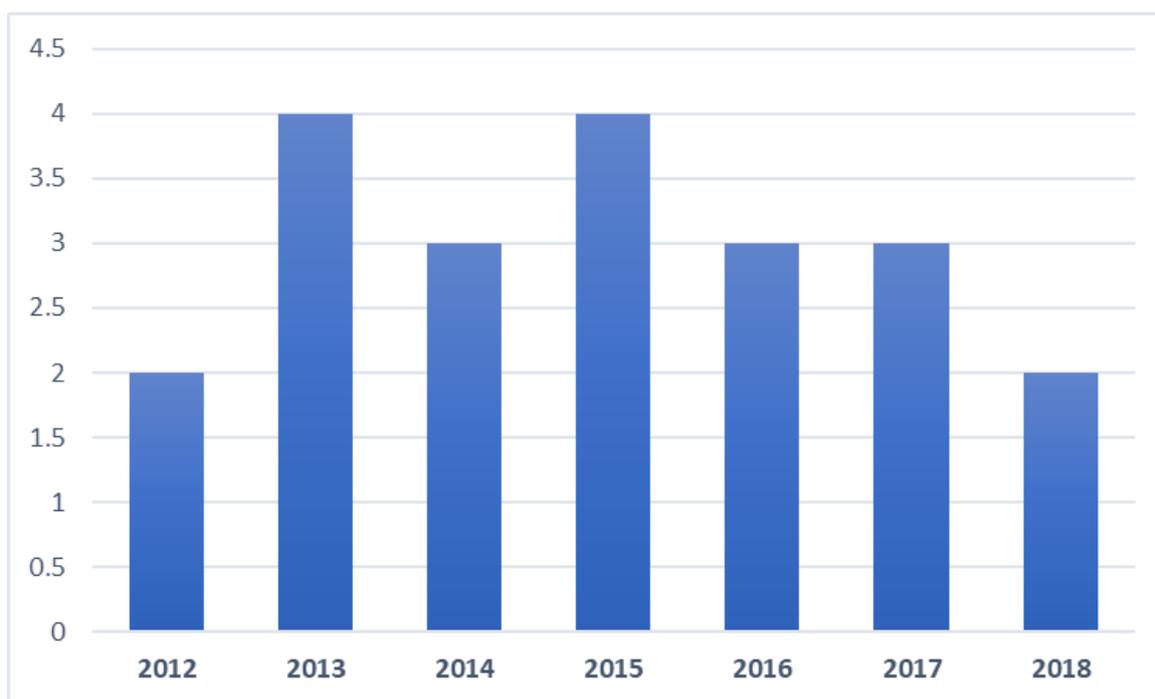
An additional reason considered by the Australian Government is that there is greater recognition that information gathered by government at public expense is a resource and should be available more widely to the public.

**Number of FOI Requests per Year 2012 to 2017 – Average over Years**



<b>No. of FOI Requests per Year – Average over Years 2012 to 2017</b>	
Highest level	Unley
Lowest level	Walkerville
Higher than average	Port Adelaide Enfield, Unley
Close to average	None
Lower than average	Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect, Walkerville
Walkerville	Lowest

### Walkerville – Number of FOI Requests per Year 2012 to 2018



### Accountability

#### Review of Council Decisions

Section 270(1) of the Local Government Act 1999 requires Councils to establish procedures for the review of decisions of:

- a) The Council
- b) Employees of the Council
- c) Other persons acting on behalf of the Council.

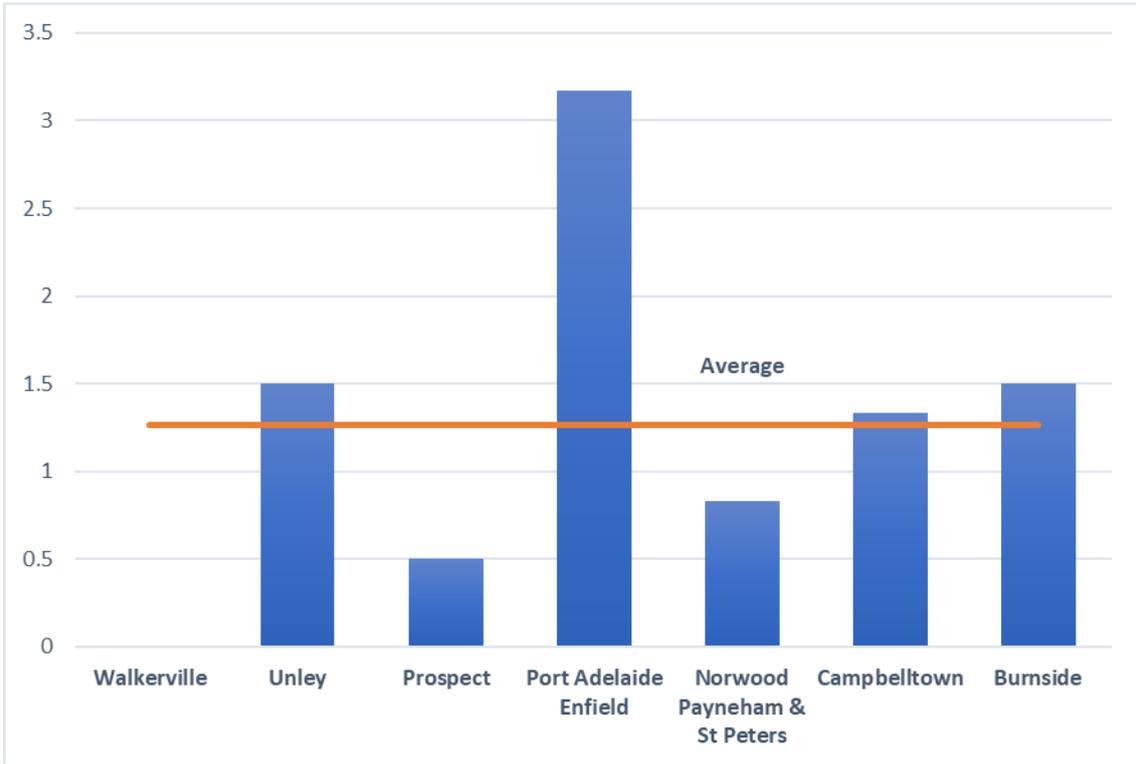
Reviews are of the processes undertaken by Council and its representatives used to reach a decision.

The Queensland Ombudsman produced a report 'Good Decision – Making Guide' where the introduction states that "Today's community expects that public agencies will operate consistently and fairly and that government at all levels will have systems in place to ensure this happens".

Councils in South Australia report on the number of Section 270 requests they have had each year for a review of a Council decision. A very high number of requests may indicate issues with a Council's decision-making processes.

No. of Requests for a Review of Council Decisions per Year – Average over Years 2012 to 2017	
Highest level	Port Adelaide Enfield
Lowest level	Walkerville - None
Higher than average	None
Close to average	Unley, Campbelltown, Burnside
Lower than average	Walkerville, Prospect, Norwood Payneham St Peters
Walkerville	Lowest with None

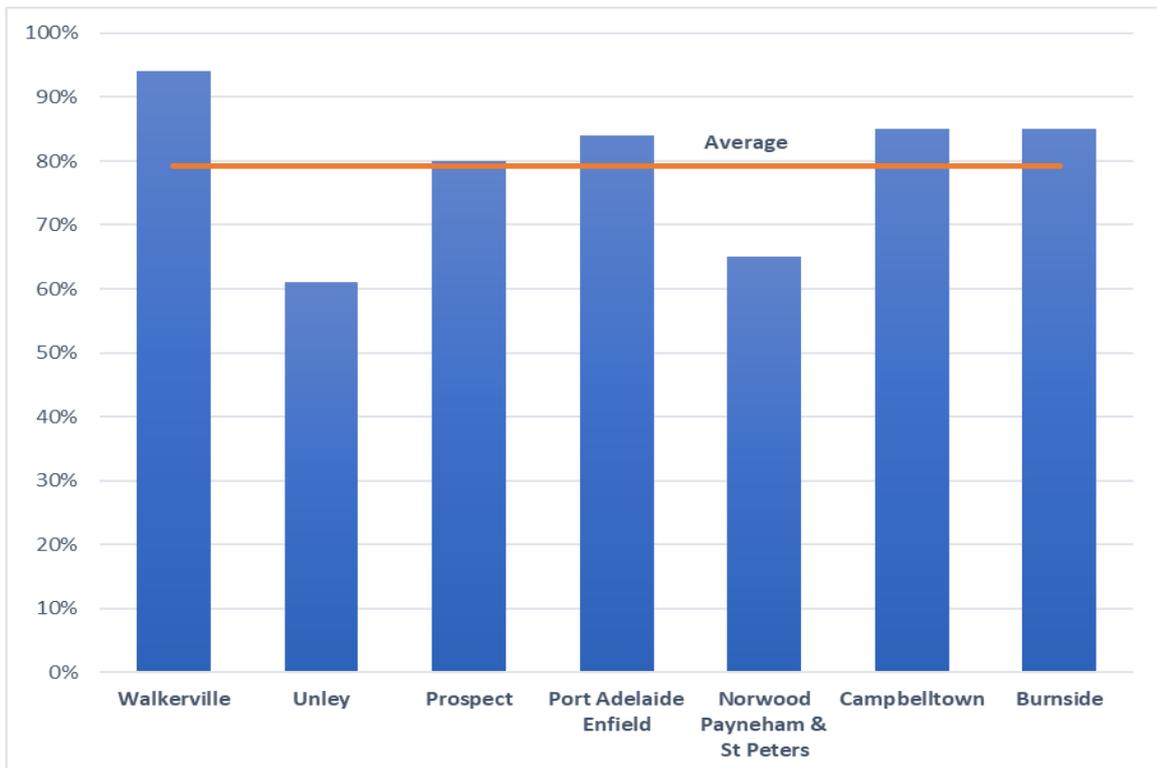
**Number of Requests for a Review of Council Decisions per Year 2012 to 2017**



***Annual Objectives Achieved***

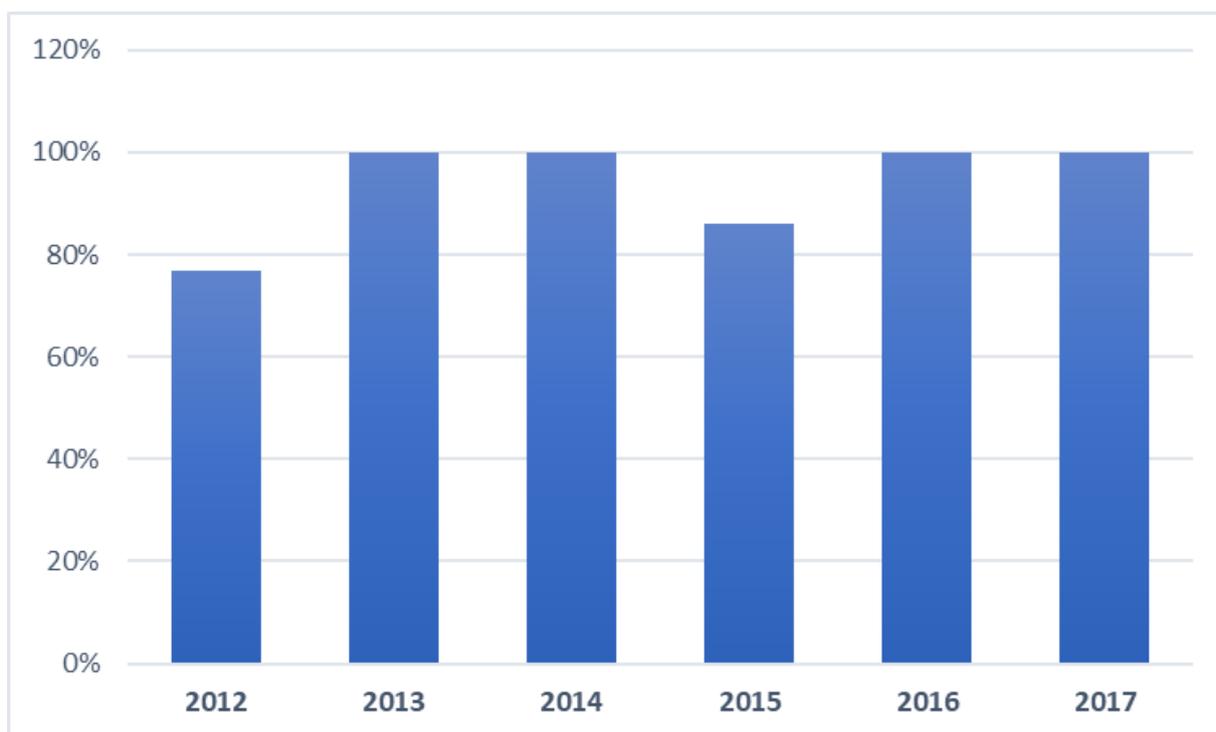
Councils list their objectives in their Strategic Plans and each year within their Annual Business Plans. An important element of accountability for a Council is achieving what is promised to the community.

**Annual Objectives Achieved % 2012 to 2017 – Average over Years**



<b>Annual Objectives Achieved % per Year – Average over Years 2012 to 2017</b>	
Highest level	Walkerville
Lowest level	Unley
Higher than average	Walkerville,
Close to average	Prospect, Port Adelaide Enfield, Campbelltown, Burnside
Lower than average	Unley, Norwood Payneham St Peters
Walkerville	Highest

### Walkerville Annual Objectives Achieved %

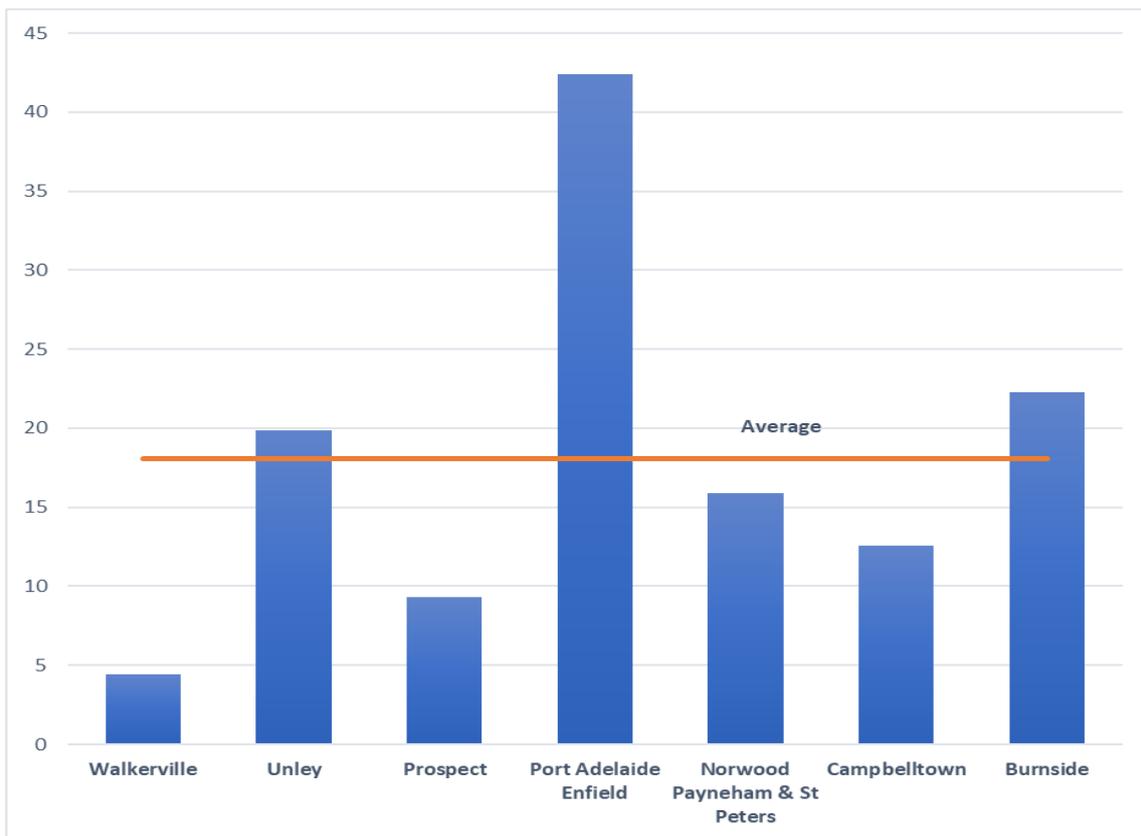


### Ombudsman Complaints

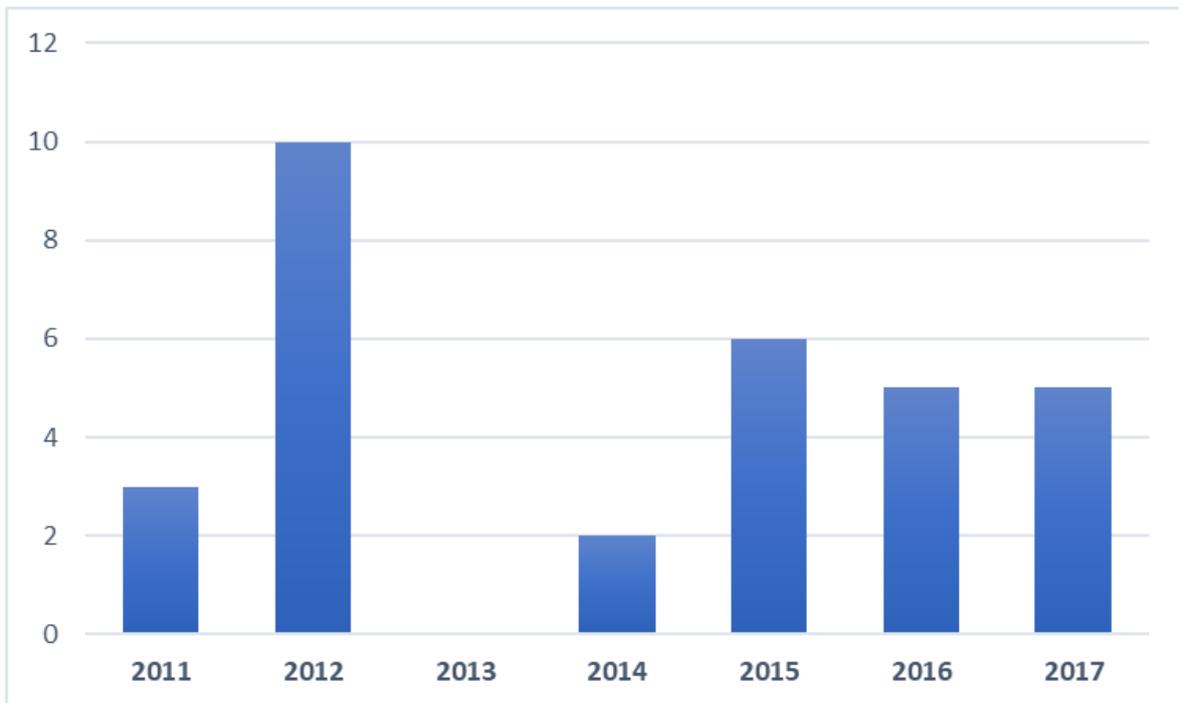
The Ombudsman SA investigates complaints about South Australian government and local government agencies and determines whether the process the agency used was reasonable and fair and that the decision was not unlawful, unreasonable or wrong. A low level of Ombudsman complaints may indicate that a Council is following the 'rule of the law' as described in the Victorian Good Governance Guide. A high level of complaints to the Ombudsman may indicate a concern amongst its community regarding a Councils governance conduct.

<b>Ombudsman Complaints per Year – Average over Years 2011 to 2017</b>	
Highest level	Port Adelaide Enfield
Lowest level	Walkerville
Higher than average	Burnside
Close to average	Unley
Lower than average	Prospect, Norwood Payneham St Peters, Campbelltown
Walkerville	Lowest

**Number of Ombudsman Complaints per Year 2011 to 2017 - Average over Years**

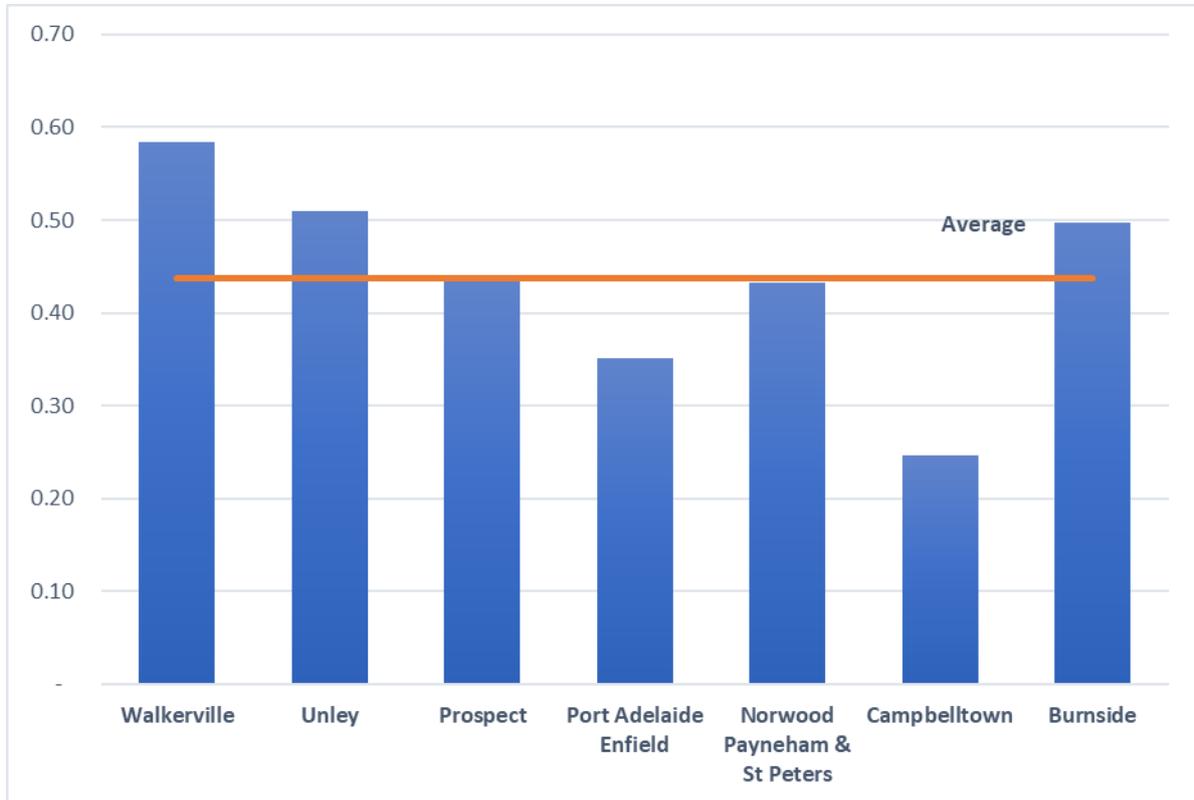


**Walkerville – Number of Ombudsman Complaints 2011 to 2017**



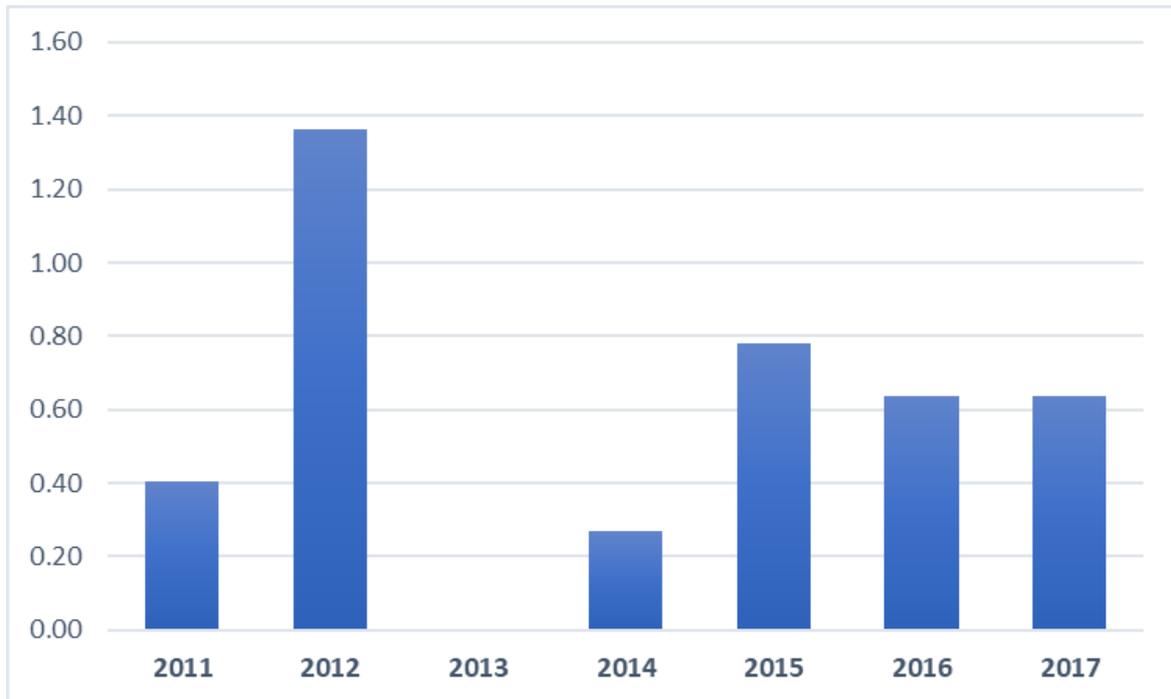
The Ombudsman also calculates these numbers per 10,000 population to take into account that a higher population could lead to higher complainants.

**Number of Ombudsman Complaints per 1000 Head of Population each Year, 2011 to 2017 – Average over Years**



<b>Ombudsman Complaints per 1000 Head of Population each year – Average over Years 2011 to 2017</b>	
Highest level	Walkerville
Lowest level	Campbelltown
Higher than average	Walkerville, Unley, Burnside
Close to average	Prospect, Norwood Payneham St Peters
Lower than average	Pt Adelaide Enfield, Campbelltown
Walkerville	Highest

**Walkerville – No. of Ombudsman Complaints per 1000 Head of Population each Year  
2011 to 2017**



**Elected Member Responsibility**

Part of an Elected Member’s responsibilities is to attend and participate in Council meetings. A Council will be more effective if its members are involved and attend meetings, workshops and trainings and this will assist in achieving the remaining aspects of Good Governance such as being responsive, equitable, inclusive, effective, efficient and participatory.

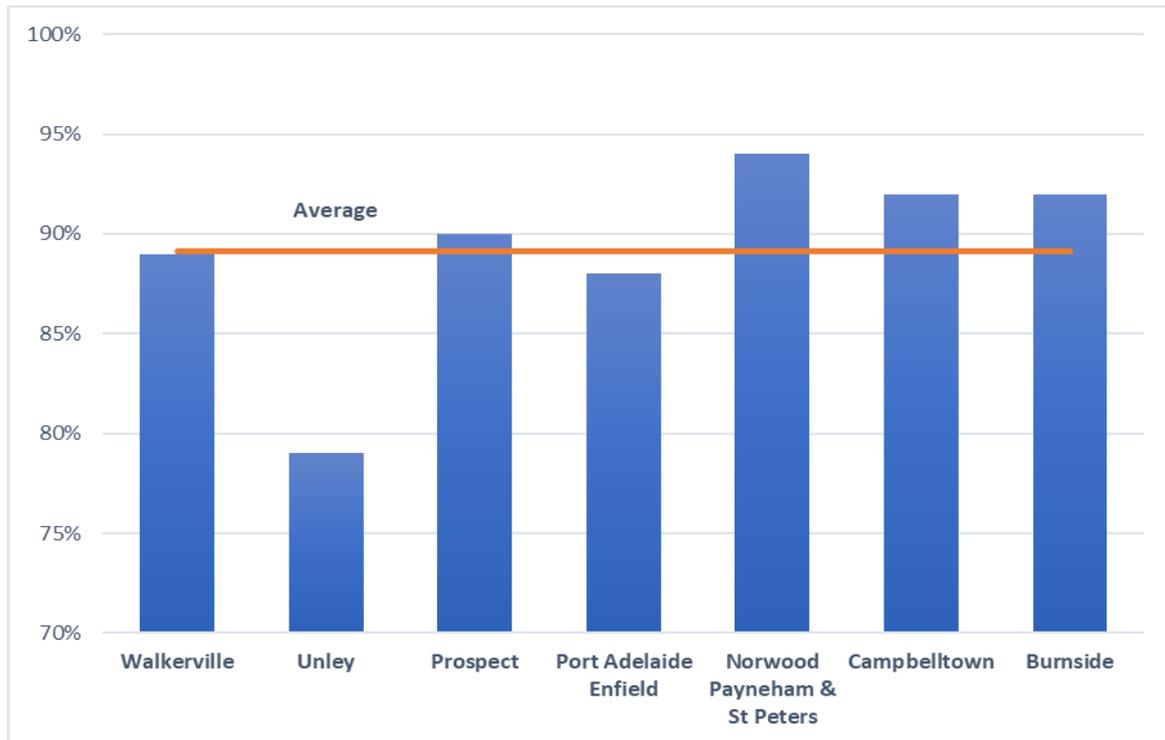
The graph below shows the attendance level of the comparison Councils over the past 5 years. Attendance of Elected Members is usually provided within their Annual Report. The percentage is calculated as;

$$\frac{\text{Number of Elected Member attending each meeting totalled over each year}}{\text{Total number of meetings held in year x Number of Elected Members on Council}}$$

This is the calculation used by the Victorian Government in their Performance Framework.

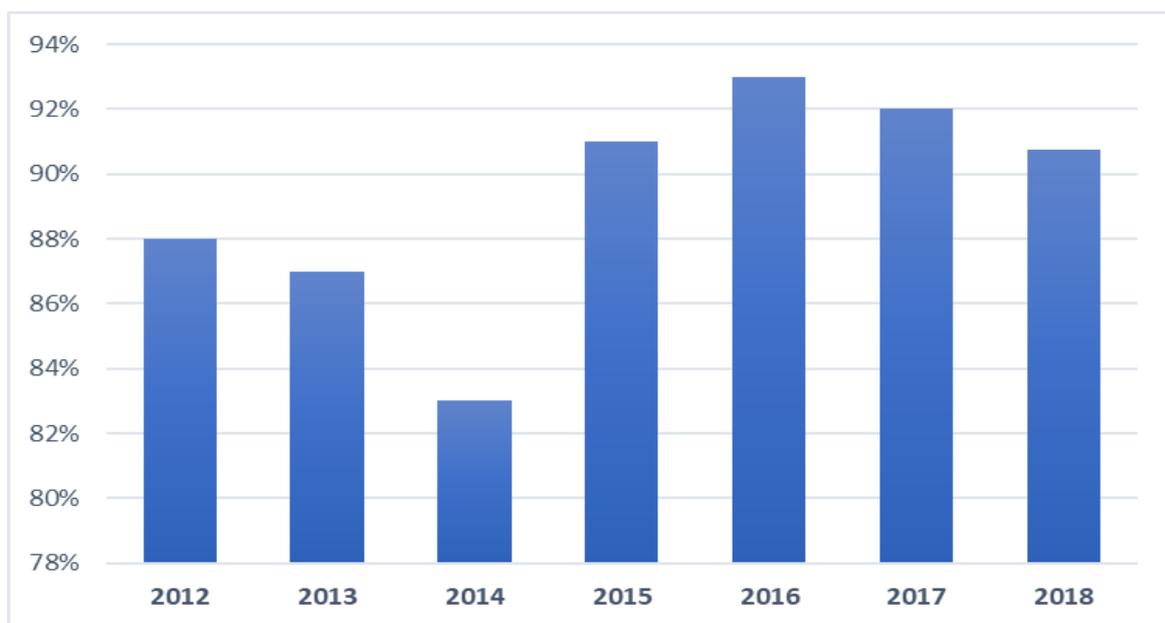
<b>Elected Member Attendance Rate % – Average over Years 2012 to 2017</b>	
Highest level	Norwood Payneham & St Peters
Lowest level	Information not provided by Port Adelaide Enfield
Higher than average	Burnside, Norwood Payneham & St Peters
Close to average	Campbelltown, Prospect, Walkerville
Lower than average	Unley
Walkerville	2 <sup>nd</sup> Lowest

**Elected Member Attendance Rate % at Council Ordinary and Special Meetings per Year  
2012 to 2017 – Average over years**



The data shown within Councils' Annual Reports is based on attendance numbers and the calculation uses the number of Elected Members for that Council. This means that if there is a vacancy in the year of an election which is not required to be filled, the attendance result would be lower. Walkerville's Mayoral position was vacant for a period prior to the elected in 2014. The attendance % in the first full year after the election, 2015/16, was 92%. The attendance % for Walkerville is shown below over the period.

**Walkerville – Elected Member Attendance Rate % at Council Meetings per Year 2011 to 2018**



**Comment: Walkerville’s attendance in 2016 was 93% which is above the average, the results for the previous period up to 2014 was affected by a Mayoral Vacancy. Council may decide to continue to monitor this factor to ensure they continue to remain above the average attendance level.**

### Governance and Community Leadership Summary

Attribute	Walkerville compared to Average	Comment
Voter Turnout	Above Average (favourable)	Significant increase in 2014 election. Turnout in 2018 close to group average.
Representation Quota	Below Average (favourable)	
Transparency – Use of Confidentiality	Above Average (unfavourable)	Council may wish to continue to monitor this factor to see if trend improves with a reduction of commercial matters to discuss.
Transparency – FOI	Below Average (favourable)	
Accountability – Review of Council Decisions	Below Average (favourable)	
Accountability – Annual Objectives Achieved	Above Average (favourable)	2013, 2014 and 2016, 2017 achieved 100%
Ombudsman Complaints per 10,000 population	Above Average (unfavourable)	Whilst above average per 10,000 in population the actual figures over the period range mostly at 6 and below with 2012 being unusual at 10.
Elected Member Responsibility – Attendance at Meetings	Close to average. However above average for 2015 and 2016, 2017 and 2018	Walkerville’s attendance in 2016 was 93% which was above the average, the results for the previous period was affected by a Mayoral Vacancy. Whilst 2017 and 2018 are above the average for the group there has been a trending lower attendance rate. Council may decide to continue to monitor this factor to ensure they continue to remain above the average attendance level.

# Benchmarking & Performance Reporting – Part B

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*The Corporation of the Town of Walkerville*

***UHY Haines Norton***

***Corinne Garrett***

***December 2018***

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## Introduction

This is Part B of Walkerville's Benchmarking and Performance Report as updated in December 2018.

- Part A covered;
  - General Information
  - Financial Performance
  - Asset Management
  - Governance / Community Leadership
  
- Part B covers;
  - Service Delivery

The report has covered the years 2012 to 2017 where information is available. Information was sourced from ABS data, Grants Commission Data Bases, Annual Reports and Websites.

The Comparative Councils chosen were:

- City of Burnside (Burnside)
- Campbelltown City Council (Campbelltown)
- City of Norwood Payneham and St Peters (Norwood Payneham & St Peters)
- City of Prospect (Prospect)
- City of Unley (Unley)
- City of Port Adelaide Enfield (Port Adelaide Enfield)
- Town of Walkerville (Walkerville)

Whilst Part A considered areas that Council can strive to improve in compared to other Councils, Part B considers the range of services that are delivered by Councils and is more useful for Council when considering the level of service that it wishes to deliver to its community. Each Council has unique communities with their own particular needs and service levels need to be attuned to those communities at a level that they can afford.

Walkerville is part of a number of regional subsidiaries that supply services to member Councils. It is important to review services provided regionally to ensure that service delivery continues to reflect Council's Strategic goals.

## Summary of Services

Public Order & Safety Cost	Above average Spend - 3 <sup>rd</sup> Highest
Health Services	Above average Spend - Highest
Contribution to EHA	Lowest but highest per ratepayer
Immunisations provided	Average
Communicable Diseases followed up (EHA)	Below average
Destruction of Noxious Insects (EHA)	Below average
Community Support cost per Ratepayer	Close to average
Community Amenity cost per Ratepayer	Close to average
Active Library Borrowers per Ratepayer	Above average Walkerville's figures show a steady decline
Library Visits per Ratepayer	Above average - Walkerville's results are steady

Library Services – Cost per Ratepayer	Above average
Library – Cost of Library Services per Visit	Below average
Library Cost per Opening Hour	Below average
Cultural Services Cost per Ratepayer	Below average and minimal or not reported 2015 onwards
Economic Development Cost per Ratepayer	Below average
Agricultural Services Cost per Ratepayer	Above average – high spending in 2014 (water re-use project)
Waste – Tonnage collected annually	Below average and decreasing
Waste – Tonnage collected per ratepayer	Below average and decreasing
Waste - % of waste that is sent to Landfill	Above average – has decreased
Waste cost per Collection Property	Above average and increasing
Other Environment Cost per Ratepayer	Below Average
Recreation Cost per Ratepayer	Below average
Regulatory Services Cost per Ratepayer	Above average and decreasing since 2014
Transport Costs per Ratepayer	Above average
Development Applications	Above average – high in past 2 years

## Service Delivery

Councils deliver a range of services to their communities and different communities will have different needs depending upon their locality, local industries, socio economic levels, distance from the city, federal and state provided services and many other reasons. This can make comparisons difficult. However, the Victorian Government has set up a reporting framework that all Victorian Councils are required to report against. The data provided can then be used for comparisons.

The Victorian Government requires Councils to provide considerable data which is used to compare services and their reporting framework outlines their service performance indicators as:

Dimension	Definition	Indicator
Appropriateness	Indicators that measure the extent to which services <i>meet users' needs</i>	Participation rate Response time
Quality	Indicators that measure the extent to which a service is delivered <i>in accordance with defined standards</i> .	Resource Standard Service Standard
Cost	Indicators that measure how <i>efficiently services use their resources to produce outputs</i>	Average cost per unit
Service outcome	Indicators that measure how well the <i>outcomes of the service have achieved the stated objective</i>	Community satisfaction Health & Safety

South Australian Councils are not required to report to the State Government in the same manner but do report considerable information to the Grants Commission and various Government Departments.

Walkerville is part of a number of regional subsidiaries with many of the comparison Councils. These subsidiaries deliver a number of services to the members Councils' communities.

This report will consider a number of service areas where information is captured and reported by Councils.

### Range of Services

The Local Government Act 1999 allows for each Council to have considerable flexibility in delivering services that their communities need and request.

Councils' Financial Statements, (Note 12), split a Council's costs by services/functions. The South Australian Model Financial Statements have a suggested list, but each Council is encouraged to use their own reporting according to their own strategic directions. This information is not therefore useful for benchmarking.

Each Council is required to allocate expenditure against standard functions in their return to the South Australian Grants Commission. This information can therefore be used for benchmarking. The administration component for each council is allocated across the functions of Council and not shown separately in this information.

The table below show there is considerable differences between Councils in what services they spend the most on from their operational budget. The highest spend areas for each Council are coloured.

#### Percentage of Operational Expenditure - Average for 2012 to 2017

Service	Burnside	Campbelltown	Norwood Payneham St Peters	Port Adelaide Enfield	Prospect	Unley	Walkerville
Agricultural Services	0%	0%	0%	0%	0%	0%	0%
Business Undertakings	0%	1%	1%	0%	1%	2%	2%
Community Amenities	1%	1%	0%	1%	7%	2%	2%
Community Support	16%	7%	17%	8%	11%	12%	9%
Cultural Services	2%	1%	3%	1%	7%	2%	2%
Economic Activity	2%	1%	3%	3%	5%	3%	0%
Health Services	0%	2%	0%	1%	1%	1%	2%
Library Services	9%	9%	7%	8%	8%	8%	11%
Other Environment	20%	16%	18%	21%	12%	16%	13%
Public Order & Safety	1%	0%	0%	1%	0%	0%	1%
Recreation	11%	22%	16%	17%	11%	15%	12%
Regulatory Services	14%	6%	9%	7%	10%	8%	10%
Transport	11%	22%	15%	21%	14%	21%	23%
Waste Management	13%	12%	12%	11%	13%	11%	14%

Analysis of costs of Business Undertakings has been included in Financial Performance where the Operating Surplus Ratio has been analysed.

## All Services Expenditure

Walkerville's operational spending and priorities have changed over the years as shown in the table below. Transport became the highest spending area from 2013 onwards.

Year	2012	2013	2014	2015	2016	2017
Business Undertakings	6%	0%	4%	0%	1%	0%
Public Order & Safety	0%	0%	1%	0%	0%	1%
Health Services	2%	1%	2%	2%	2%	1%
Community Support	9%	5%	6%	15%	13%	9%
Community Amenities	1%	3%	3%	0%	2%	0%
Library Services	11%	16%	9%	7%	6%	14%
Cultural Services	0%	9%	1%	0%	0%	0%
Economic Activity	0%	0%	2%	0%	0%	0%
Agricultural Services	0%	0%	2%	1%	0%	0%
Waste Management	14%	13%	12%	13%	16%	14%
Other Environment	22%	9%	16%	11%	10%	9%
Recreation	11%	14%	11%	5%	12%	20%
Regulatory Services	7%	11%	13%	10%	9%	7%
Transport	15%	20%	17%	34%	28%	25%

Highest Spend Area

2nd Highest Spend Area

3rd Highest spend Area

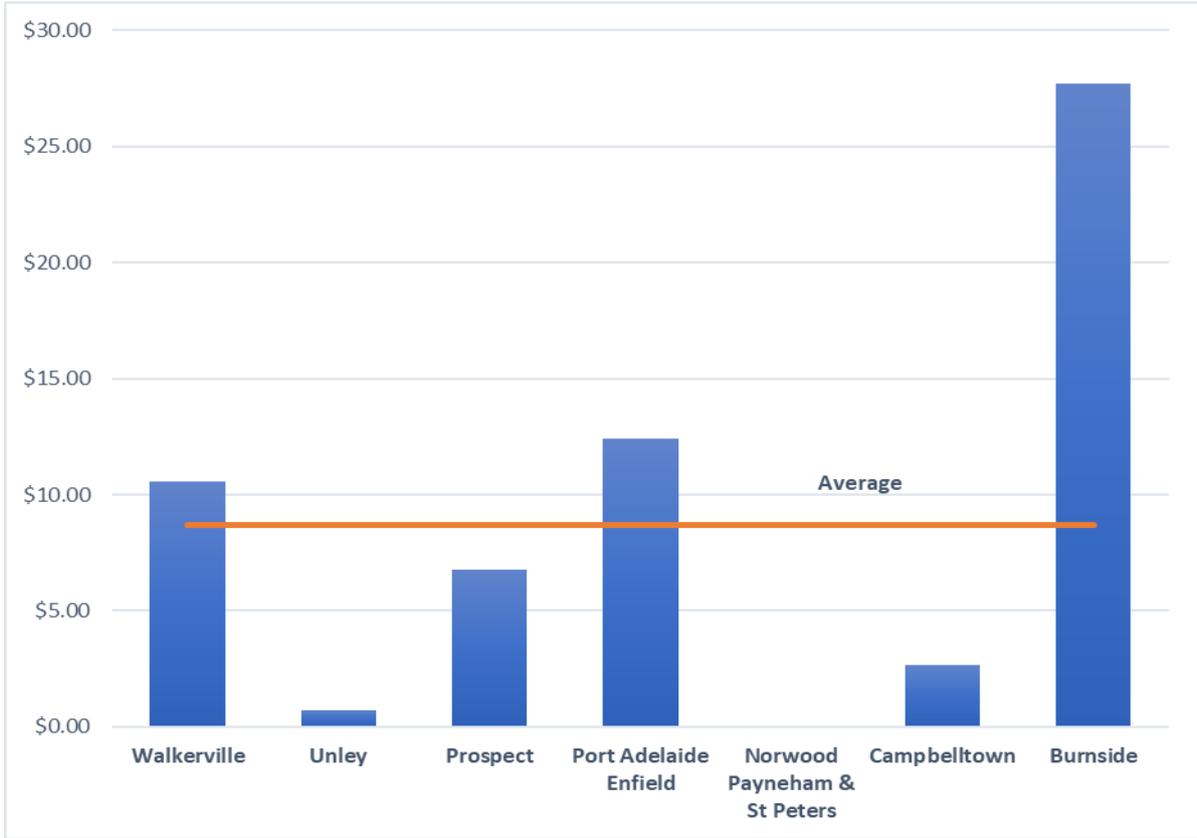
This data is analysed further and shown compared to the other Councils in the comparison group in the following information.

## Public Order and Safety

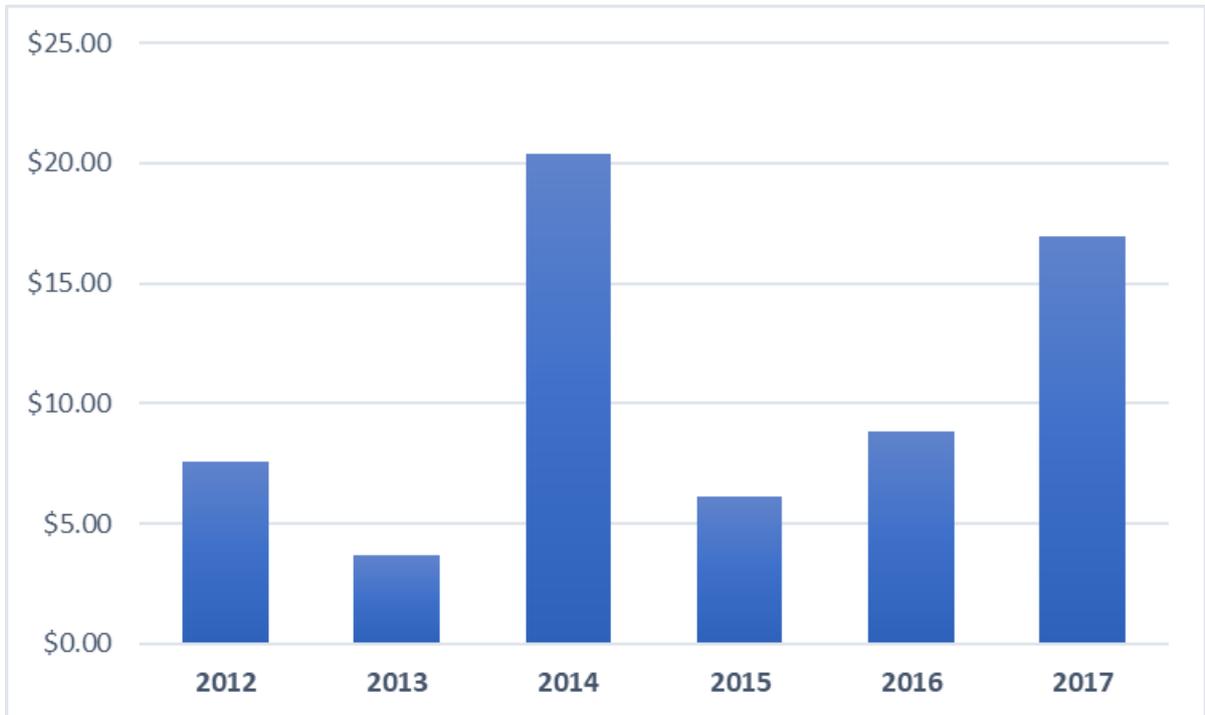
Public Order & Safety include the following activities:

- Emergency Services and fire prevention
- Other; i.e. beach inspections/patrols,
  - surf lifesaving,
  - road safety/driving schools,
  - General inspectors.

**Spend \$ on Public Order & Safety per Ratepayer – Average 2012 to 2017**



**Walkerville Spend \$ on Public Order and Safety per Ratepayer 2012 to 2017**

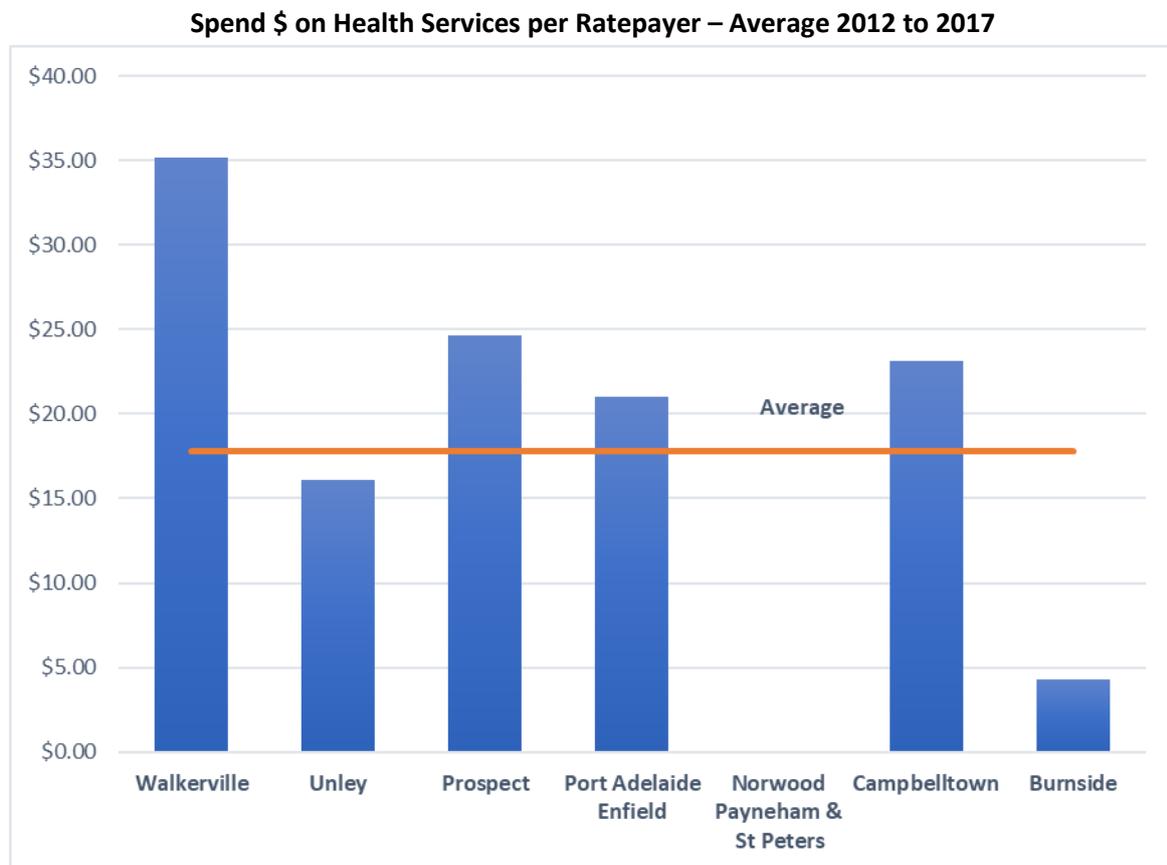


## Health Services

Health Services include the following activities:

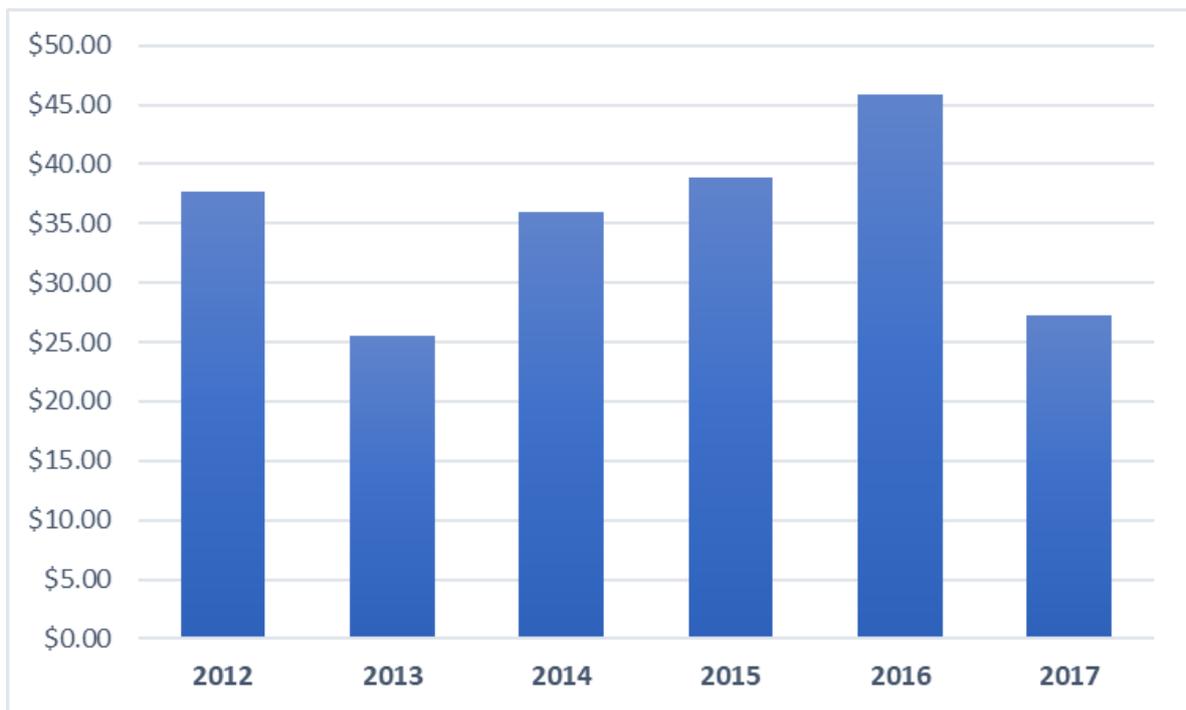
- Immunisation
- Nursing homes
- Other; i.e.
  - public health campaigns,
  - drug and alcohol awareness programs,
  - control of vermin and noxious insects,
  - support for domiciliary care and home nursing,
  - community health and dental clinics,
  - family planning,
  - CAFHS/CAMHS,
  - Housing for health workers.

The graph below shows the average cost of delivering Health Services.



Norwood Payneham, St Peters entered nil in the Grants Return data for this period.

### Walkerville Spend \$ on Health Services per Ratepayer 2012 to 2017



Walkerville is part of the Eastern Health Authority which provides Health Services for their member Councils. The member Councils are:

- Burnside
- Campbelltown
- Norwood Payneham St Peters
- Prospect
- Walkerville

EHA provides the following services to its member Councils:

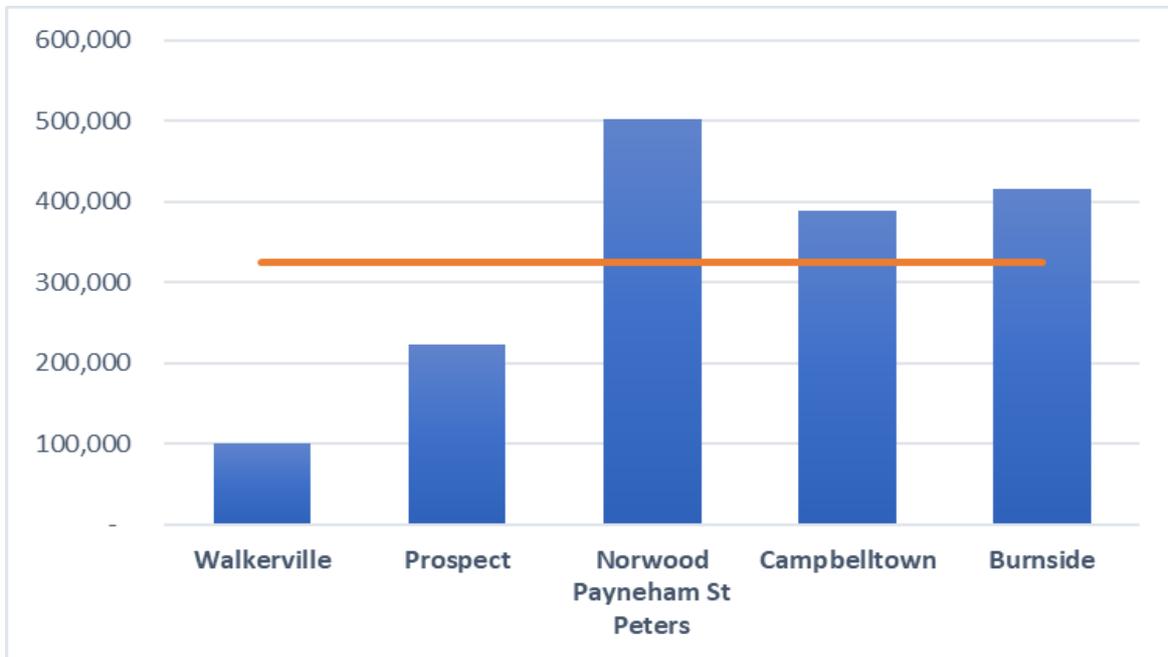
- Ensuring appropriate water quality standards are maintained in public swimming pools & spas
- Registration, monitoring and inspection of cooling towers and warm water systems for the management of Legionella
- Ensuring safe hygienic practices of hairdressing and beauty salons, acupuncture clinics and tattoo parlours.
- Investigating disease outbreaks in conjunction with SA Health
- Inspecting boarding houses and lodging houses
- Approval and inspection of septic tanks, aerobic wastewater treatment systems and grey water re-use systems
- Investigating incidents of environmental health concern including pest infestations, insanitary conditions, and substandard housing
- Supplying a sharps disposal service to residents
- Providing advice and information to the general public
- Immunisation

- Food Safety
- Licencing and monitoring of Residential accommodation

These services are only part of the whole Health function that is reported to the Grants Commission.

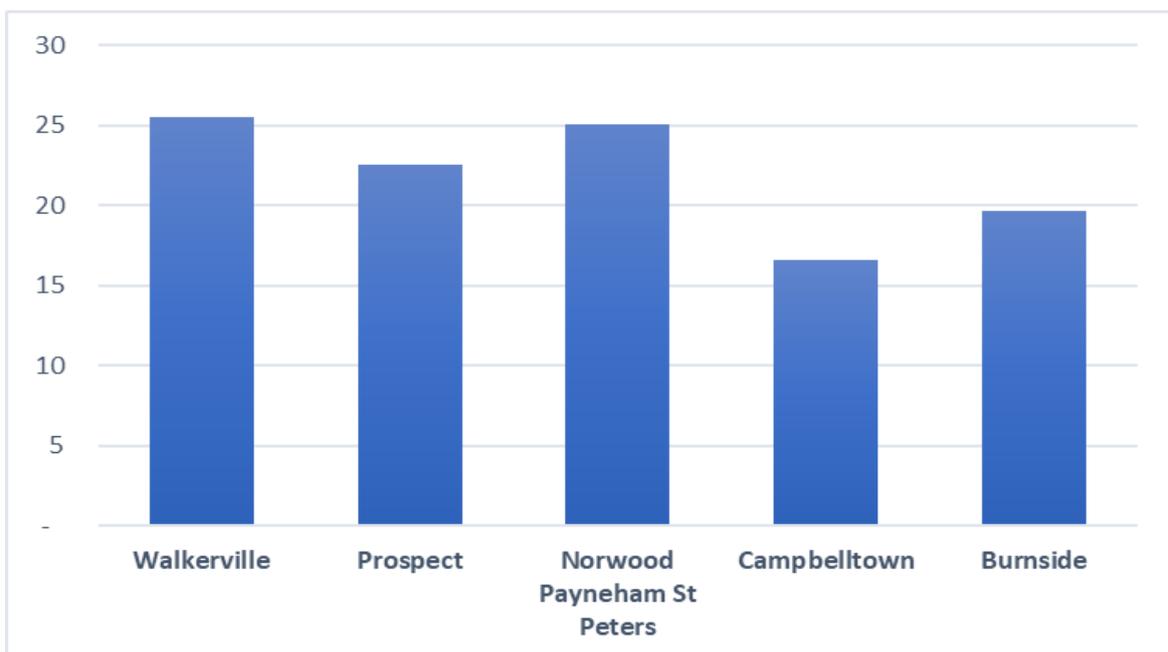
The following graphs show the contribution costs to EHA.

**Council Contributions \$ to EHA 2015 to 2017 – Average over Years**

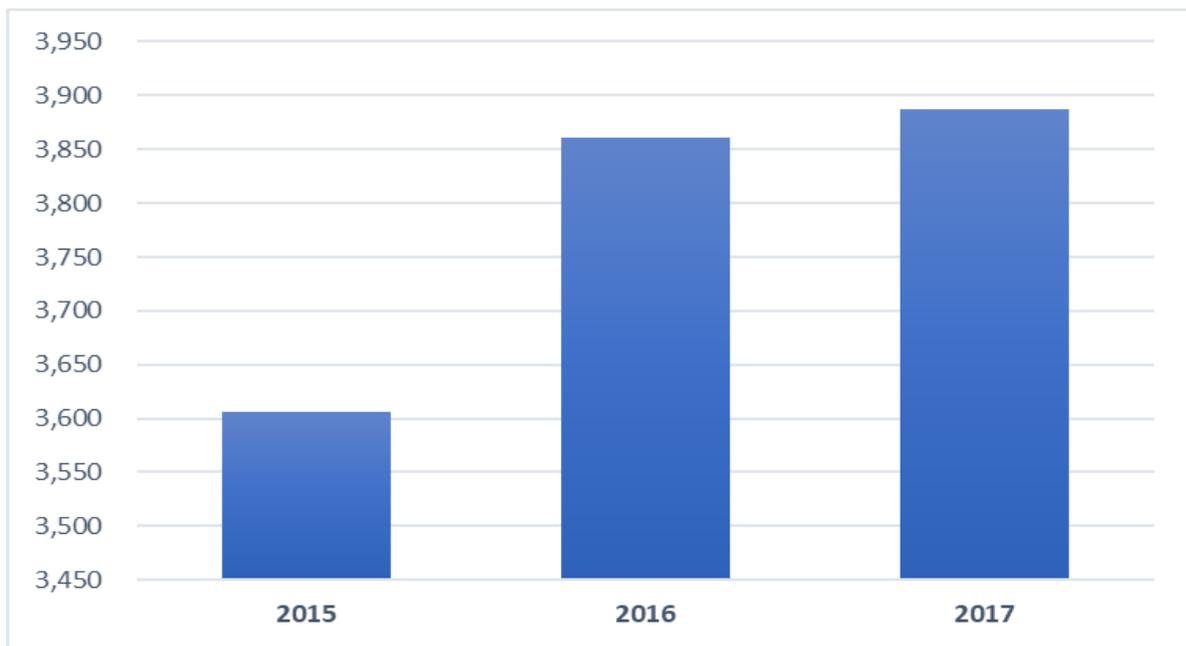


Walkerville contributes the smallest amount to EHA and below the average. However, the graph following shows that Walkerville's contribution per ratepayer is similar to the other member Councils.

**Contribution \$ to EHA per Ratepayer – 2015 to 2017 Average over Years**



### Walkerville Contribution \$ to EHA per Ratepayer 2015 to 2017

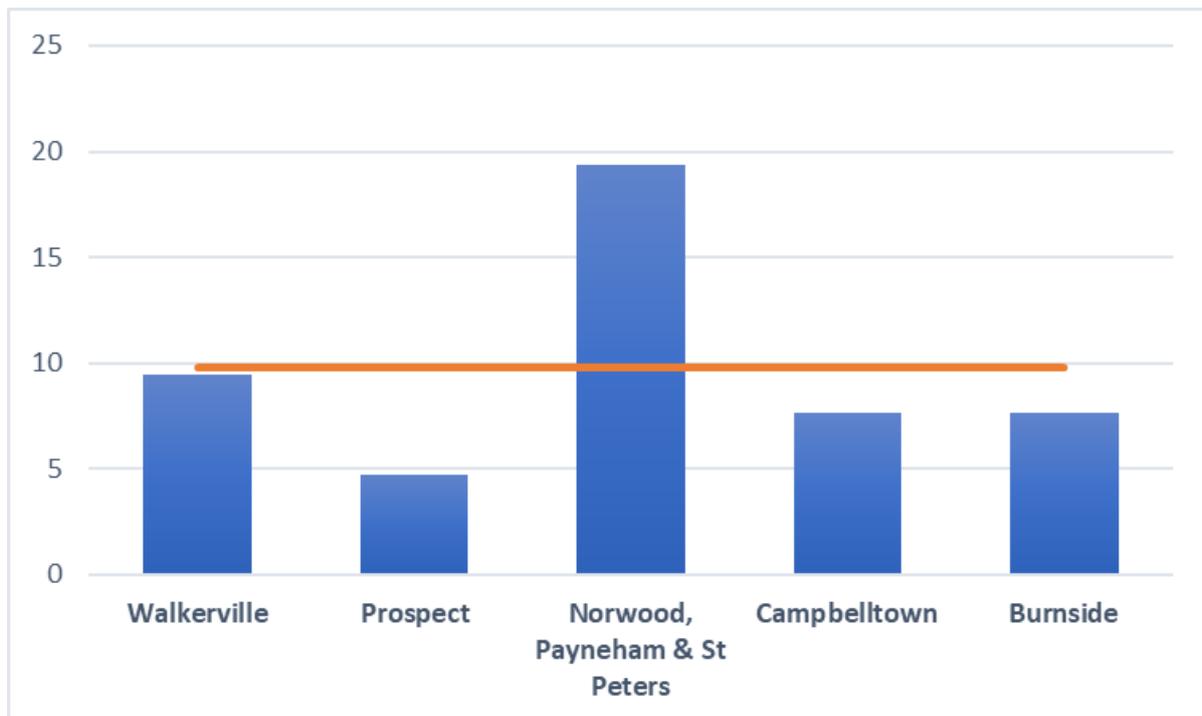


Following are some areas of Health where there is additional data available from the Grants Commission and also from Eastern Health.

#### *Immunisation*

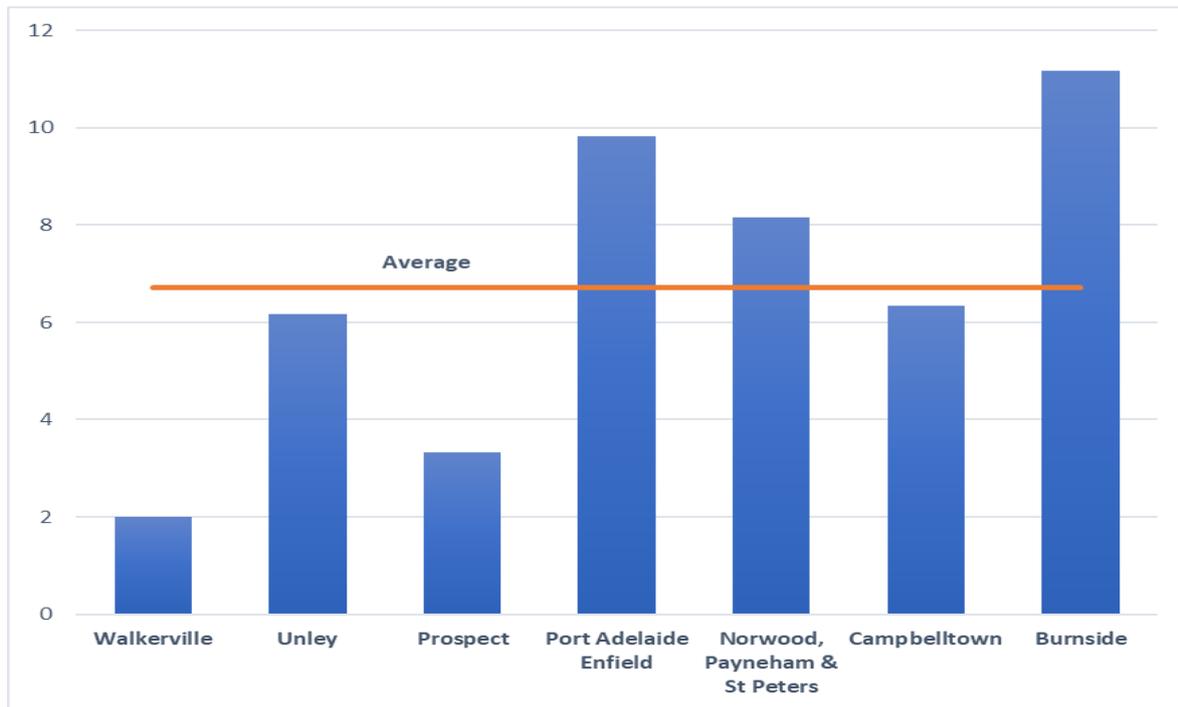
Data from Unley as well as Port Adelaide Enfield are not members of Eastern Health and have therefore been excluded from the following graphs.

### Immunisations per 100 Ratepayers - Average over 2013 to 2017



*Communicable Diseases – followed up*

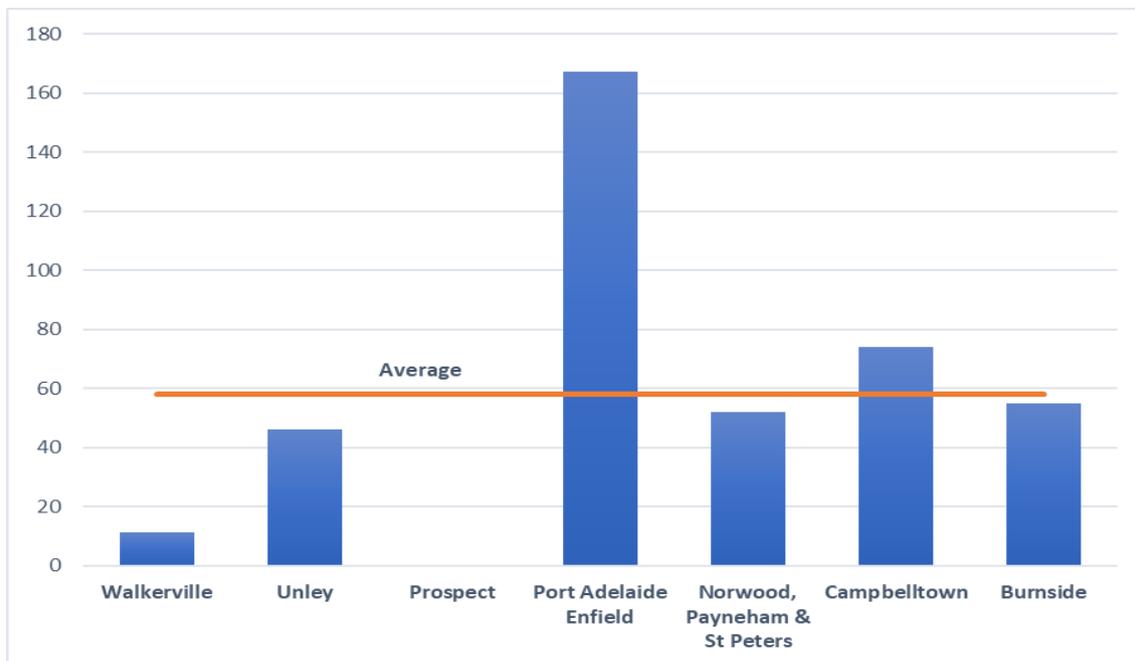
**Communicable Diseases followed up 2012 to 2017 – Average over Years**



*Destruction of noxious insects*

Typically, in most Councils this is for European Wasps. Prospect did not supply this data to the Grants Commission and are not included in the graph below. Walkerville had the lowest level of this service.

**Number of European Wasp Nests Destroyed 2012 to 2017 – Average over Years.**



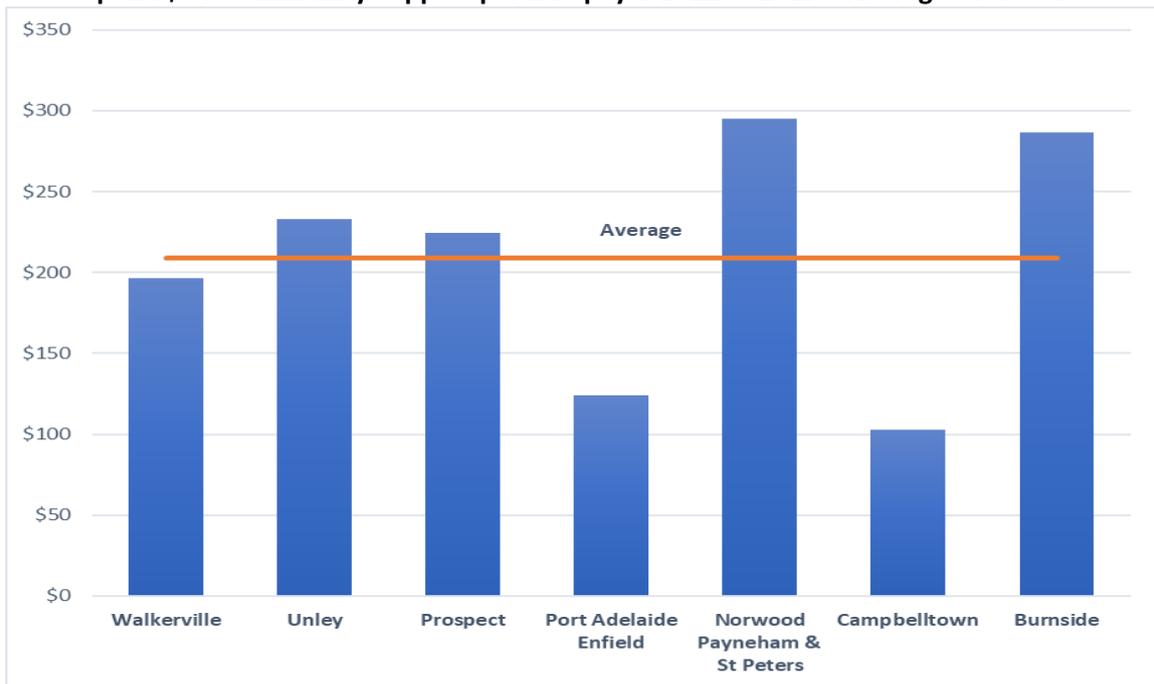
**Comment: Council may wish to review the delivery of these services against cost to ensure that it is receiving value for money for their community.**

## Community Support

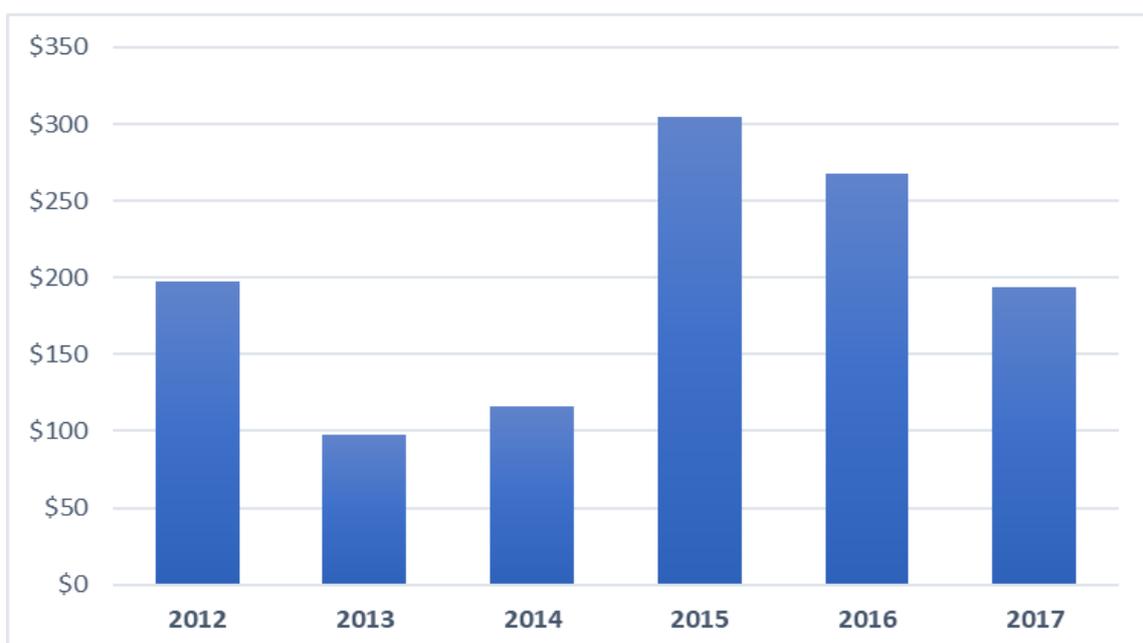
Community Support includes the following services:

- Community Centres & Halls
- Services for the Aged and Disabled
- Child Care Centres
- Children and Youth Services
- Community Transport
- Family & Neighbourhood Support
- Other, i.e.
  - Assistance for homeless people
  - Aboriginal welfare programs
  - Immigrants/refugees
  - Disaster relief
  - Community halls – welfare groups

**Spend \$ on Community Support per Ratepayer 2012 to 2017 – Average over Years**



**Walkerville Spend \$ on Community Support per Ratepayer 2012 to 2017**

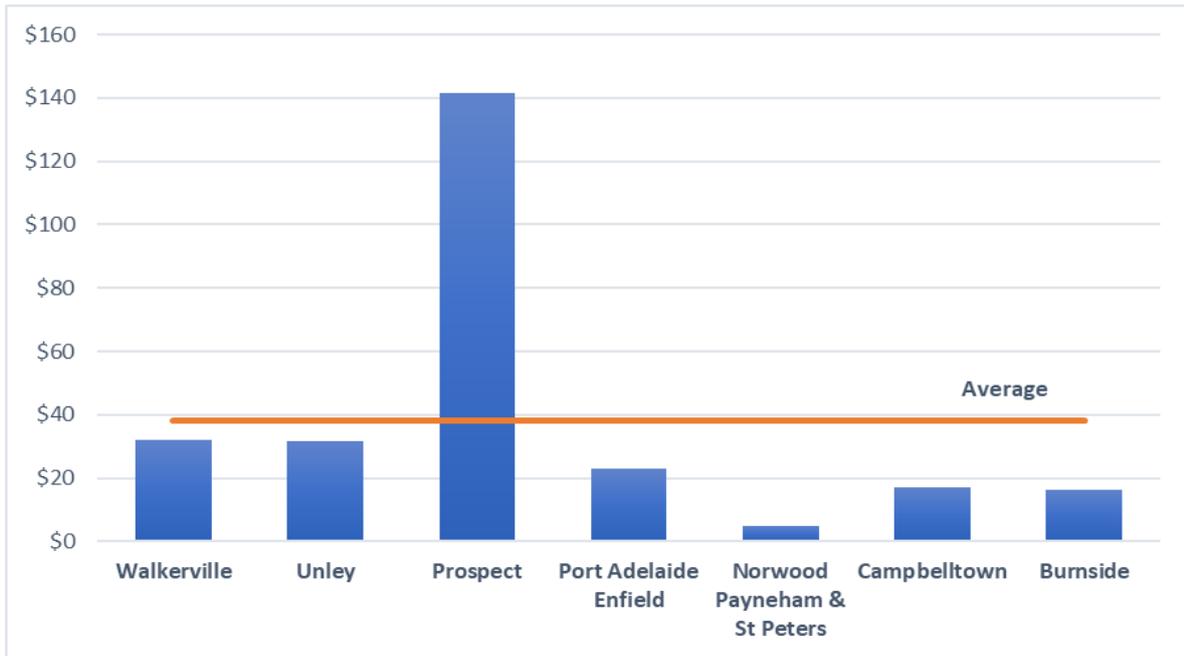


### Community Amenity per Ratepayer

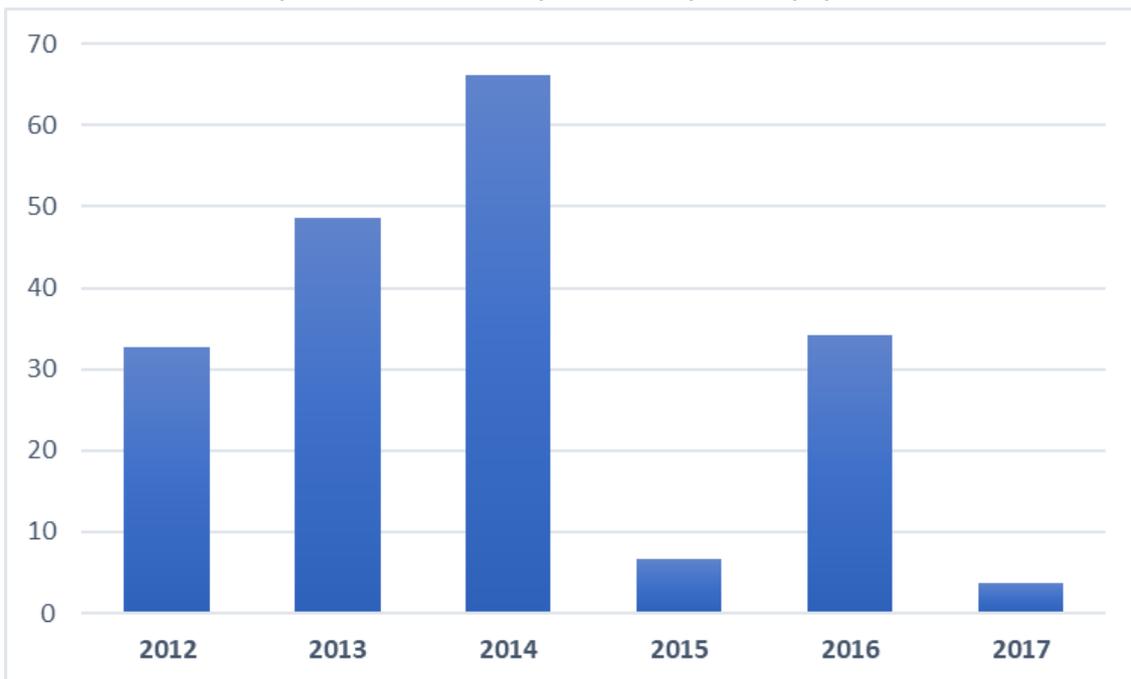
Community Amenities include the following services:

- Cemeteries/Crematoria
- Public Conveniences
- Telecommunications Networks
- Other i.e.
  - Bus shelters
  - Municipal directories
  - Free off-street parking
  - Pedestrian malls
  - Drinking Fountains
  - Public Clocks
  - Street Furniture
  - Bicycle racks

**Spend \$ on Community Amenities per Ratepayer 2012 to 2017 – Average over Years**



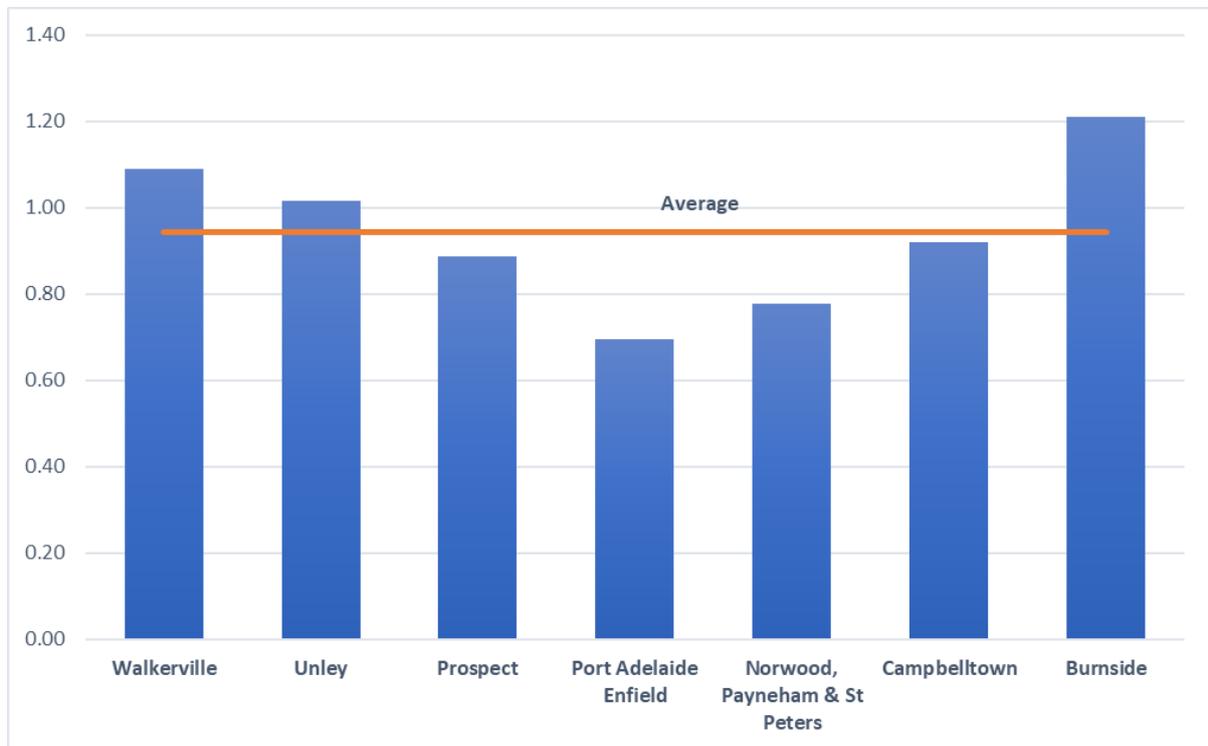
**Walkerville Spend \$ on Community Amenities per Ratepayer 2012 to 2017**



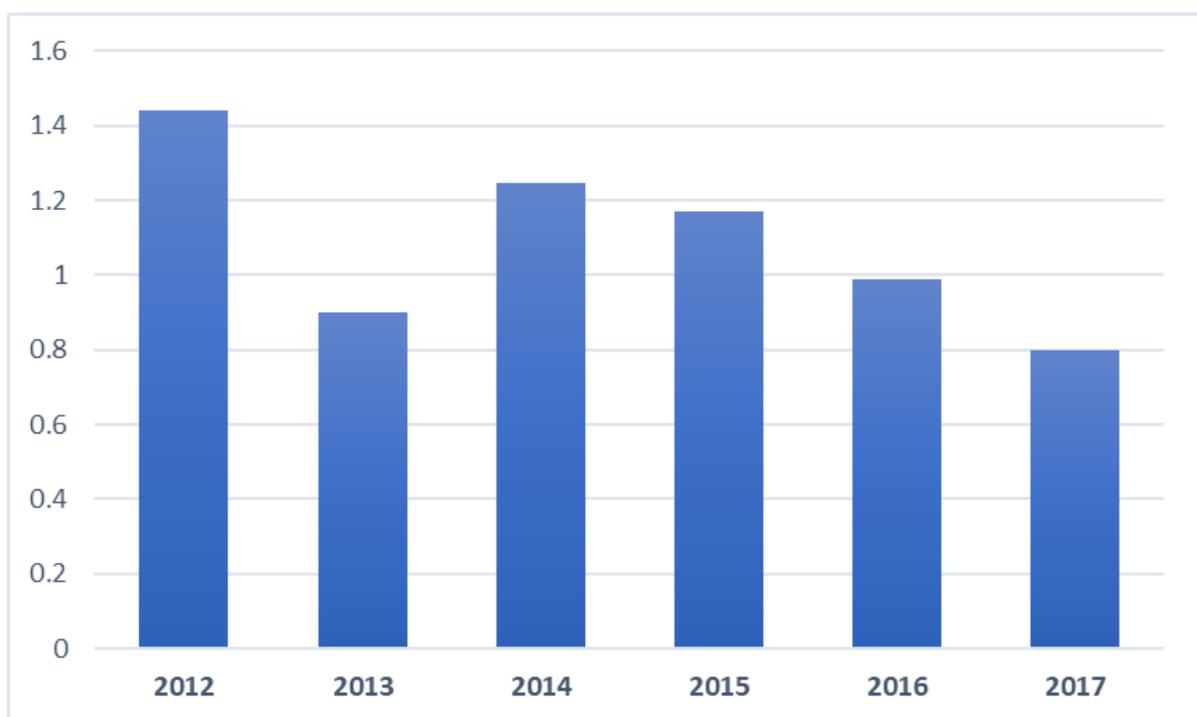
## Library

Libraries are a fairly uniform service delivered by Councils and are therefore useful for comparison. Considerable data is provided by Councils on their Library usage. Actual numbers have been shown per ratepayer so that the difference between smaller and larger councils is diminished.

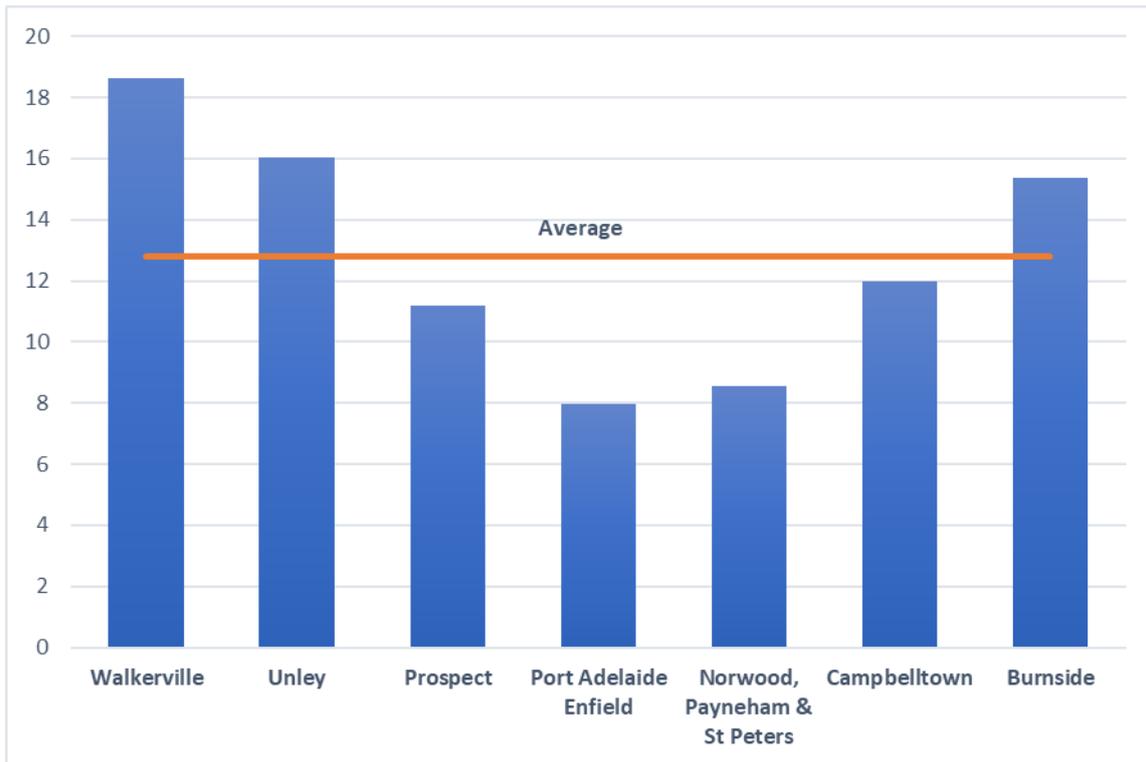
**Active Library Borrowers per Ratepayer 2012 to 2017 – Average over Years**



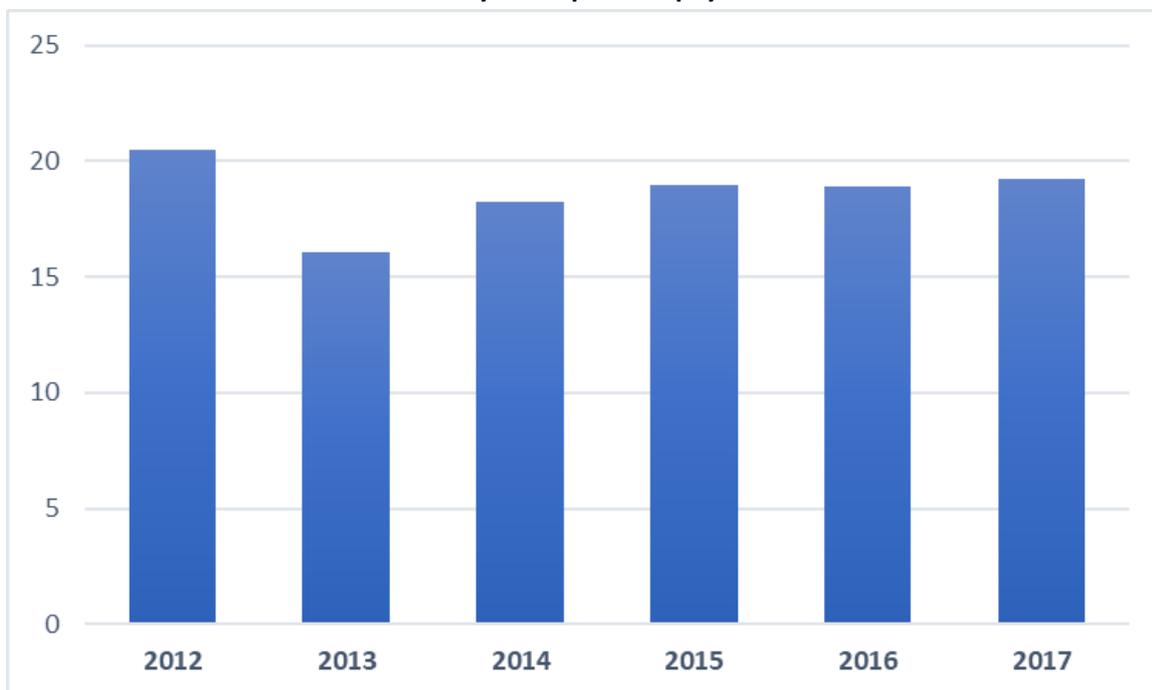
**Walkerville Active Library Borrowers per Ratepayer 2012 to 2017**



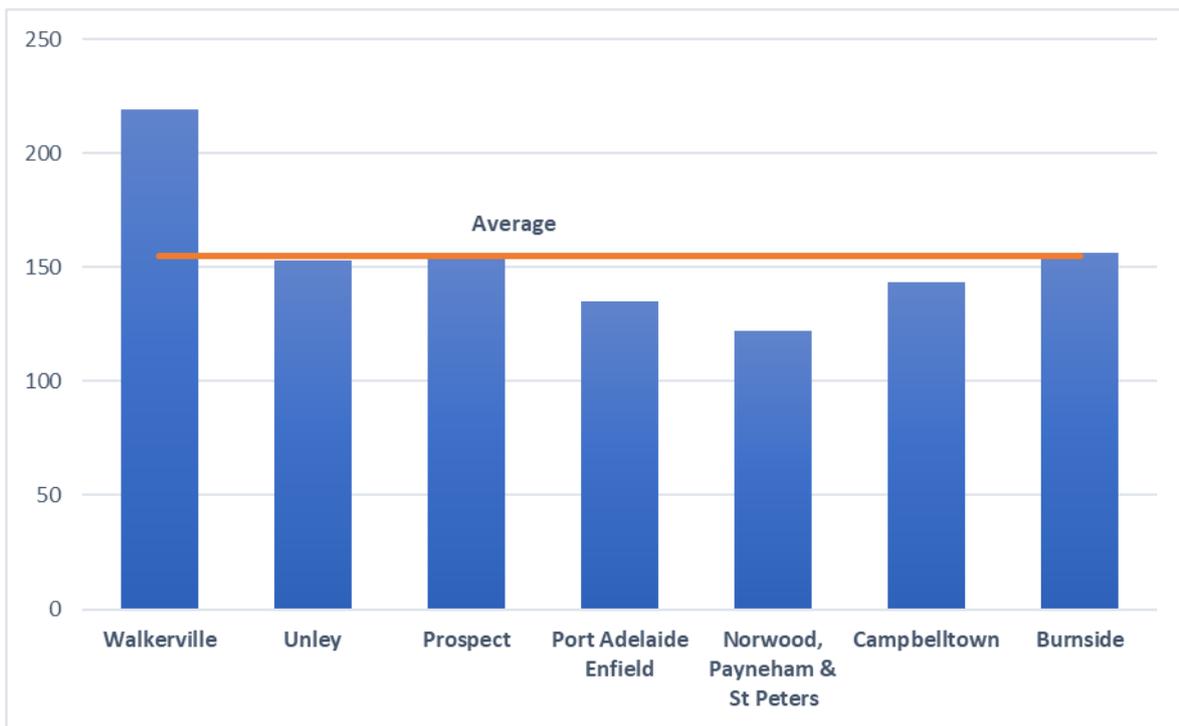
**Library Visits per Ratepayer 2012 to 2017 – Average over years**



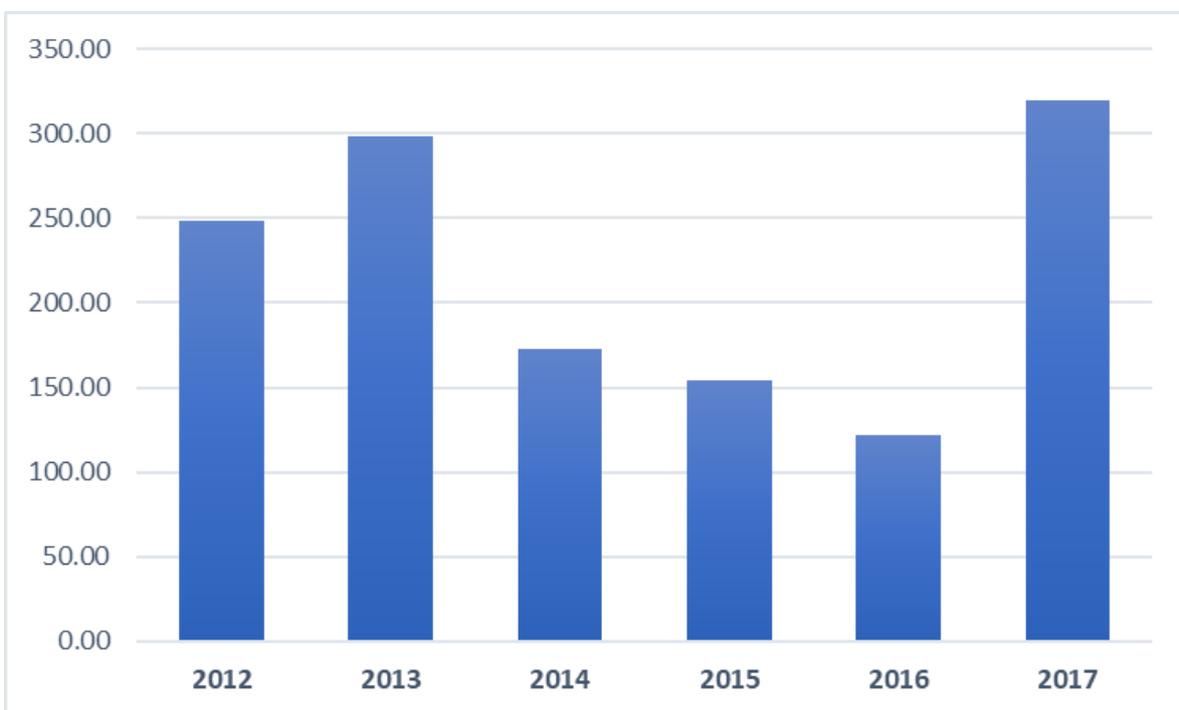
**Walkerville Library Visits per Ratepayer 2012 to 2017**



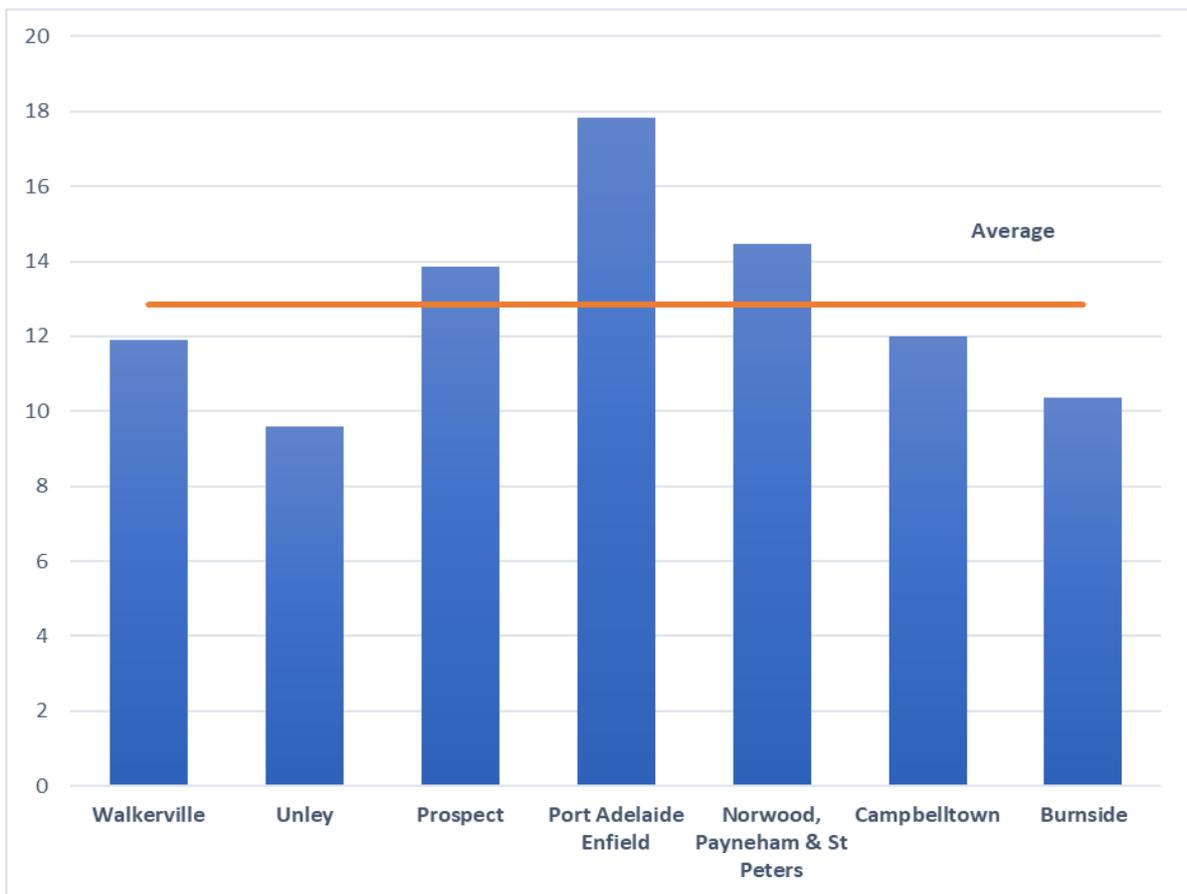
**Spend \$ on Library Services per Ratepayer 2012 to 2017 – Average over Years**



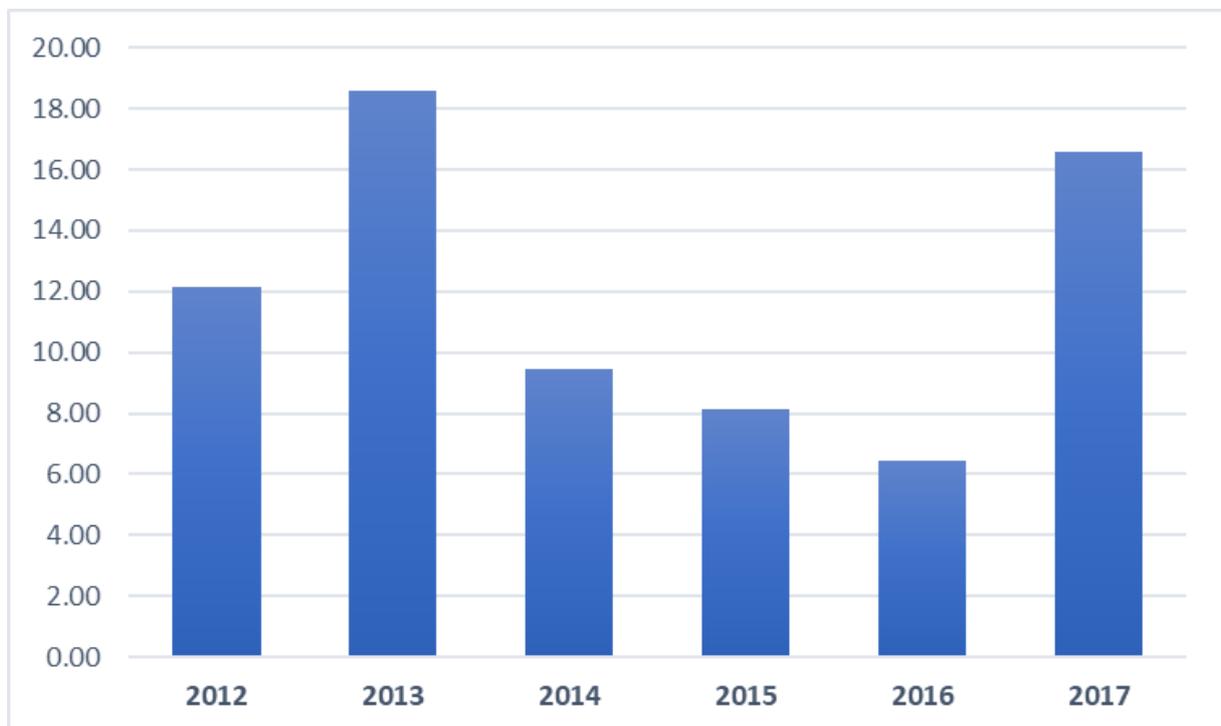
**Walkerville Spend \$ on Library Services per Ratepayer 2012 to 2017**



**Cost of Library Services per Visit 2012 to 2017 Average over Years**



**Walkerville Cost of Library Services per Visit**

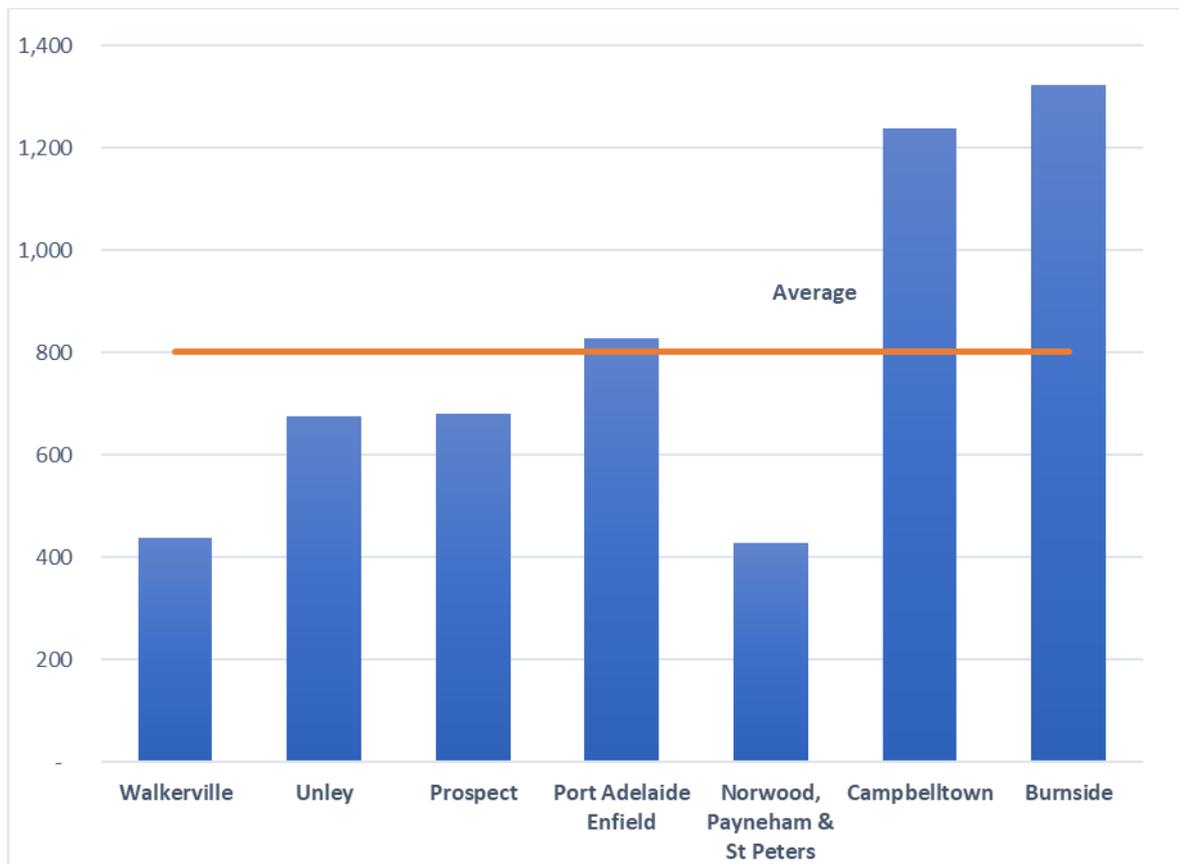


A measurement of level of service for libraries is the opening hours. The following table shows the varying opening hours for the library services for the comparison Councils.

Council	Library	Opening Hours per week	
Burnside	Burnside Library	54.5	54.5
Campbelltown	Campbelltown Library	54.5	54.5
Norwood Payneham St Peters	Norwood	28.5	110.0
	Payneham	39.0	
	St Peters	42.5	
Port Adelaide Enfield	Enfield	49.0	231.5
	Greenacres	49.0	
	Parks	56.0	
	Port Adelaide	48.5	
	Semaphore	49.0	
Prospect	Prospect Library	43.5	43.5
Unley	Unley	61.0	108
	Goodwood	47.0	
Walkerville	Walkerville	54.5	54.5

It should be noted that the opening hours are the total for the week, libraries are open in evenings and on weekends and the labour cost per hour would vary in those situations.

#### Cost of Library Services per Opening Hour – 2017

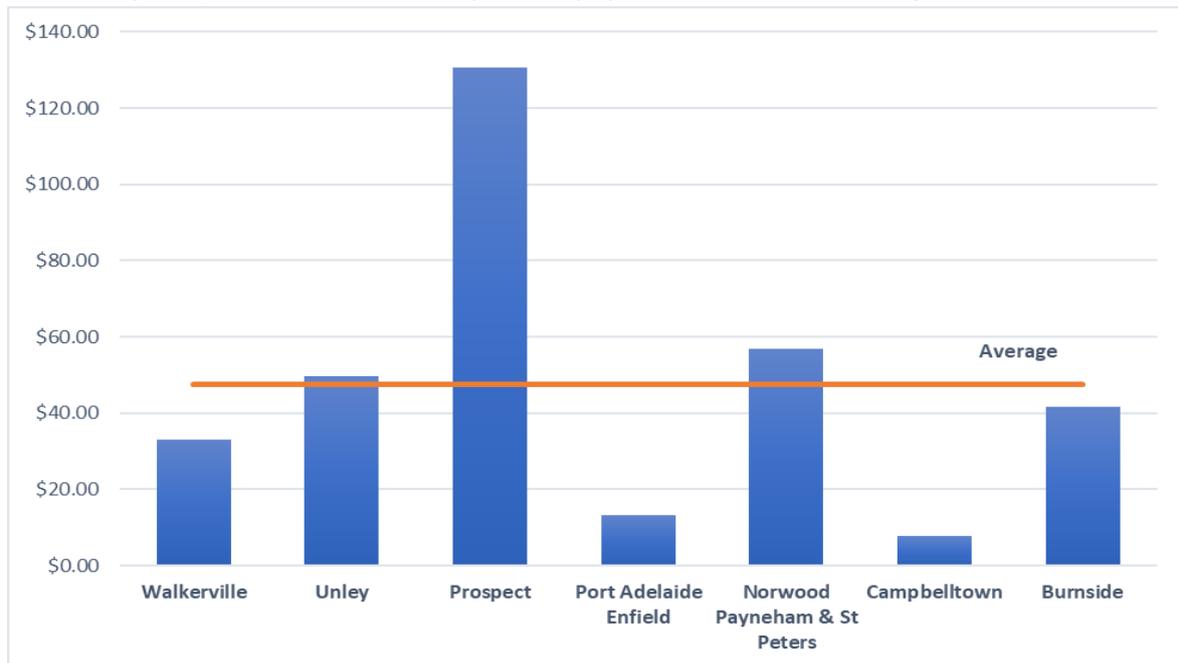


## Cultural Services

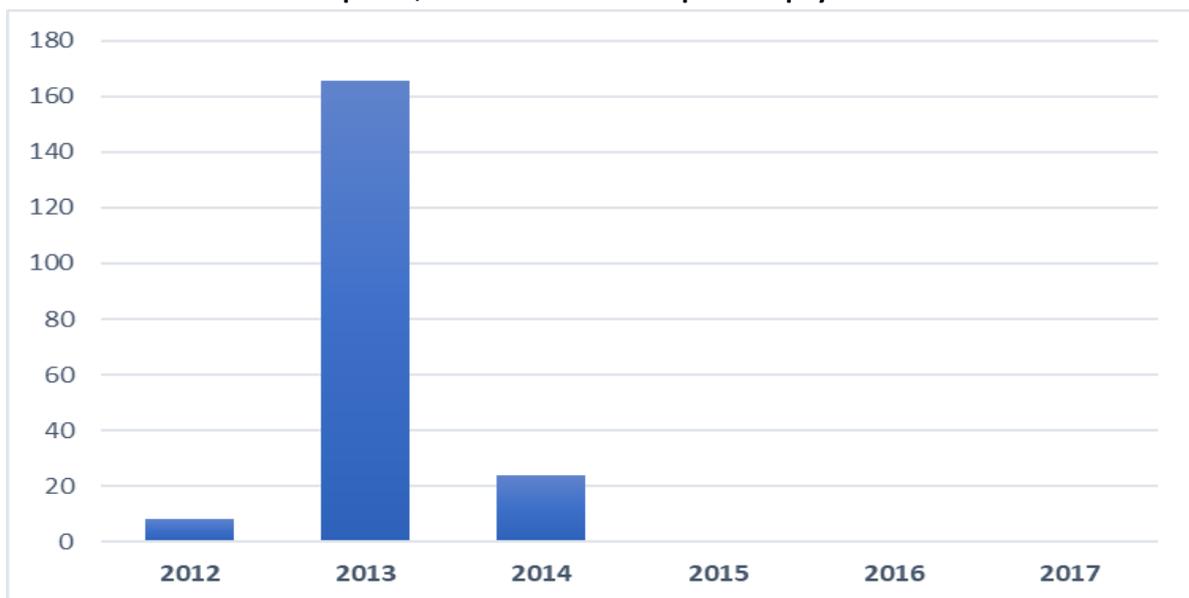
Cultural Services includes the following services:

- Performing Arts
- Heritage
- Museums & Art Galleries
- Other i.e.
  - Cultural festivals
  - Concerts
  - Artists
  - Orchestras
  - Writers
  - Broadcasting and film production
  - Flora and fauna parks (zoos and botanical gardens).

**Spend \$ on Cultural Services per Ratepayer 2012 to 2017 – Average over Years**



**Walkerville Spend \$ on Cultural Services per Ratepayer 2012 to 2017**

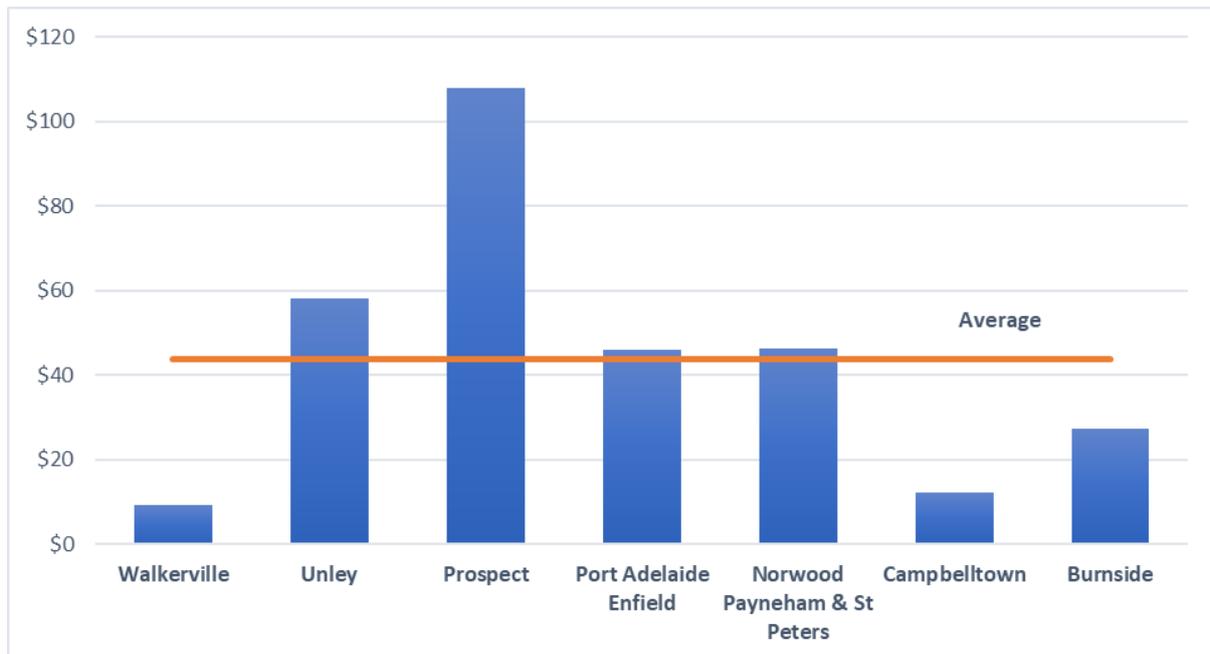


## Economic Development

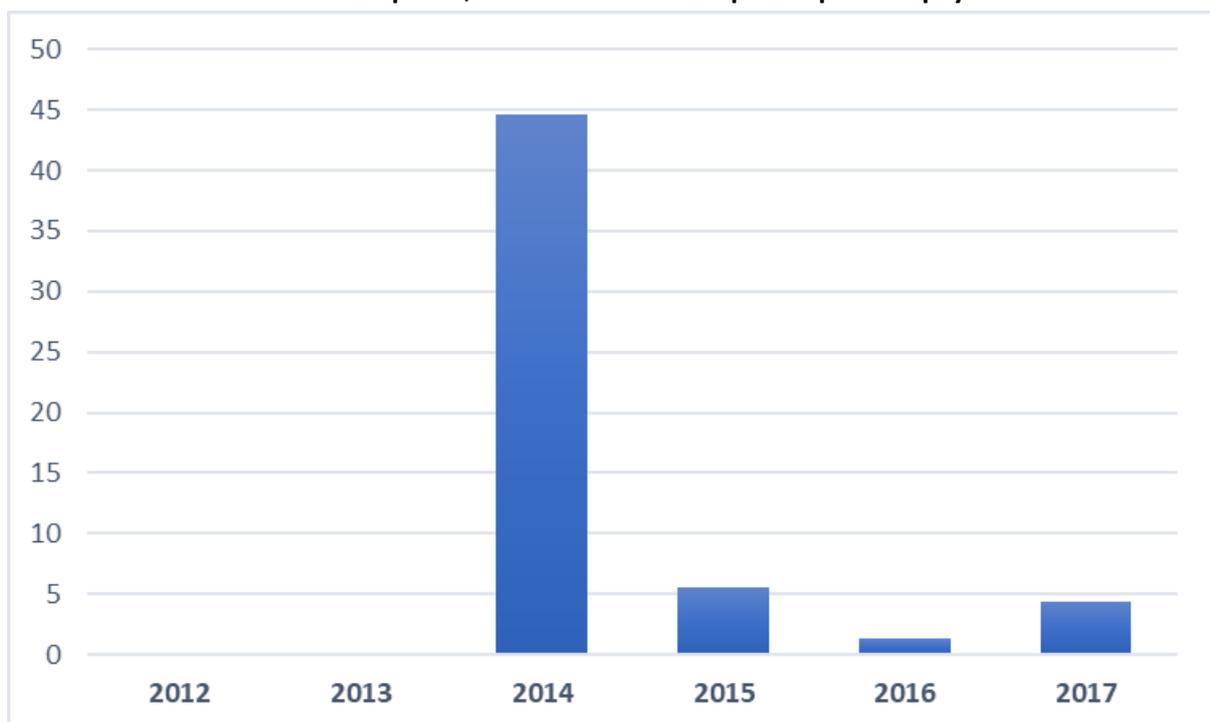
Economic Development includes the following expenditure areas

- Employment Creation Programs
- Regional Development
- Support to Local Businesses
- Tourism and Regional promotion.

**Spend \$ on Economic Development per Ratepayer 2012 to 2017 – Average over Years**



**Walkerville Spend \$ on Economic Development per Ratepayer**

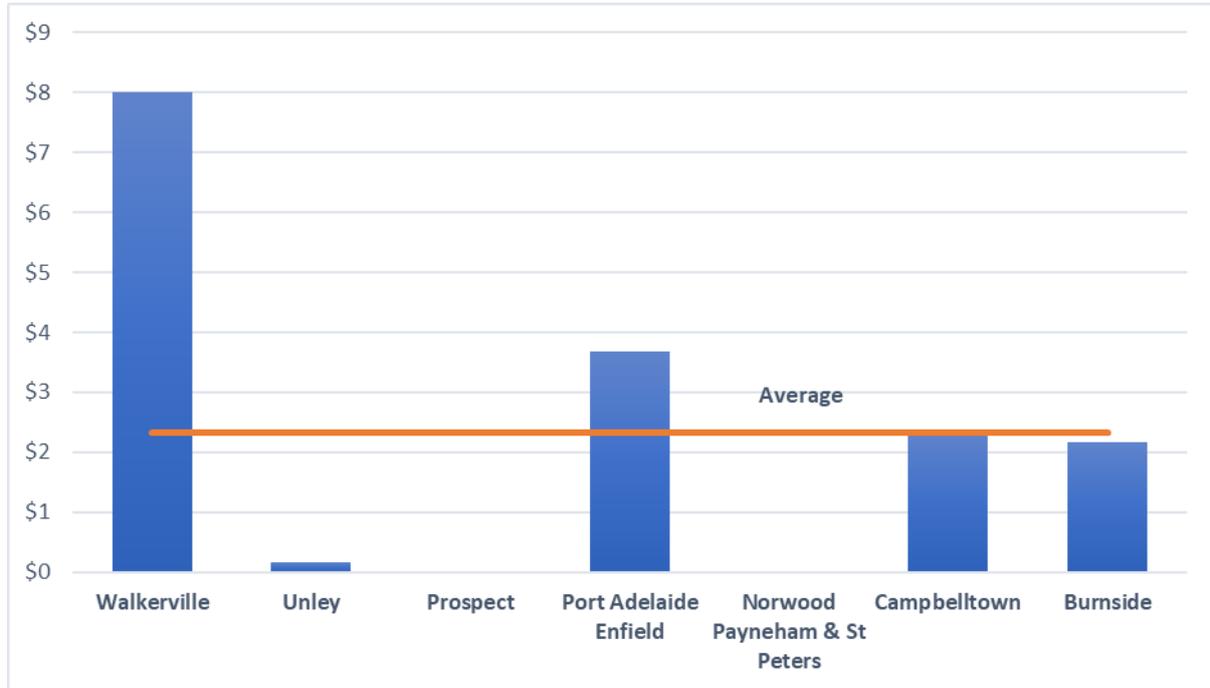


## Agricultural Services

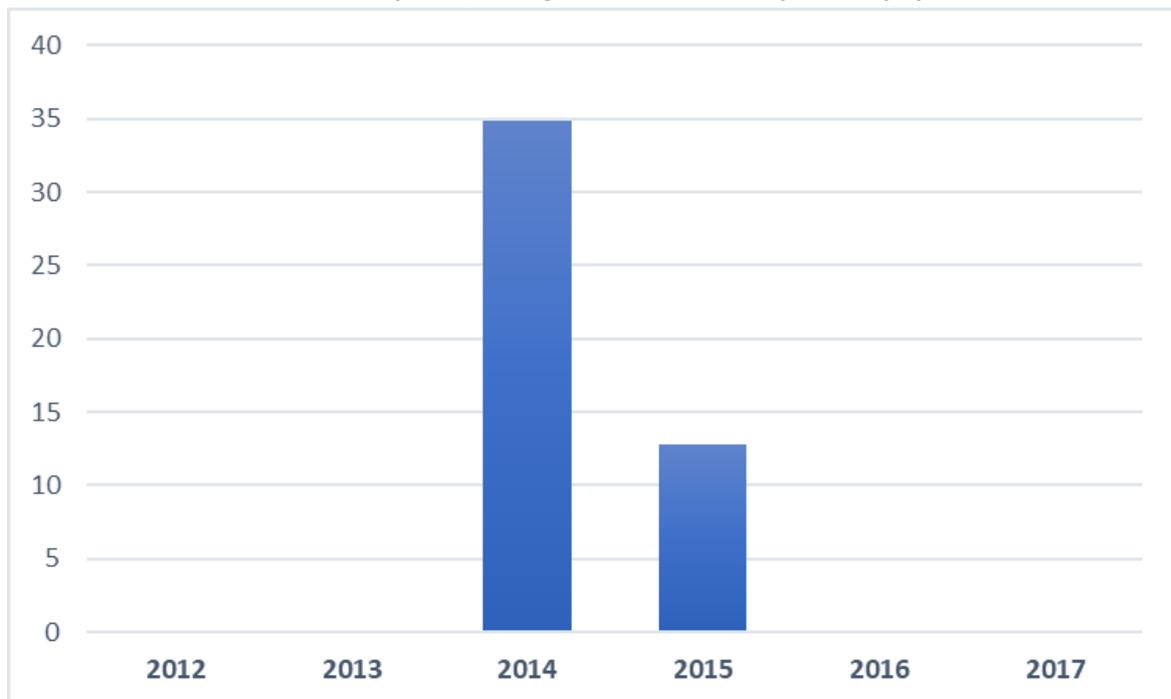
Agricultural Services include the following activities:

- Agricultural Water
- Agricultural Land
- Agricultural Pest Control.

**Spend \$ on Agricultural Services per Ratepayer 2012 to 2017 – Average over Years**



**Walkerville Spend \$ on Agricultural Services per Ratepayer**



## Waste Management

Waste Management includes the following activities:

- Domestic Waste
- Green Waste
- Recycling
- Waste Disposal Facilities
- Other i.e.
  - Street and other public area bins
  - Hard rubbish collection
  - Drum Muster
- Other i.e.
  - Chemicals
  - Paint
  - Purchase and Sale of Wheelie Bins

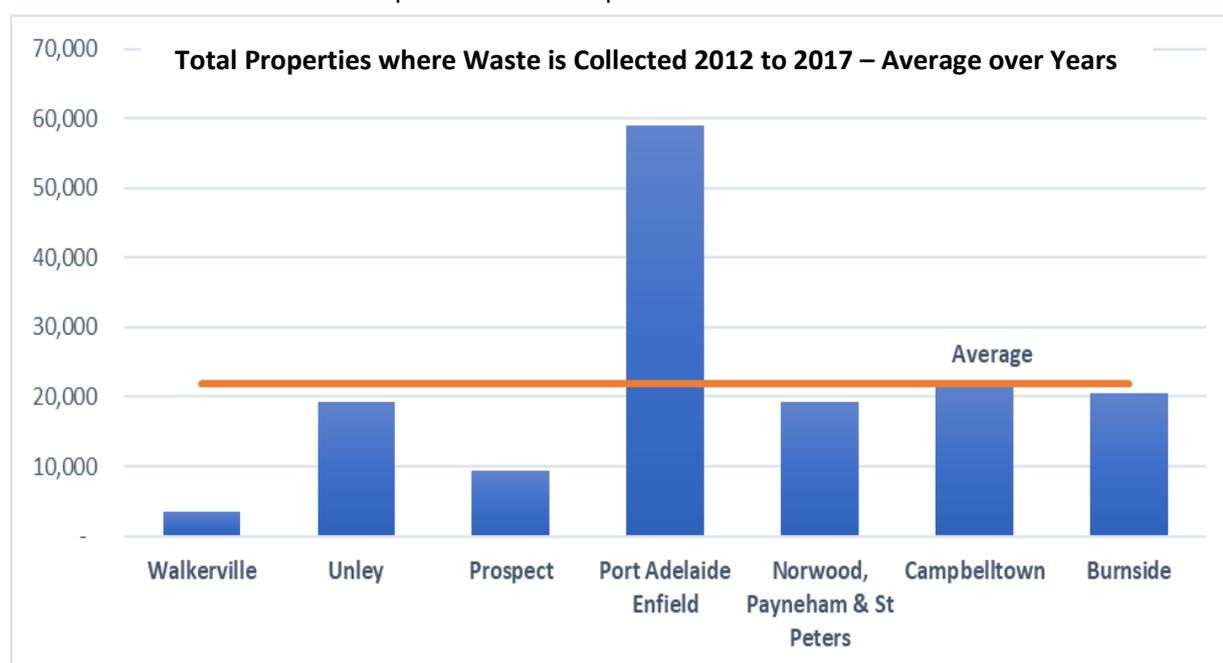
Walkerville is part of East Waste which also has the following members from the comparison group:

- Burnside
- Campbelltown
- Norwood, Payneham & St Peters.

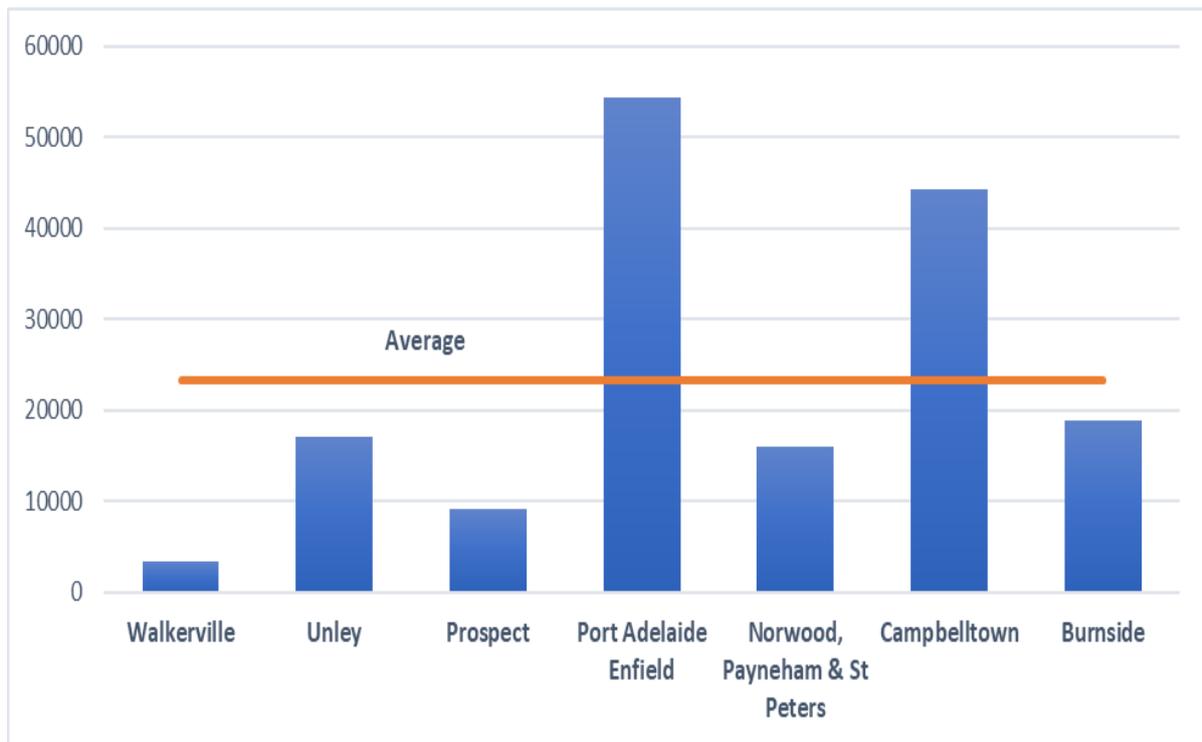
East Waste provides waste collection services to member and client Councils. The current Waste Services provided by each Council to their communities either through East Waste or other contractual arrangements are listed below;

Council	Food Waste	Green Organics for Compost	Recycling	Waste to Landfill
Burnside	Place in Compost Bin	Fortnightly	Fortnightly	Weekly
Campbelltown	Place in Compost Bin	Fortnightly	Fortnightly	Weekly
Norwood Payneham St Peters	Place in Compost Bin	Fortnightly	Fortnightly	Weekly
Port Adelaide Enfield	Place in Compost Bin	Fortnightly	Fortnightly	Weekly
Prospect	Place in Compost Bin	Fortnightly	Fortnightly	Weekly
Unley	Place in Compost Bin	Fortnightly	Fortnightly	Weekly
Walkerville	Place in Compost Bin	Fortnightly	Fortnightly	Weekly

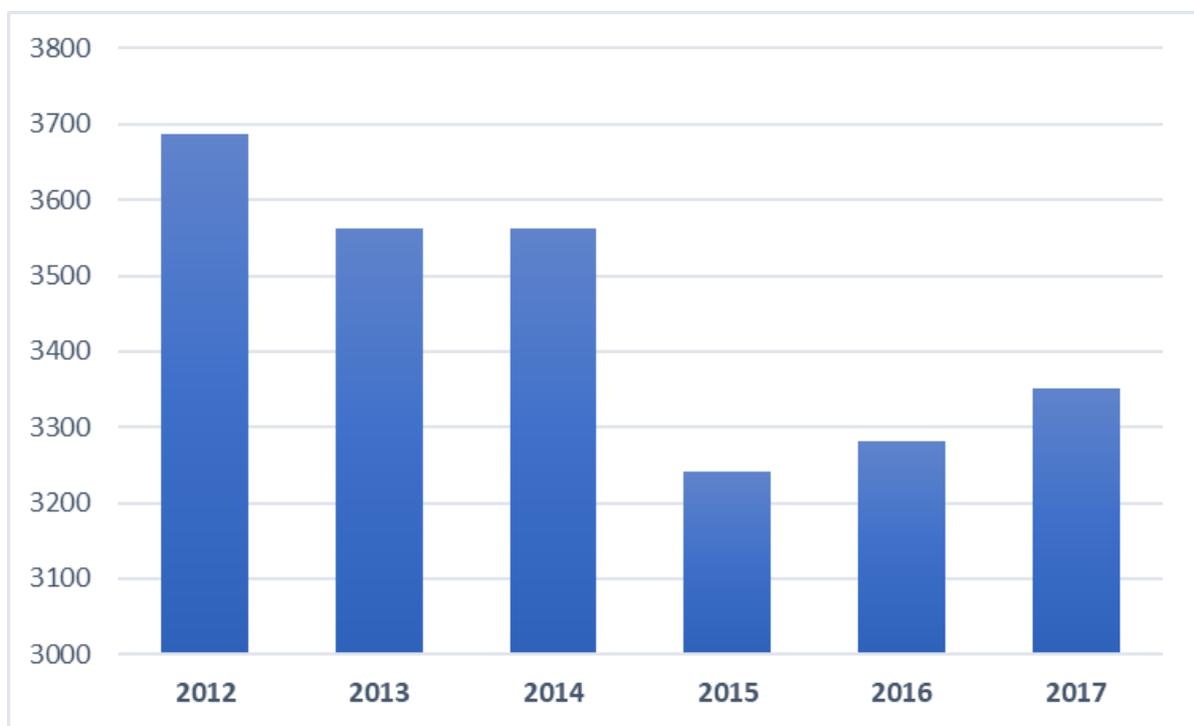
Council waste services have changed over the years so costing analysis averaged from 2012 to 2017 may cover services that vary from those set out in the above table. The following graphs provide data on waste collection and disposal for the comparison Councils



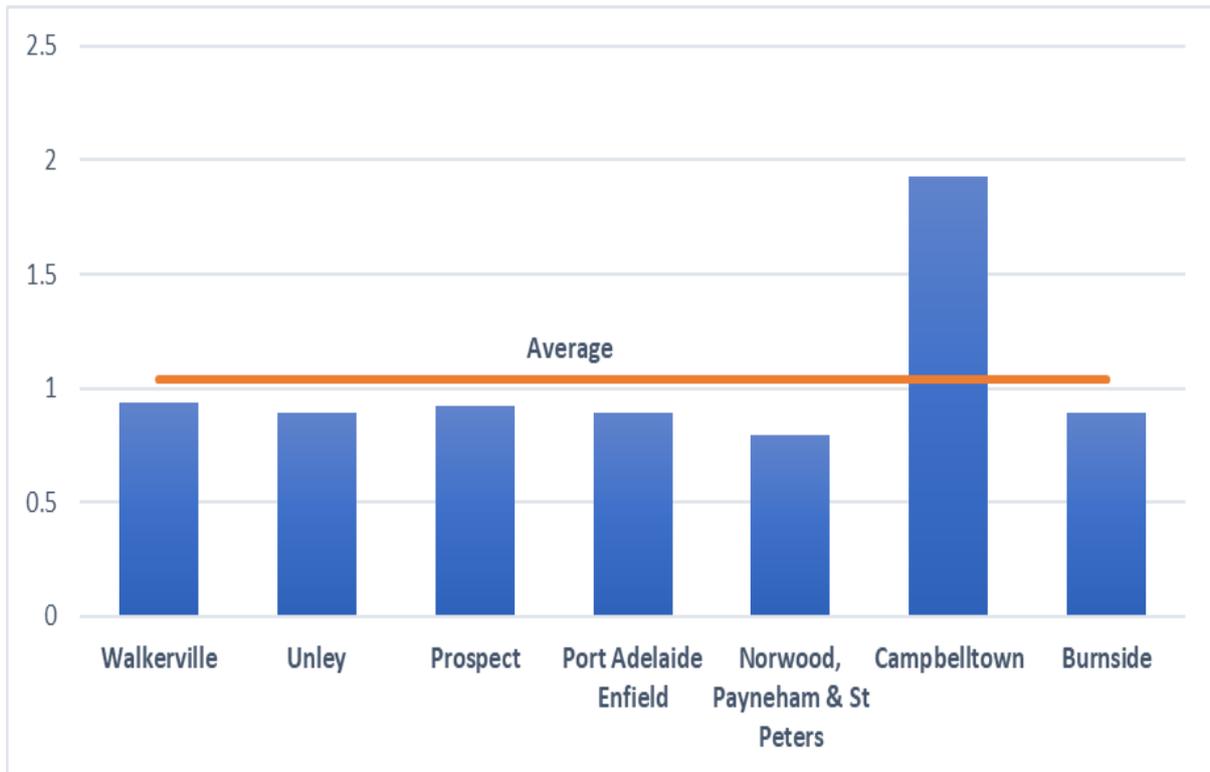
**Tonnage of Waste Collected Annually 2012 to 2017 – Average over Years**



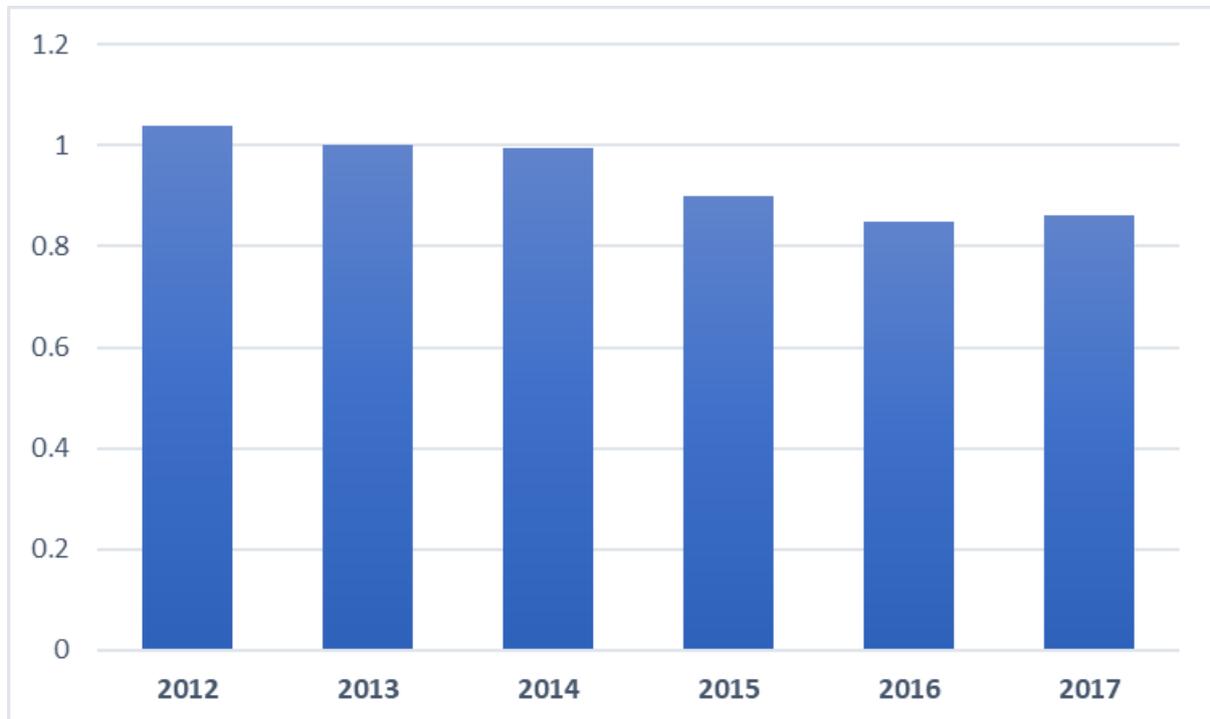
**Walkerville Tonnage of Waste Collected Annually**



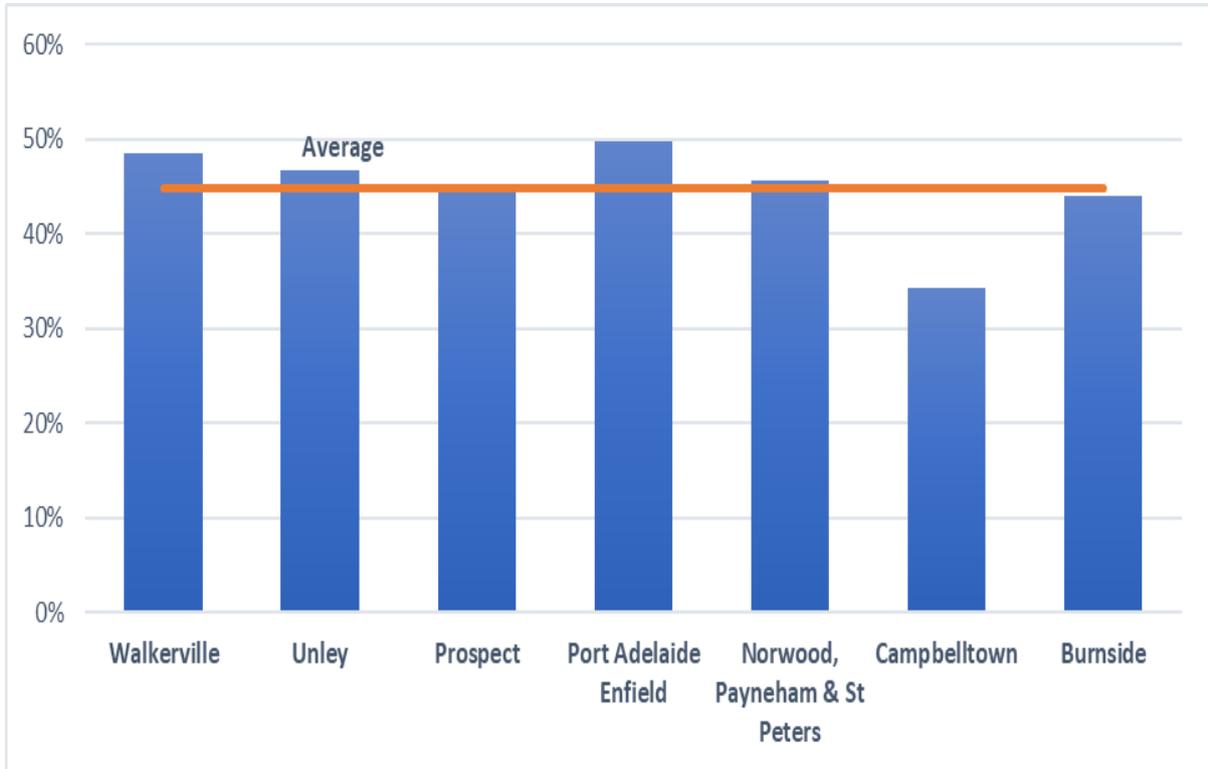
### Tonnage of Waste Collected Tonnage per Ratepayer 2012 to 2017 – Average over Years



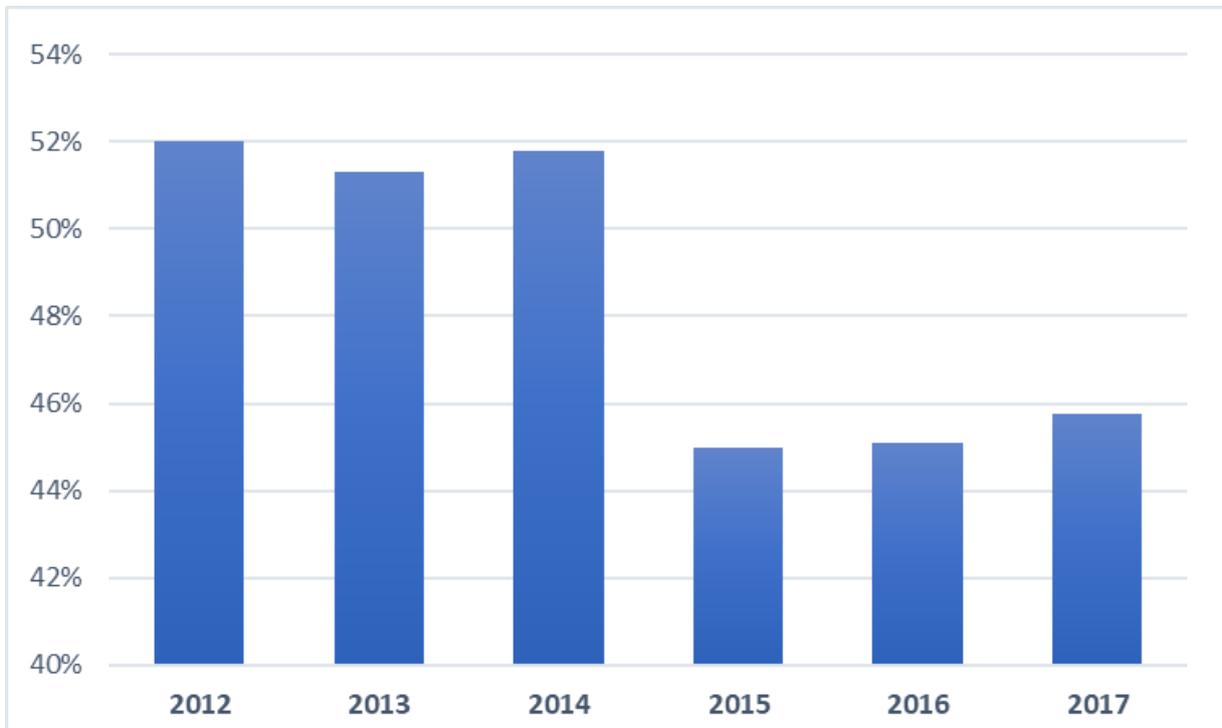
### Walkerville Tonnage of Waste Collected per Ratepayer



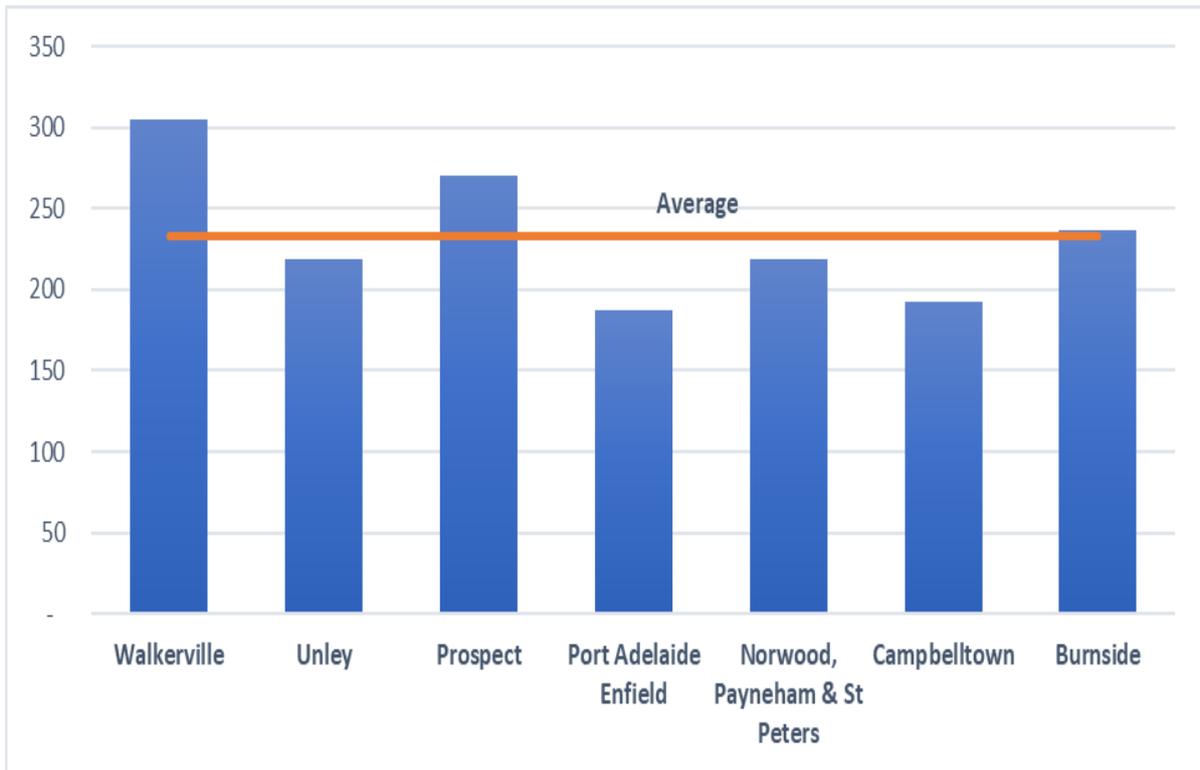
**Percentage of Waste that goes to Landfill 2012 to 2017 – Average over Years**



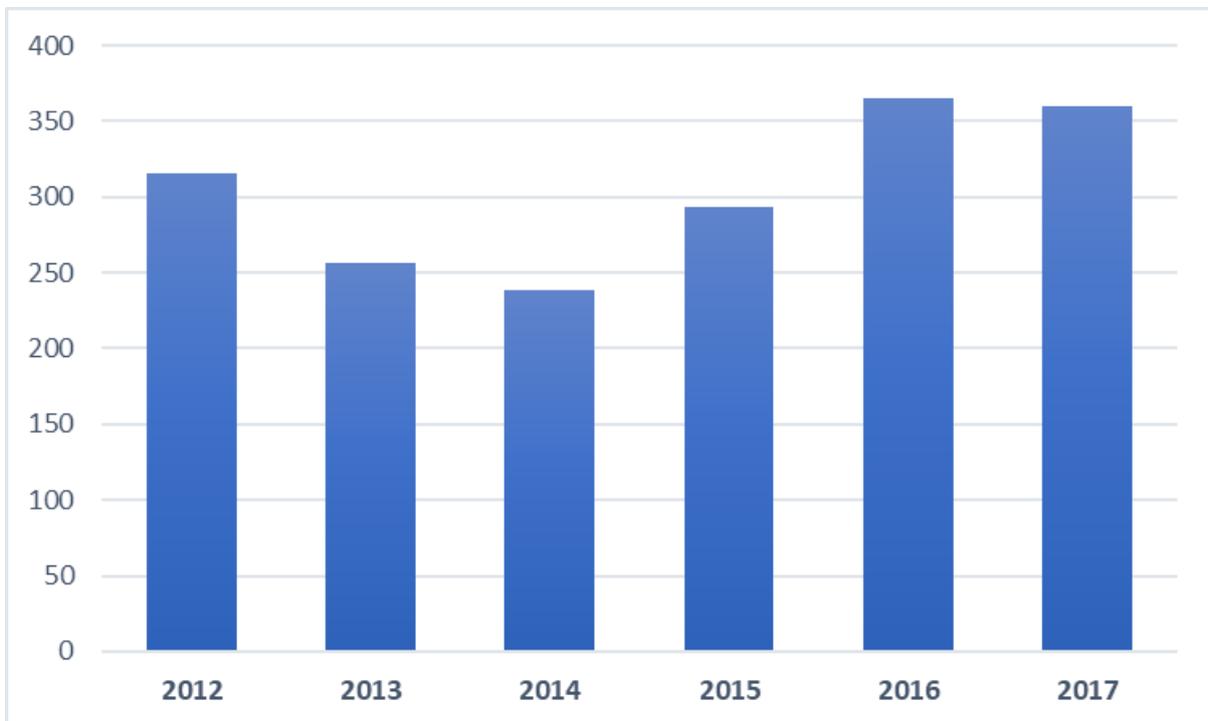
**Walkerville Percentage of Waste that goes to Landfill**



**Waste Cost \$ per Collection Property 2012 to 2017 – Average over Years**



**Waste Cost \$ by Collection Property**

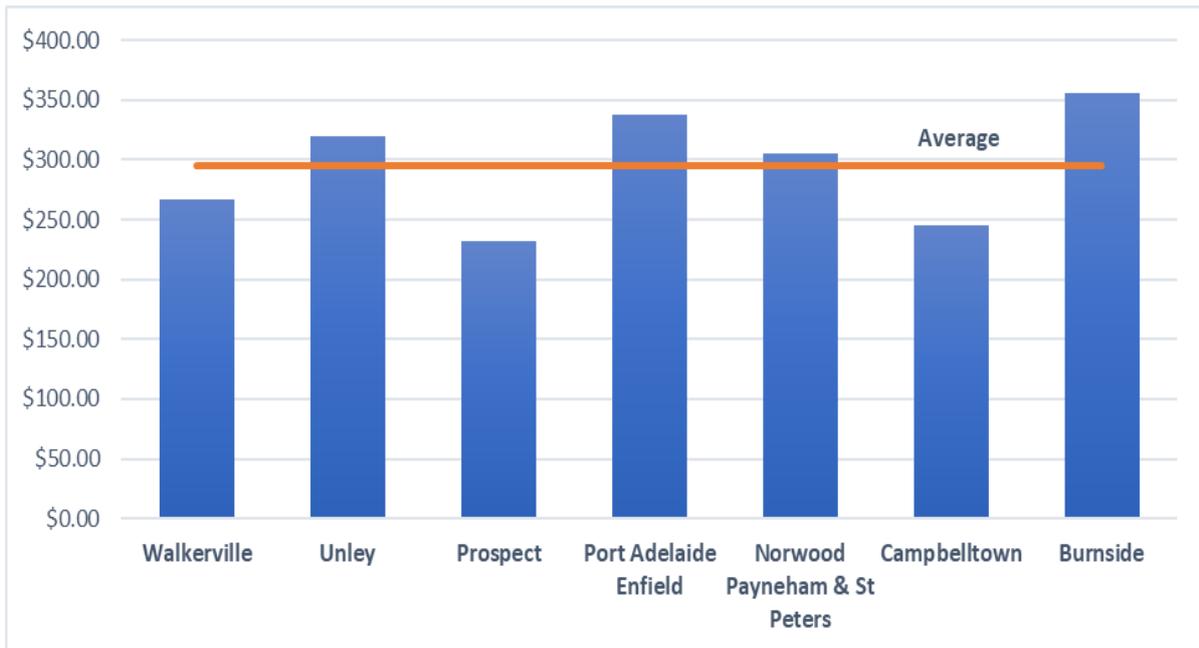


## Other Environment

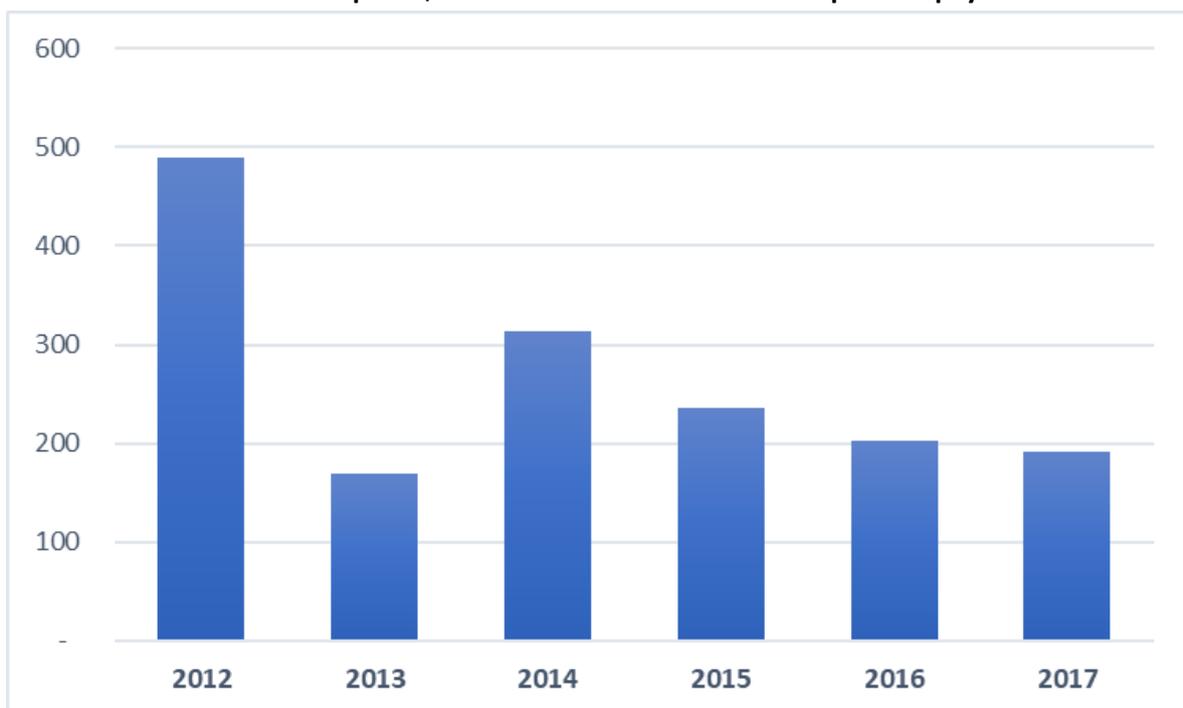
Other Environment services include the following activities:

- Coastal Protection
  - Stormwater & Drainage
  - Street Cleaning
  - Street Lighting
  - Street scaping
- Other
  - Flood mitigation
  - River bank environment protection
  - Non-agricultural land and water conservation

**Spend \$ on Other Environment Services per Ratepayer 2012 to 2017 – Average over Years**



**Walkerville Spend \$ on Other Environment Services per Ratepayer**

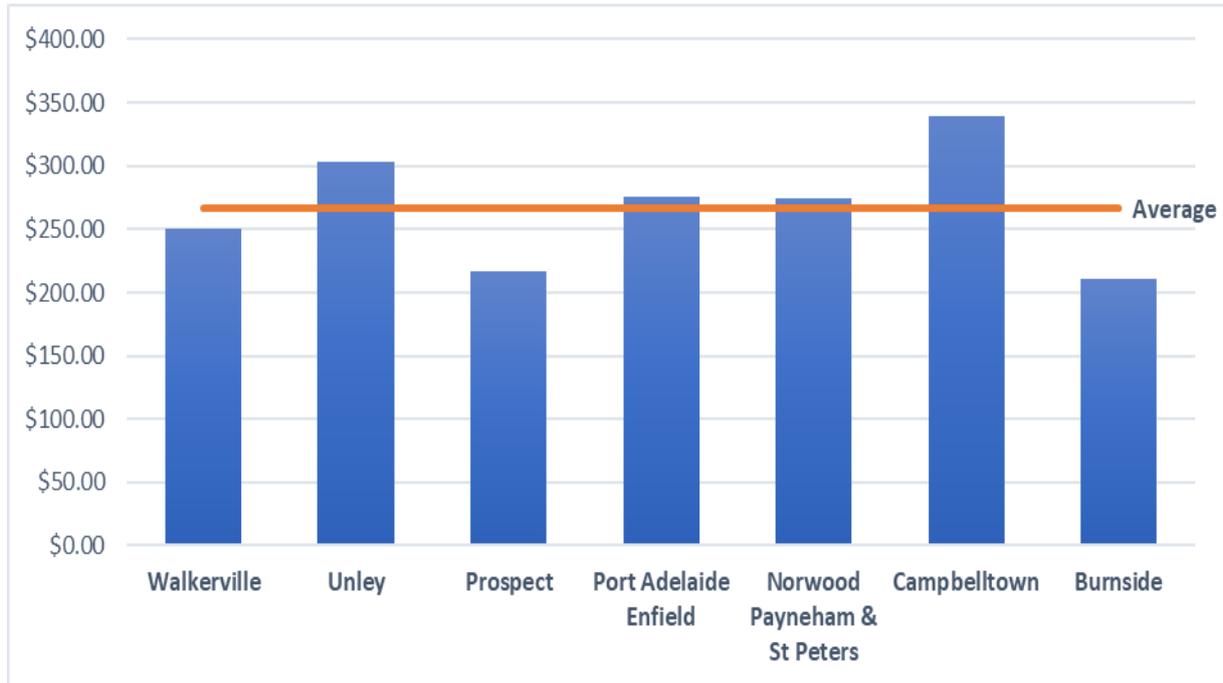


## Recreation

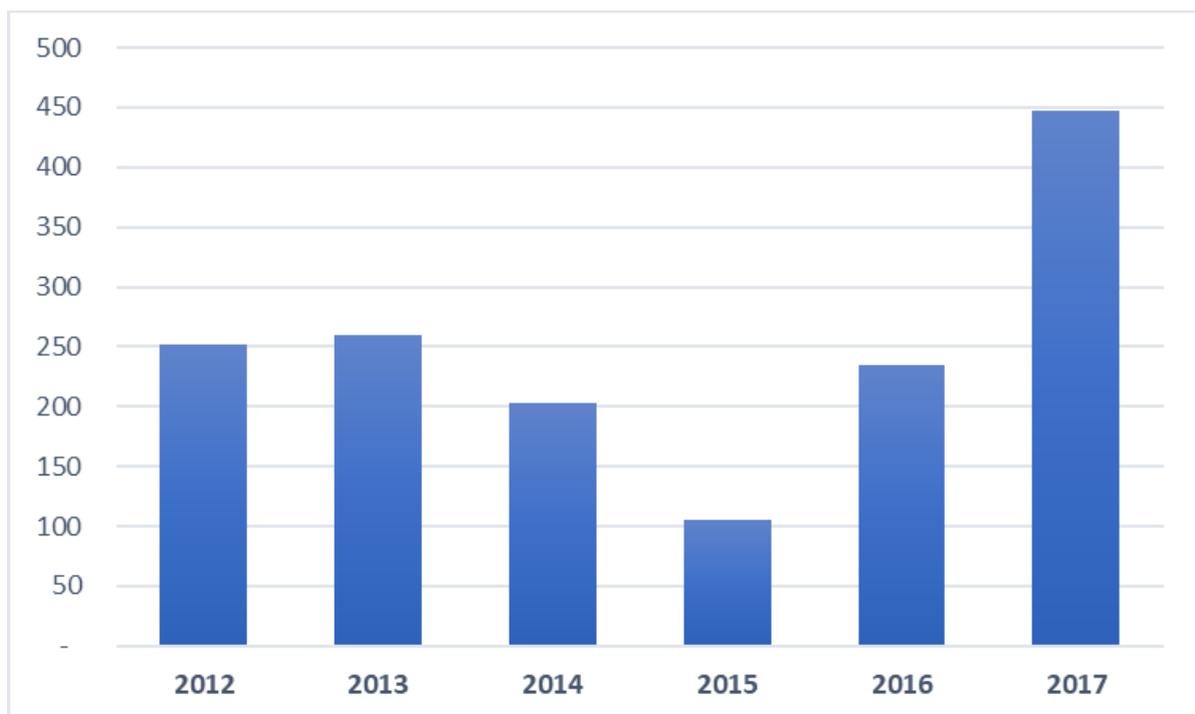
Recreation services include the following activities:

- Jetties
- Marine Facilities
- Parks & Gardens
- Sports Facilities – indoor and outdoor
- Swimming Centres

**Spend \$ on Recreation per Ratepayer 2012 to 2017 – Average over Years**



**Walkerville Spend \$ on Recreation per Ratepayer**

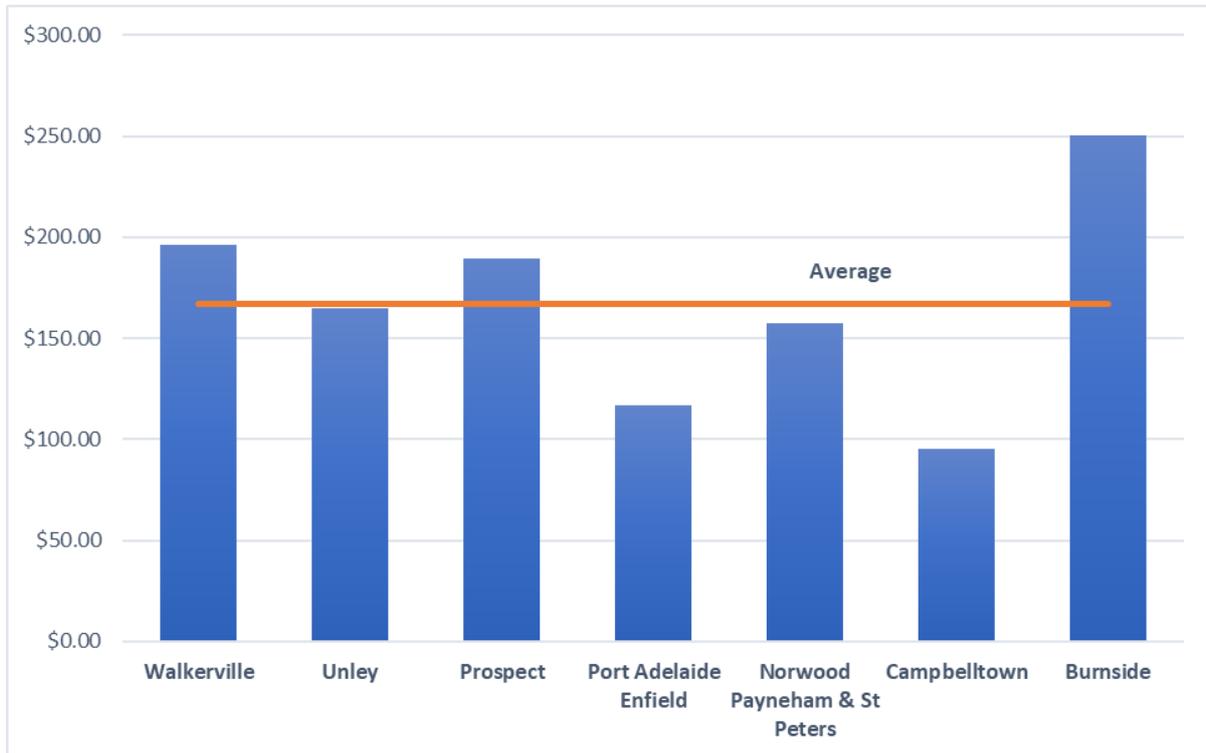


## Regulatory Services

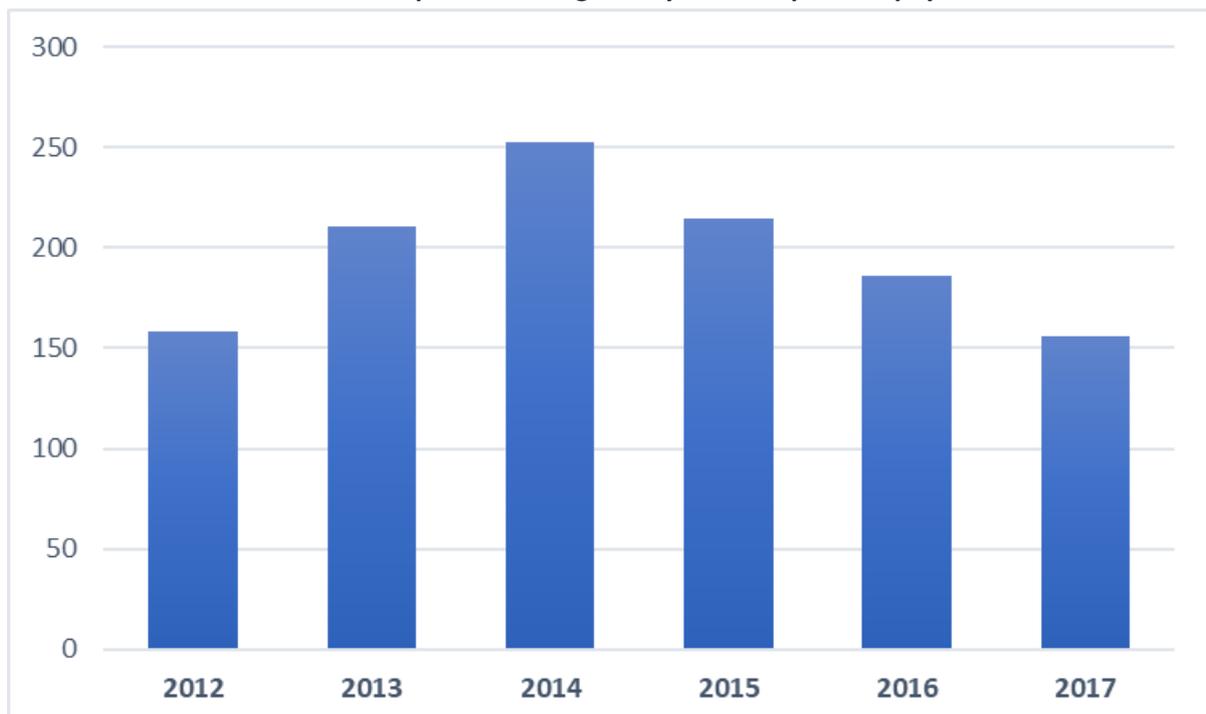
Regulatory services include the following activities:

- Dog & Cat Control
- Town Planning
- Environmental Protection Control
- Building Control
- Health Inspection.

**Spend \$ on Regulatory Services per Ratepayer 2012 to 2017 – Average over Years**



**Walkerville Spend \$ on Regulatory Services per Ratepayer**



## Transport

Transport includes the following activities:

- Aerodrome
- Footpaths & Kerbing
- Roads: Sealed/unsealed
- Traffic Management
- Water transport services

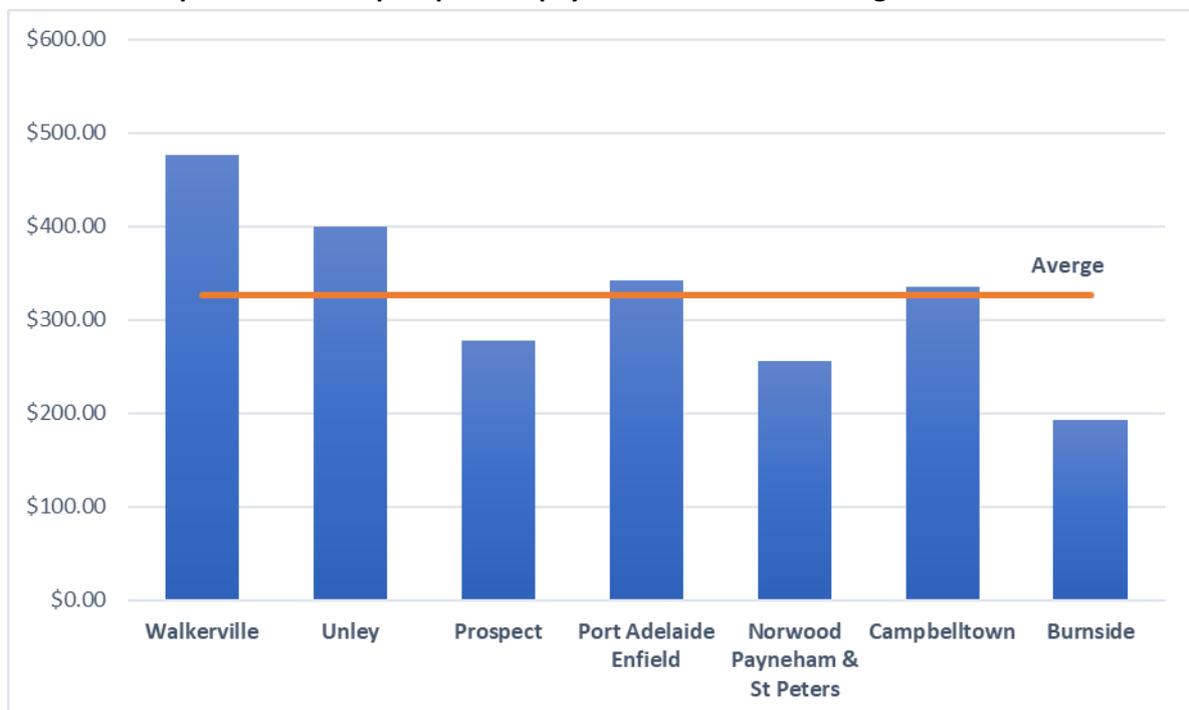
This area of spending relates to operational such as ongoing maintenance of transport assets which is different to renewal/replacement works and upgrades and new assets as part of capital expenditure.

The table below shoes the road lengths for each Council in the comparison group:

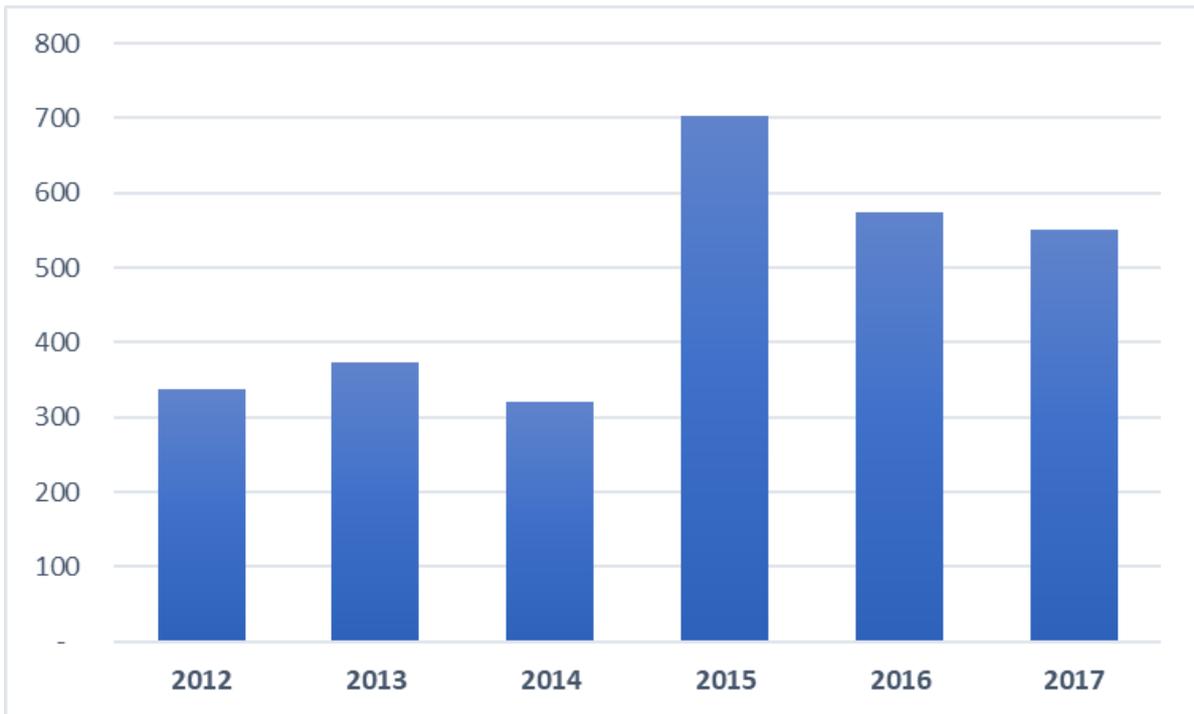
	Burnside	Campbelltown	NPS	PAE	Prospect	Unley	Walkerville
Total Kilometres of Roads including Laneways	240	255	172	685	91	170	36
Metres per Ratepayer	12	11	9	11	9	9	9

Although the kilometres of roads that Walkerville manages is considerably lower than all the Councils in the comparison group, the length per ratepayer is the same as Norwood Payneham St Peters, Prospect and Unley.

**Spend \$ on Transport per Ratepayer 2012 to 2017 – Average over Years**



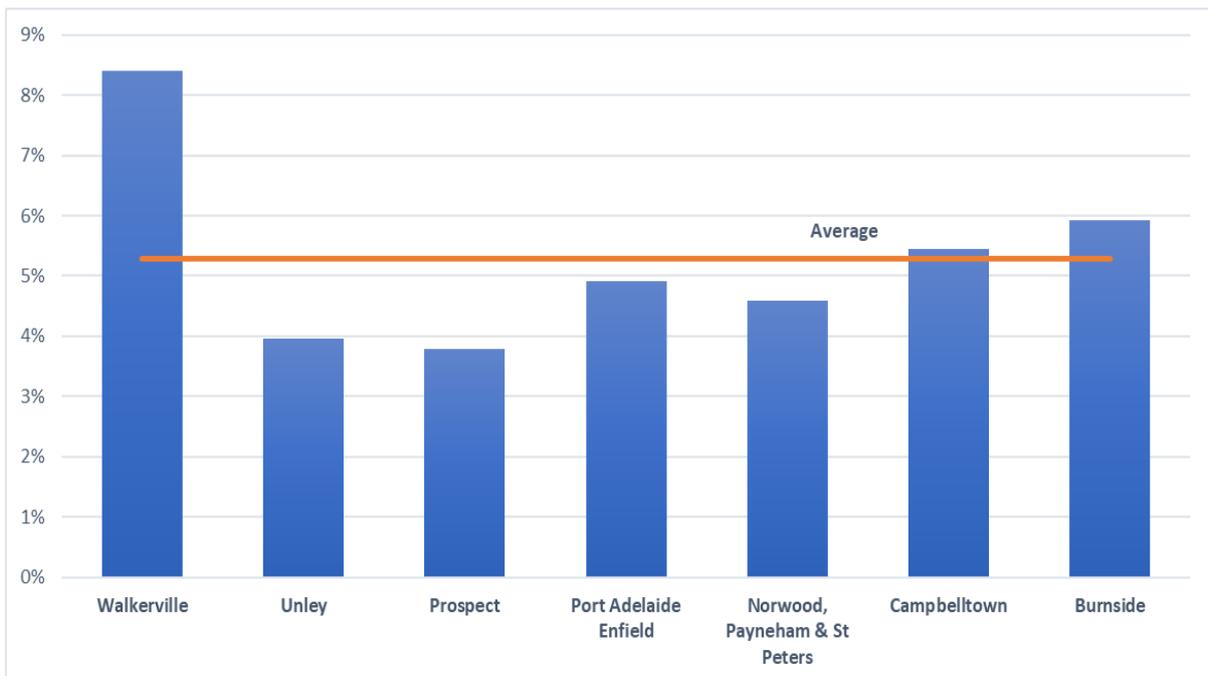
### Walkerville Spend \$ on Transport per Ratepayer



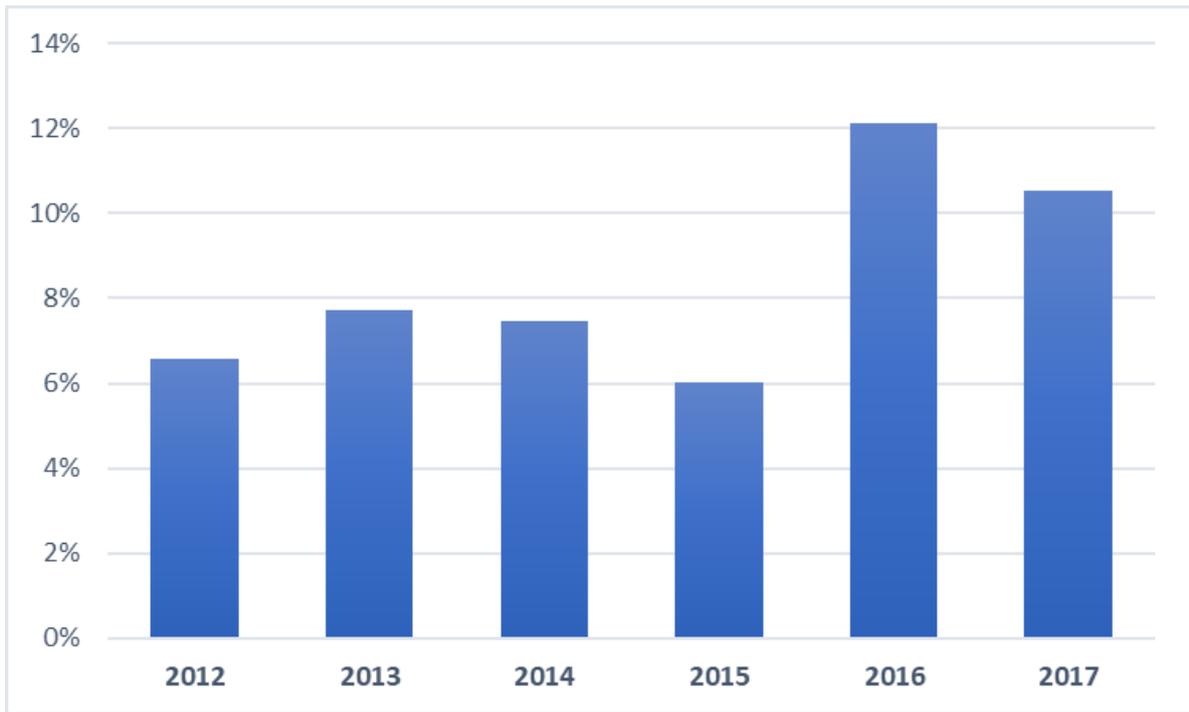
#### Development

Development applications are an indication of how much growth is occurring in a Council district and would be considered as a sign of a growing community. Development applications cover additions as well as new buildings.

#### Development Applications Lodged as a Percentage of 2012 to 2017 – Average over Years



### Walkerville Number of Development Applications



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## Bibliography Continued

### Councils

City of Burnside	<a href="http://www.burnside.sa.gov.au">www.burnside.sa.gov.au</a>	Annual Reports Library Opening Hours
Campbelltown City Council	<a href="http://www.campbelltown.sa.gov.au">www.campbelltown.sa.gov.au</a>	
City of Norwood Payneham & St Peters	<a href="http://www.npsp.sa.gov.au">www.npsp.sa.gov.au</a>	
City of Port Adelaide Enfield	<a href="http://www.portenf.sa.gov.au">www.portenf.sa.gov.au</a>	
City of Prospect	<a href="http://www.prospect.sa.gov.au">www.prospect.sa.gov.au</a>	
City of Unley	<a href="http://www.unley.sa.gov.au">www.unley.sa.gov.au</a>	
Town of Walkerville	<a href="http://www.walkerville.sa.gov.au">www.walkerville.sa.gov.au</a>	

### Grants Commission

Local Government Grants Commission	<a href="http://www.dpti.sa.gov.au/local_govt/LGGC">www.dpti.sa.gov.au/local_govt/LGGC</a>	Database Reports
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### Ombudsman SA

Ombudsman SA	<a href="http://www.ombudsman.sa.gov.au">www.ombudsman.sa.gov.au</a>	Annual Reports
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