



Notice is hereby given that the next confidential meeting of Council
will be held on Tuesday 18 February 2025
in the Council Chambers, 43-51 Tanunda Road, Nuriootpa,
commencing at 5.30pm.

Martin McCarthy
CHIEF EXECUTIVE OFFICER
THE BAROSSA COUNCIL

CONFIDENTIAL AGENDA

8. CONFIDENTIAL REPORTS

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COVER SHEET

CONFIDENTIAL REPORT

18 February 2025

Council Meeting

8.1 Office of the Mayor and CEO

**8.1.1 TOWN OF GAWLER BOUNDARY PROPOSAL - EXTRACT OF CONSULTANTS
REPORT FOR COUNCIL COMMENT**

There is strong public interest in enabling members of the public to observe Council's transparent and informed decision-making. This helps to ensure accountability, maintain transparency of public expenditure, facilitate public participation, assist public awareness and allow for the scrutiny of information. Attendance at a Council meeting is one means of satisfying this interest. The public will only be excluded from a Council meeting when the need for confidentiality pursuant to Section 90(2) of the Act outweighs the public interest of open decision-making.

In this matter, the reasons that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contrary to the public interest are that the information has been provided by the State on condition of confidentiality to allow the information provided to be validated.

On balance, the above reason which supports the need for confidentiality pursuant to Section 90(2) of the Act outweighs the factors in favour of the public interest of open decision-making.

RECOMMENDATION

That Council:

- (1) Under the provisions of Section 90(2) of the *Local Government Act 1999*, make an order that the public be excluded from the meeting with the exception of the Chief Executive Officer, Director Corporate Services, Strategy and Innovation, Director Development and Community Services, Director

Infrastructure and Environmental Services and the Minute Secretary, in order to consider in confidence a report relating to being information that must be considered in confidence pursuant to:

Section 90(3)(j) of the *Local Government Act 1999*:

information the disclosure of which-

- (i) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and
 - (ii) would, on balance, be contrary to the public interest;
- (2) Accordingly, on this basis, Council is satisfied that public interest in conducting meetings in a place open to the public has been outweighed by the need to keep the information and discussion confidential in order that the information has been provided by the State on condition of confidentiality to allow the information provided to be validated.

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DEBATE REPORT

8.1 Office of the Mayor and CEO

8.1.1 TOWN OF GAWLER BOUNDARY PROPOSAL - EXTRACT OF CONSULTANTS REPORT FOR COUNCIL COMMENT

**Author: Chief Executive Officer
25/17078**

PURPOSE

The Boundary's Commission has written to Mayor Lange and the Council providing an extract of a component of the recent consultants' report tabled with them. This report provides an analysis of the report and proposed areas for response for Council's consideration.

RECOMMENDATION

That Council having reviewed the report:

- (1) Authorise the Chief Executive Officer to make a submission encompassing the points made in the body of the report.
- (2) Having considered this matter in confidence under Sections 90(2) and 90(3)(j) of the *Local Government Act 1999*, makes an order pursuant to Section 91(7), that the minutes, agenda report and attachments other than the minutes relating to this confidentiality order of the Confidential Council Meeting held on 18 February 2025 in relation to item 8.1.1 Town of Gawler Boundary Proposal - Extract of Consultants Report for Council Comment be kept confidential and not available for public inspection and authorise the Chief Executive Officer to review and revoke the order.

REPORT

Background

As Council is acutely aware, the Town of Gawler has lodged a boundary reform proposal which impacts the current Council area, namely Concordia, Kalbeeba and part of Springwood.

Introduction

During 2024, significant work was undertaken by consultants selected by the Commission to review the Town of Gawler's proposal and Council has supported requests for information.

The Consultant's extract report and correspondence from The Boundary Reform Commission is provided at Attachment 1.

Discussion

In assessing the report, the following areas of note are made and would form the basis for a submission should Council wish to do so. A submission is required to be sent to the consultant. Officer's propose that any submission at this time be politically neutral and respond only to the report information and response generally, noting it is the consultants that will receive the submission.

- The information contained within the financial and services estimates is sound.
- The conclusions that ratepayers of The Barossa Council will pay significantly more rates (as it is in other Council areas) if part of the Town of Gawler accords with our own internal analysis.
- The report presents a number of statements and observations about Council that have not been followed up with us and therefore no context has been provided. For instance, Council refused to sign the agreements for Springwood for a raft of reasons, the most notable is that they were not drafted well, and as outlined below, incorporated planning conditions which were not legally enforceable. There was also a much easier mechanism suggested and ultimately put in place to support Springwood which remains in place for our only other remaining intervention, Kalbeeba Road, for which we have allowed for in our long term financial plan, when triggers are reached.

The statement also ignores the fact that in good faith the Council has invested (or will invest within the current business plan) over \$1M in stormwater infrastructure and has provisioned for necessary road interventions with no revenue streams coming to Council from the development to date. The primary beneficiaries being the residents of our region residing in the Springwood development currently all development is located within the Town of Gawler. This includes negotiating access to land with downstream residents to obtain drainage easements, in The Barossa Council who were disadvantaged by the original planning decision where no infrastructure arrangements had been put in place by the prior ToG administration, due to reliance on a planning condition of the planning approval for off sight drainage which was never enforceable. Council, some 15 years later, continues to try and negotiate with one final landowner (a Mr Lee-Gunkel and his family) to complete the stormwater outfall for the Springwood development. Presently all downstream infrastructure is in place, the one final underground connection remains. Council has and will continue to try to collaboratively resolve such matters and had demonstrated this with the prior ToG administration.

Notwithstanding this, Council's position will continue to be that the Springwood development area that resides in The Barossa Council area should be transferred to Town of Gawler, so one governance structure is in place for the development and subsequent management of services. In addition, Council will always find ways to collaborate and has done so as a regional leader for decades.

- The statement that the accounting impacts on The Barossa Council are minor are predicated on the current Long Term Financial Plan and understood. However, as the impact assessment, as understood by the assessment, is to consider the long-term financial impact, this statement and the minor

comments related to the Concordia development, does not give sufficient credence to the financial impact from the proposed boundary realignment proposal. The proposal impact is massive as follows:

- The forward 10-year model a net profit of \$5.071M which has been previously factored into significant investment decisions made by Council in supporting the shared vision with the State for the Barossa Park development of \$45.8M to assist in partly servicing the Concordia development in early stages.
 - The forward 40-year model a net profit of \$147.736M.
 - The forward 10-year model a positive net cashflow of \$4.595M
 - The forward 40-year model a net positive cashflow of \$48.442M fully funding Council investment needs for Concordia estimated at this time at \$384.253M including new and replacement of assets.
 - Revenue stream over the 40- year model of \$1.401B.
 - These estimates are modelled on a commencement in 2029 as per the States Housing Roadmap, this has recently been updated to a potential 2027 commencement of onsite works.
- The report notes that a lack of access to the extent of the planning work and investigations being undertaken with GICU and PLUS to inform the code amendment has led to several assumptions about the reliance and/or pressure on Gawler. This is understood and acknowledged by Officers. However, there is also a tendency to rely on Gawler's policies and Boundary Change Proposal which provide a biased view of the Concordia development. The current vision and structure plan for Concordia will reduce the development's impact on Gawler through long term transport, stormwater, community, business and residential self-contained development and advocating for broader regional development in areas like health and education.
- The report relies on physical proximity to Gawler as the basis for support of the proposal, with little to no regard for the inherent constraints experienced by the Town of Gawler currently – the change in boundary would not alleviate situation not does it acknowledge the land is located within the Barossa geographical area and part of the Barossa brand separated from the Town of Gawler through nature just as the boundary with Light Regional Council follows the contours of the river system and significant buffers to the river are proposed for Concordia from Gawler to achieve the township separation.
- There is no regard to the financial viability of the Town of Gawler in comparison to other Councils, and thereby their ability to deliver a growth area of Concordia's size (and considering growth in South Gawler) and/or regard to ability of The Barossa Council to deliver regional scale infrastructure (e.g. Barossa Park).
- The report does not have regard to the views of other agencies, industry, or community feedback about the Boundary Reform/Local Government Area proposal. It is therefore difficult to provide fully informed comment.
- Page 9 - Under Land Use and Planning Matters
 - Paragraph 1: *"This is at a pre-public engagement stage where it is determined what investigations and community engagement are to*

be undertaken". Worth noting that investigations are concluded and will inform the public engagement on the code amendment.

- Paragraph 3: *'There is also potential for the Concordia master planned development to take time, thus delaying critical community infrastructure. It is claimed that due to unforeseen market / health / financial circumstances a risk to the Town of Gawler is it may need to support Concordia residents for decades—or permanently.'* As footnoted to the Town of Gawler 2020, Boundary Change Proposal – Stage 2 General Proposal, December, dit.sa.gov.au/local-government/boundaries-commission/current-proposals, pp 11-12, 74. This statement and position is not supported by the current planning direction and vision, indeed the impetus for Concordia is to support broader regional investment to support the whole region whilst being self-sufficient for its residents for the vast array of necessary services. This has all been modelled into Council's forward plan and advocacy for long term investment in health, housing and social infrastructure, alleviating Gawler planning challenges.
- Paragraph 4: Suggests that funding will be split across numerous local government agencies – in other words, the Town of Gawler anticipates being an equitable party to this. This is simply incorrect at this stage with the construct of the legislative and governance framework for Concordia driven by an Infrastructure Scheme (including State and developer funding needs), Deeds with The Barossa Council for community infrastructure, and an aligned Structure Plan enshrined in the planning system through an infrastructure overlay in the Planning and Design Code. As such, any third-party contribution that benefits the wider region would be a future discussion point and part of a key collaboration model. This is further enhanced presently as we, The Barossa Council, is advocating for regional infrastructure support, be it in our Council area or not, and having discussions about investing funds in other Council projects where the regional approach is the best approach to future infrastructure needs, which is factually the complete opposite to the ToG concerns.
- Paragraph 5: Any comments about the investment in Gawler East Link Road? Further, the pressure on Gawler roads highlights the fact that residents may not rely on Gawler given the well-known access and congestion issues.
- Page 10 – negligible employee impact at 0.1 FTE and at page 17 noted as 0.4 FTE this maybe a typographical error. The estimate also does not take into account the predicted employment growth and thus impact on The Barossa Council over the next 10-year period considering the Concordia growth needs.
- Page 16 – second to last paragraph *"Further it is claimed that the proximity to the amenities of the Town of Gawler means The Barossa Council has not invested heavily in services and infrastructure for current residents."* Investment in supporting infrastructure is relevant to the current needs, and significant investment is undertaken over time. This does not factor in the long-term financial plan impacts of the Concordia development The Barossa Council has identified to date, and funding in this long term plan over the course of

the development of at least \$384.253M and operating services at a cost of \$1.253B over the forty year period.

- The report mentions on numerous occasions that the Town of Gawler considers surrounding areas in land use decision making and planning as an exceptional activity unique to the Council. Officers would argue that all Council's do this, as recently evidenced by The Barossa Council's growth strategy engagement and vice versa with Town of Gawler's strategic planning and transport strategy work.

Summary and Conclusion

Officers have reviewed the report, and it is now presented for Council comment and endorsement for making a submission.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 Boundary Commission Correspondence and Extract of Report [!\[\]\(96cc62f861fdd6e50510c0224a756dff_img.jpg\) !\[\]\(e658400d40ca763c7cf4c8c420885c6a_img.jpg\)](#)

Supporting references

Nil

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Corporate Plan

- BS5 Enterprise Risk - Strategic and operational risk assessment, control and monitoring; internal control and audit; business continuity and disaster recovery planning; organisational emergency management; insurance portfolio management; and Work Health Safety system coordination
- BS6 Finance - Transparency and accountability regarding Council activity and expenditure. Provision of organisational performance report (outcomes), activity report (outputs), a range of statutory reporting (e.g. public health, tax, superannuation), financial reporting
- BS7 Governance - Provision of governance advice and support in the discharge of legislative responsibilities for policy development, delegations and authorisations, internal review of Council decisions, delegations and authorisations, Native Title claims

Legislative Requirements

Part 2 of the Local Government Act 1999

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

This work has been undertaken through internal resources.

The overall risk and resourcing impacts are extensive depending on the decision of the Commission and range from business as usual to wholesale and significant impact on the future funding flows, work required and planned, and growth related to Concordia.

Further there are significant downsides for current ratepayers, of our, and all Council areas with the impost of much higher rate burden, and not forming part of the "Barossa" in future.

COMMUNITY ENGAGEMENT

Has been undertaken by the Commission and the consultant.

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24 January 2025

Mayor Bim Lange
The Barossa Council
PO Box 867
NURIOOTPA SA 5355

By email: mayor.lange@barossa.sa.gov.au

Dear Mayor Lange

Town of Gawler Boundary Change Proposal – Council Draft Inquiry Report

I refer to the Town of Gawler's Boundary Change General Proposal Inquiry (the Inquiry) and my previous correspondence of 9 December 2024 regarding the receipt of a Draft Inquiry Report (the Draft Report) from the investigator, BDO Services Pty Ltd (BDO).

The SA Local Government Boundaries Commission (the Commission) has given initial consideration to the Draft Report.

As you know, the Commission must publish its report and recommendations on the Commission's website at the point at which these are provided to the Minister, as required by section 31(5) of the *Local Government Act 1999* (the Act).

As part of ensuring that a Final Report from BDO enables the Commission to meet its statutory requirements under the Act, the Commission's Guidelines and the Inquiry Plan, the Commission is seeking your Council's feedback on the Draft Report.

Sections of the Draft Report are now provided – enclosed – to the affected councils in confidence. This must be considered and retained in confidence pursuant to Section 90(2)(j) of the Act. These Draft Report sections focus on factual information based on material provided by the affected Councils and analysed by BDO.

The Commission invites The Barossa Council to provide feedback on the enclosed Draft Report content by 5pm 14 February 2025. In this instance, your feedback is to be provided directly to BDO via email at: GawlerBoundaryReview@bdo.com.au

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If you have further questions, please feel free to contact the Commission's Executive Officer, Mr Peter Ilee, on 7133 1311 or by email to boundaries.commission@sa.gov.au

Yours sincerely



Rob Donaldson

CHAIR

SOUTH AUSTRALIAN LOCAL GOVERNMENT BOUNDARIES COMMISSION

Enc: Town of Gawler – Draft Inquiry Report – Councils – January 2025

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IDEAS | PEOPLE | TRUST

Gawler Boundaries Review

Independent Inquiry into a Boundary Change Proposal from
The Town of Gawler

DRAFT 24 January 2025

DRAFT FOR COUNCILS

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1. Observations

The Barossa Council

The Town of Gawler's proposal proposes moving portions of two localities from The Barossa Council to the Town of Gawler.

The Barossa Council's vision is 'To create a vibrant and growing community where people support one another and come together to have fun and foster a sense of belonging, community spirit and connection to the Barossa.' Its stated mission is 'Our mission as shared custodians of the Barossa is to cultivate an identity that celebrates diversity, embraces inclusivity and promotes a prosperous future. We strive to be prepared and take a planned and thoughtful approach to building our future, one that is welcoming to all.' Its values are Pride, Courageous Leadership, Community Spirit, and Inclusiveness. It has five strategic goals, being:

1. Creating a safe and connected community where people have access to sustainable services and service levels, the infrastructure they need, and feel a sense of belonging.
2. Implementing economic development strategies to support future growth opportunities and a diversified and resilient economy showcasing the Barossa rural and regional character
3. Supporting a sustainable Barossa.
4. Our places and spaces enhance the liveability, retain rural and regional character and diversity of our communities
5. We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.

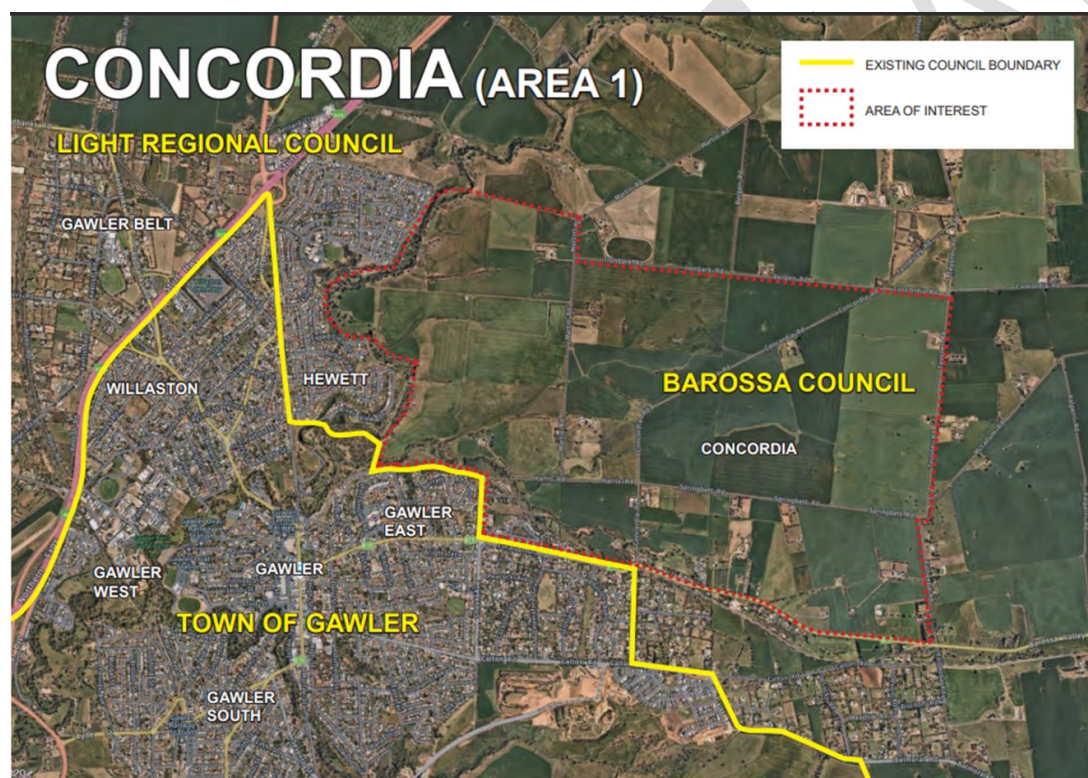
The two areas in The Barossa Council potentially impacted by the Town of Gawler's proposal are the Concordia Growth Area and two portions of Kalbeeba.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Concordia Growth Area (Area 1)**Area Summary**

	Properties: 47
	Estimated Residents: 58
	Approx Size: 974ha

Figure 1.1 Map of Concordia, Area 1



The Concordia Growth Area is approximately 950ha of land currently zoned Rural and a small section of Rural Living at Kalbeeba. The subject land is adjacent to the Town of Gawler with an estimated capacity to support a projected population of 20,000-25,000 people (10,000 dwellings), currently anticipated over approximately 25 years. The greenfield master planned area states that it 'will provide a series of villages' and include civil infrastructure, education, recreation, commercial and retail services within easy access to residents.²

The proposal for a Planning and Design Code amendment acknowledges that Concordia is 'close to existing services and site features and size provide opportunities for cost saving infrastructure provision.'³ We understand significant investigations have been undertaken to develop a structure plan for the growth area, and additional investigations are proposed to support the Code Amendment.⁴ Zones to be explored include Master Planned Neighbourhood, Local Activity Centre, Suburban Activity Centre, and more, with the existing Rural Living zone to be maintained.⁵

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

We understand that the Code amendment process will determine the services and infrastructure required for the increased population and the master planning process will determine where infrastructure will be located. Available information suggests that it is planned for Concordia to support a main village centre as well as two local retail centres.⁶ We understand that the Code Amendment process 'will provide a hierarchy of open space from local through to district level'⁷ a significant, regional intermodal facilities in Concordia will be investigated through the Code Amendment.⁸

At the closest point, the Concordia Growth Area is 730m from the Gawler township and Gawler Council administrative centre and over 9km from Lyndoch, the closest service centre in The Barossa Council, and 30km from The Barossa Council offices⁹. The developers of the Concordia Growth Area claim that it forms a 'logical, natural and sequential extension to the existing Gawler Township,¹⁰ and the State Government recognises it is 'a logical urban extension of Adelaide'.¹¹

Financial Matters

Concordia Growth Area - Future Development

The figures presented in this report are based upon the existing situation within the area.

We understand that the projected development is to accommodate 10,000 residential and commercial allotments, which will support a population of approximately 20,000-25,000 residents, in this area over a period of circa 25 years.

High level preliminary indicative estimates provided by Barossa Council propose that:

- Once fully developed the area is expected to generate circa \$45 million per annum in rates and other property-related revenues and a further \$2 million per annum in other income (such as regulatory services and management, grants etc.) for council. At this time, Barossa Council estimates it will incur additional operating costs (incl. depreciation) to support and service the area of circa \$40 million resulting in an annual operating surplus of circa \$7 million
- Over the 25 years period Barossa Council expects to invest circa \$170 million in community infrastructure including, recreation parks, a community hub, playgrounds and equipment. Approximately \$27 million of the funding for this investment is expected to come from grants and infrastructure scheme allocations with the balance to be debt funded, with loans repaid from annual operating surpluses.

Maintained Roads and Urban Spaces

The impacted area contains 13.5 kilometres of roads, 12.4 kilometres of which are unsealed. There is no council maintained public spaces within the area.

Revenues and Operating Expenses

The following table shows the estimated high-level impact on revenues and operating expenses for each council in the impacted area.

- This is based on the existing scope of properties, facilities and amenities in the potentially affected areas. It does not include impacts arising from future developments which are considered elsewhere in this report
- The revenue impact assessments are based on the current rates and property related charges of each council. The table does not consider whether such charges would change as a result of any boundary realignment.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Table 1.1 Indicative Annual Financial Impact, Area 1

	Current Council	Proposed Council
	Barossa	Gawler
Rates and Charges	(115,000)	144,000
Other revenue	(7,000)	25,000
Total Revenue	(122,000)	169,000
Regional Landscape Levy	(3,000)	3,000
Open spaces	0	0
Roads and roadside	(12,000)	10,000
Waste Collection	(10,000)	11,000
Facility Operating Costs	0	0
Planning & Admin	(13,000)	12,000
Depreciation	(49,000)	49,000
Total Costs	(87,000)	85,000
Net Impact	(35,000)	84,000

We observe that, should the boundary be adjusted as proposed, and in relation to the current profile of properties and services in the area:

- Based upon the current profile the financial impact would not be significant. Barossa Council would expect a net overall negative impact of circa \$35,000 and the Town of Gawler a net overall benefit of circa \$84,000 for the area concerned.

An indicative Financial Impact Assessment over the next 10 years (excl. Concordia development) and associated assumptions can be found in Attachment 3.

Rates and Property Charges

The following table provides a comparison of the rates in the \$ and property-related charges of the impacted councils for financial year 2023-24:

Table 1.2 Comparison of Charges by Council, Area 1

	Council	
	Gawler	Barossa
General Rates - Residential	0.0042824	0.00294
General Rates - Commercial	0.01055	0.00454
General Rates - Industrial	0.01055	0.00454
General Rates - Primary Production	0.00428	0.00295
General Rates - Vacant Land	0.00685	0.00559
General Rates - Other	0.0042824	0.0029400
General Rates - Fixed Charge	-	420.00
Minimum general rates charge	1,139.0	
Regional Landscape Levy	0.00011293	0.0001122
Waste Management - Township	238.0	200.0
Waste Management - Rural	238.0	200.0
Waste Management - Commercial	238.0	200.0
Business Development Levy (non-town centre)	0.0027696	-

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

We observe the following key differences in charges and approaches:

- Town of Gawler has a higher rate in the \$ for General Rates across all categories
- Barossa Council has a fixed charge of \$420.00 per rateable property
- Town of Gawler has a minimum general rates charge of \$1,139.00 per rateable property
- The Town of Gawler charges a business development levy on commercial properties.

The following table shows the calculated total residential rates and levies that would be charged by the different councils according to different property capital values (based on current rates and levies):

Table 1.3 Total Residential Rates and Levies, Area 1

Capital Value	Council		Difference vs Barossa
	Gawler	Barossa	
100,000	1,139.00	925.22	(11.8%)
200,000	1,139.00	1,230.44	(22.5%)
300,000	1,556.60	1,535.66	(5.6%)
400,000	1,996.13	1,840.88	9.2%
500,000	2,435.67	2,146.10	21.4%
600,000	2,875.20	2,451.32	31.5%
700,000	3,314.73	2,756.54	40.2%
800,000	3,754.26	3,061.76	47.6%
900,000	4,193.80	3,366.98	54.0%
1,000,000	4,633.33	3,672.20	59.7%
1,200,000	5,512.40	4,282.64	69.1%
1,400,000	6,391.46	4,893.08	76.7%

Note: over 90% of current rateable values of residential properties are between \$300,000 and \$800,000, and approx.. 60% are between \$300,000 and \$500,000

We observe that:

- With the exception of the properties with a capital value around \$200,000, current rates and levies charged by the Town of Gawler are higher than those charged by Barossa Council for similar capital values
- The variance increases with higher capital values mainly due to the diminishing impact of the fixed charge component of the Barossa Council fees.

Fees and Charges

Our review of the fees and charges charged by councils concluded the proposed boundary changes would have immaterial impact. This is based on the following observations:

- Many fees and charges are regulated by legislation and therefore consistent across the councils (*e.g. Development Regulations 2008, Dog and Cat Management Act 1995, Expiation and Offences Act 1996, Land & Business (Sale & Conveyancing) Regulations 2010, South Australia Public Health (Fees) Regulations 2018 etc.*)
- Some charges are usage based and not impacted by the user's residence (*e.g. use of community facilities*)
- Annual revenues from other fees and charges are not significant.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Grants

Due to the complexity of the calculations, support was provided by the SA Local Government Grants Commission in relation to the assessment of the estimated impacts on general financial assistance grants (such as General Purpose Grants, Identified Local Roads Grants and Supplementary Local Roads Grants). We note:

- These estimated impacts have been included within the revenue calculations of the financial impact assessments for each area/council (refer Section 'Revenues and Operating Expenses')
- It should be highlighted that these grants are influenced by many variables and caps, including how a council's situation is ranked relative to other councils. The usual approach is for all councils across the State to be reassessed annually at the same time. As such, the estimated impacts are indicative based on the most recent calculation approach
- In relation to Concordia, the impact on these grants is not considered significant.

We have not identified any other specific relevant grants directly impacted by the boundary change proposal.

Key Contracts

We are not aware of any contracts that would be materially impacted by the proposed boundary changes.

Assets and Liabilities

The following table shows the value of assets (land and infrastructure) located in the impacted areas, together with the associated depreciation charges:

Table 1.4 Value of Assets (Land and Infrastructure), Area 1

	Area 1
Name	Concordia
Current Council	Barossa
Proposed Council	Gawler
Total Assets (excl. land) - Replacement Cost	2,618,416
Total Assets - Written Down Value	1,218,350
Total Annual Depreciation	48,633
Land Assets	2,500

Table 1.5 Replacement Costs of Impacted Assets (Excl. Land), Area 1

	Replacement cost
Roads	954,019
Bridges	1,628,641
Kerbs	5,842
Stormwater Drains	29,915
Total	2,618,416
% Total Council Assets	0.5%

The council assets in the area mainly relate to bridges and roads and form an insignificant proportion of total council infrastructure and property assets.

We understand that no determination has yet been made by the Boundary Commission, in relation to any potential compensation payable for the transfer of assets between councils, should the boundary reform proposal proceed. As such, we have not identified the financial impacts of this on the respective councils.

Property-Based Services

We have not identified any property-based services that would be materially impacted by the proposed boundary changes. We note that there is currently no Community Wastewater Management System (CWMS) in place in Concordia.

Service Levels

No material differences were identified in council service levels in relation to the impacted area.

Land Use and Planning Matters

We understand the current zoning of the area of interest will remain as is if the proposed boundary change were to be approved¹² and will be subject to Code Amendments and community engagement to change. We understand there is a proposal for the Concordia Growth Area to initiate an amendment to the Planning and Design Code seeking “integrated land use, transport and infrastructure planning.”¹³ This is at a pre-public engagement stage where it is determined what investigations and community engagement are to be undertaken.

We understand until services and infrastructure are established in the Concordia Growth Area, early residents could utilise the Town of Gawler’s amenities and “will have a strong interrelationship with the existing urban areas of Gawler”.¹⁴

We also understand in most master planned communities, residential development often precedes provision of some infrastructure, retail, and services. While facilities are intended for the Concordia Growth Area, some early residents may rely on services and infrastructure provided by the Town of Gawler. There is also potential for the Concordia master planned development to take time, thus delaying critical community infrastructure. It is claimed that due to unforeseen market / health / financial circumstances a risk to the Town of Gawler is it may need to support Concordia residents for decades—or permanently.¹⁵

It was recommended the State government lead the Concordia Code Amendment and infrastructure issues be facilitated through the newly established Housing Infrastructure Planning and Development Unit.¹⁶ We understand the State Government is negotiating with local governments, landowners, utility providers and other major parties ‘to ensure appropriate agreements are in place to facilitate coordination, funding, timing and the delivery of critical infrastructure’.¹⁷ Further we understand:

- Funding for infrastructure in the Concordia Growth Area will be equitably shared by state and local governments and the landowner and an Infrastructure Scheme may be established¹⁸
- The Concordia Growth Area will include easements from High Pressure Gas Pipelines and buffer distances to be determined¹⁹
- The Area ‘will provide a hierarchy of open space from local through to district level’.²⁰ This will be determined in the Code Amendment process and master plan.

We understand the Town of Gawler has invested \$2.4M and the State Government \$68M in the provision of Gawler East Link Road to support Springwood and the Concordia Growth Area.²¹ A potential North-East Connector Road would link Concordia Growth Area via Barossa Valley Way to the Sturt Highway which will alleviate pressure on local Gawler roads.²²

The Concordia Growth Area is in proximity of the metropolitan Gawler rail line which will potentially connect the area to the Adelaide CBD and beyond. We understand significant, regional intermodal facilities in Concordia Growth Area will be investigated through the Code Amendment. In contrast, Gawler station is space constrained.²³ Until a connection is provided to Concordia Growth Area, Concordia residents may use the Gawler station which could impact local roads and parking. Once a station and park and ride facilities are operational in the Concordia Growth Area, residents of north Gawler may choose to access (depending on connectivity) the Concordia station alleviating pressure on the Gawler station and surrounding roads.

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Stormwater modelling has been undertaken for the Concordia Growth Area and a range of strategies and techniques including Water Sensitive Urban Design will be utilised to manage flows and prevent flooding.²⁴ The Gawler and Surrounds Stormwater Management Plan (SMP) recognises the potential of Water Sensitive Urban Design in the Concordia Growth Area to aid water quality and maintain natural features within the wider catchment.²⁵ The developers of the Concordia Growth Area will also need to consider upstream and downstream catchments in the urban design.²⁶

A detailed biodiversity assessment of the Concordia Growth Area was undertaken in 2016 in consultation with the Northern and Yorke Landscape Board. Another study created detailed maps of nine native vegetation associations located along the North Para River and Whitelaw Creek with four recommended as key ecological areas to be avoided. The preliminary master plan reflects the biodiversity and ecological findings.²⁷ Further studies are being undertaken as part of the Code Amendment.

Council Employee Matters

From the financial analysis for the Concordia Growth Area potentially impacted by the Town of Gawler's proposal, it was determined that there would be a negligible impact on current employee full time equivalents, approximately 0.1FTE, in relation to this area. No additional analysis of the potential impact on council employees was conducted for this area.

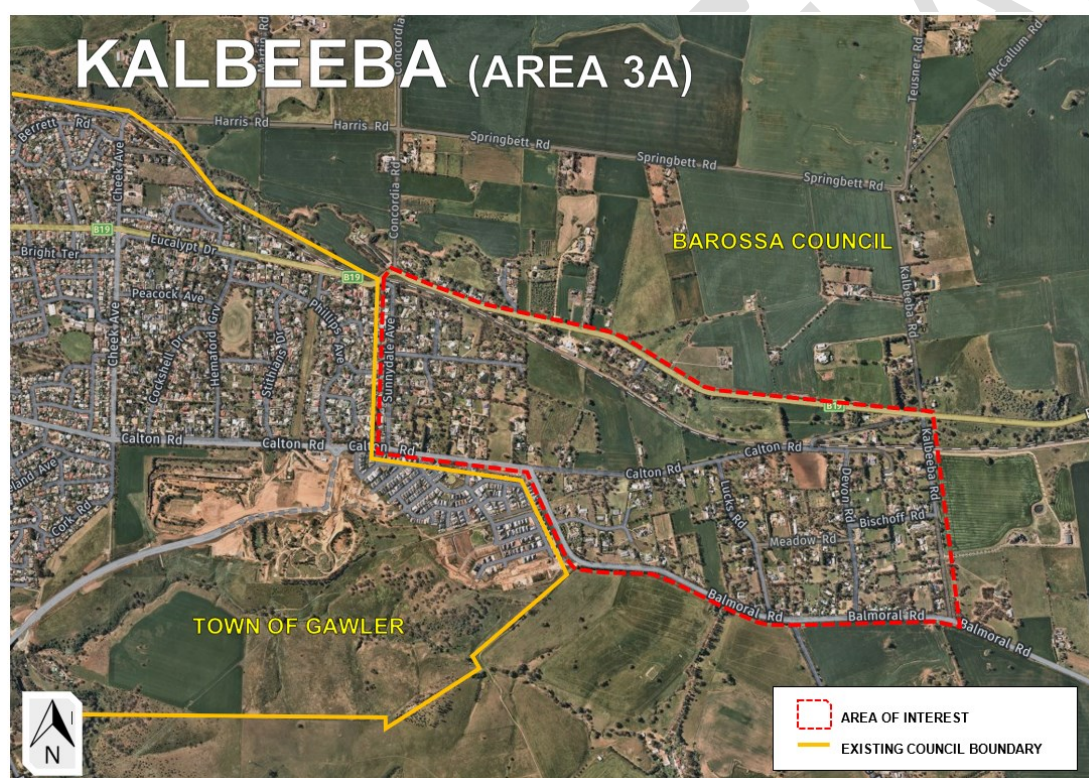
Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Portions of Kalbeeba (Areas 3A and 3B)

Area Summary

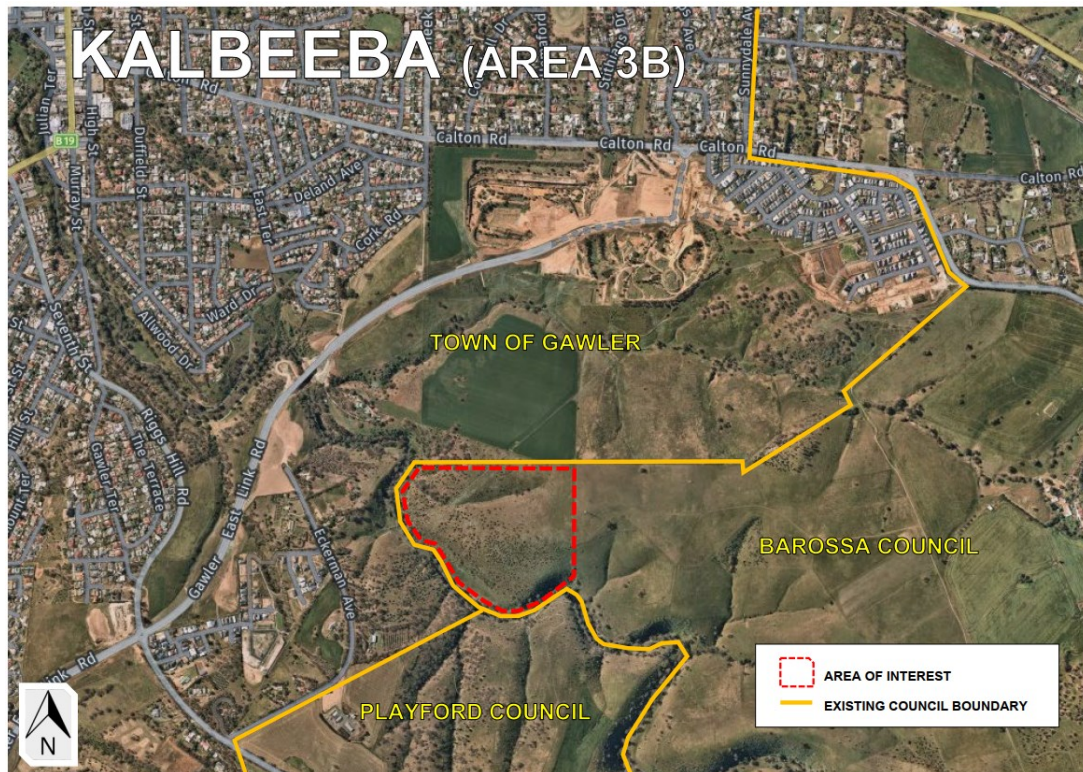
	Properties: 159
	Estimated Residents: 344
	Approx Size: 220ha

Figure 1.2 Map of Kalbeeba, Area 3A



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Figure 1.3 Map of Kalbeeba, Area 3B (Springwood Development)



Financial Matters

Maintained Roads and Urban Spaces

The impacted area contains 5.5 kilometres of roads, 1.7 kilometres of which are unsealed. There is 3.6 square kilometres of non-irrigated public spaces maintained by council within the area.

Revenues and Operating Expenses

The following table shows the estimated high-level impact on revenues and operating expenses for each council in the impacted area.

- This is based on the existing scope of properties, facilities and amenities in the potentially affected areas. It does not include impacts arising from future developments
- The revenue impact assessments are based on the current rates and property related charges of each council for the area concerned. The table does not consider whether such charges would change as a result of any boundary realignment.

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Table 1.6 Indicative Annual Financial Impact, Areas 3A and 3B

	Current Council	Proposed Council
	Barossa	Gawler
Rates and Charges	(385,000)	457,000
Other revenue	(9,000)	11,000
Total Revenue	(394,000)	468,000
Regional Landscape Levy	(11,000)	11,000
Open spaces	(10,000)	9,000
Roads and roadside	(15,000)	8,000
Waste Collection	(34,000)	36,000
Facility Operating Costs	0	0
Planning & Admin	(43,000)	38,000
Depreciation	(57,000)	57,000
Total Costs	(170,000)	159,000
Net Impact	(224,000)	309,000

We observe that, should the boundary be adjusted as proposed, and in relation to the current profile of properties and services in the area:

- Barossa Council would expect a net overall negative impact for the area concerned of circa \$224,000 and the Town of Gawler a net overall benefit of circa \$309,000.

An indicative Financial Impact Assessment over the next 10 years and associated assumptions can be found in Attachment 3.

Rates and Property Charges

The following table provides a comparison of the rates in the \$ and property-related charges of the impacted councils for financial year 2023-24:

Table 1.7 Comparison of Charges by Council, Areas 3A and 3B

	Council	
	Gawler	Barossa
General Rates - Residential	0.0042824	0.00294
General Rates - Commercial	0.01055	0.00454
General Rates - Industrial	0.01055	0.00454
General Rates - Primary Production	0.00428	0.00295
General Rates - Vacant Land	0.00685	0.00559
General Rates - Other	0.0042824	0.0029400
General Rates - Fixed Charge	-	420.00
Minimum general rates charge	1,139.0	
Regional Landscape Levy	0.00011293	0.0001122
Waste Management - Township	238.0	200.0
Waste Management - Rural	238.0	200.0

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	Council	
	Gawler	Barossa
Waste Management - Commercial	238.0	200.0
Business Development Levy (non-town centre)	0.0027696	-

We observe the following key differences in charges and approaches:

- Town of Gawler has a higher rate in the \$ for General Rates across all categories
- Barossa Council has a fixed charge of \$420.00 per rateable property
- Town of Gawler has a minimum general rates charge of \$1,139.00 per rateable property
- The Town of Gawler charges a business development levy on commercial properties.

The following table shows the calculated total residential rates and levies that would be charged by the different councils according to different property capital values (based on current rates and levies):

Table 1.8 Total Residential Rates and Levies, Areas 3A and 3B

Capital Value	Council		Difference vs Barossa
	Barossa	Gawler	
100,000	925.22	1,139.00	23.1%
200,000	1,230.44	1,139.00	(7.4%)
300,000	1,535.66	1,556.60	1.4%
400,000	1,840.88	1,996.13	8.4%
500,000	2,146.10	2,435.67	13.5%
600,000	2,451.32	2,875.20	17.3%
700,000	2,756.54	3,314.73	20.2%
800,000	3,061.76	3,754.26	22.6%
900,000	3,366.98	4,193.80	24.6%
1,000,000	3,672.20	4,633.33	26.2%
1,200,000	4,282.64	5,512.40	28.7%
1,400,000	4,893.08	6,391.46	30.6%

Note: over 90% of current rateable values of residential properties are between \$500,000 and \$900,000, and approx.. 60% are between \$500,000 and \$700,000

We observe that:

- With the exception of the properties with a capital value around \$200,000, current rates and levies charged by the Town of Gawler are higher than those charged by Barossa Council for similar capital values
- The variance increases with higher capital values mainly due to the diminishing impact of the fixed charge component of the Barossa Council fees.

Fees and Charges

Our review of the fees and charges charged by councils concluded the proposed boundary changes would have immaterial impact. This is based on the following observations:

- Many fees and charges are regulated by legislation and therefore consistent across the councils (e.g. *Development Regulations 2008*, *Dog and Cat Management Act 1995*, *Expiation and Offences Act 1996*, *Land & Business (Sale & Conveyancing) Regulations 2010*, *South Australia Public Health (Fees) Regulations 2018* etc.)
- Some charges are usage based and not impacted by the user's residence (e.g. use of community facilities)
- Annual revenues from other fees and charges are not significant.

Grants

Due to the complexity of the calculations, support was provided by the SA Local Government Grants Commission in relation to the assessment of the estimated impacts on general financial assistance grants (such as General Purpose Grants, Identified Local Roads Grants and Supplementary Local Roads Grants).

- These estimated impacts have been included within the revenue calculations of the financial impact assessments for each area/council (refer Section 'Revenues and Operating Expenses')
- It should be highlighted that these grants are influenced by many variables and caps, including how a council's situation is ranked relative to other councils. The usual approach is for all councils across the State to be reassessed annually at the same time. As such, the estimated impacts are indicative based on the most recent calculation approach
- In relation to Kalbeeba, the impact on these grants is not considered significant.

We have not identified any other specific relevant grants directly impacted by the boundary change proposal.

Key Contracts

We have not identified any contracts that would be materially impacted by the proposed boundary changes.

Assets and Liabilities

The following table shows the value of assets (land and infrastructure) located in the impacted areas, together with the associated depreciation charges:

Table 1.9 Value of Assets (Land and Infrastructure), Areas 3A and 3B

	Area 3A and 3B
Name	Kalbeeba
Current Council	Barossa
Proposed Council	Gawler
Total Assets (excl. land) - Replacement Cost	4,466,849
Total Assets - Written Down Value	2,726,274
Total Annual Depreciation	57,462
Land Assets	355,900

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Table 1.10 Replacement Costs of Impacted Assets (Excl. Land), Areas 3A and 3B

	Replacement cost
Roads	2,776,330
Pathways	648,992
Kerbs	595,346
Stormwater Infrastructure	227,907
Other	218,274
Total	4,466,849
% Total Council Assets	0.9%

The council assets in the area mainly relate to roads, pathways and kerbs and form an insignificant proportion of total council infrastructure and property assets.

We understand that no determination has yet been made by the Boundary Commission, in relation to any compensation payable for the transfer of assets between councils, should the boundary reform proposal proceed. As such, we have not identified the financial impacts of this on the respective councils.

Property-Based Services

We have not identified any property-based services that would be materially impacted by the proposed boundary changes. We note that there is currently no Community Wastewater Management Systems (CWMS) in place in Kalbeeba.

Service Levels

No material differences were identified in council service levels in relation to the impacted area.

Land Use and Planning Matters

Most of Kalbeeba is zoned Rural Living (The Barossa Council and part of the Concordia Growth Area) and Rural Neighbourhood (Town of Gawler). To the south an area of interest forms an extension to Gawler East in the Town of Gawler, Springwood a 220ha site zoned Master Planned Neighbourhood. We understand that, upon completion, approximately 2,000-2,500 households will be accommodated.²⁸ In 2017, The Barossa Council supported the transfer of the 15-20% of Springwood within their boundary to the Town of Gawler but not the larger part of the area of interest in Kalbeeba.²⁹

The Town of Gawler notes they work “regionally and collaboratively in a number of ways” with neighbouring Local Government Areas.³⁰ However, we understand negotiations between two neighbouring councils for the Springwood growth area were difficult, with delays in drafting and processing infrastructure agreements.³¹ This example highlights that ‘greater regional collaboration,’³² Concordia Land Management Group,³³ is not always possible and may not lead to greater efficiencies. In 2019, The Barossa Council refused to sign the Springwood, Gawler East Traffic Interventions and Community Infrastructure Deed and Land Management Agreement.³⁴

At the closest point, Kalbeeba is less than 3km from the Town of Gawler town and administrative centre, and 25km from The Barossa Council. The Town of Gawler administration states it considers Kalbeeba residents in planning matters.³⁵ Further, it is claimed that the proximity to the amenities of the Town of Gawler means The Barossa Council has not invested heavily on services and infrastructure for the current residents.³⁶

In regard to infrastructure requirements, we understand the following:

- Meadow Road, Kalbeeba has been allocated \$120,000 in 2023-24 capital program³⁷
- Springwood Development, Calton Road infrastructure upgrade was allocated \$397,000 in 2023-24³⁸
- Calton Road to Hameister Court Drainage, Kalbeeba was allocated \$368,740 in capital program.³⁹

There are some differences in planning policies or development control over the areas of interest between the affected councils. For example, the area of interest at Kalbeeba is zoned Rural Neighbourhood in Town of Gawler and Rural Living in The Barossa Council. Both zones have a desired outcome for housing on large allotments in a rural setting.

To assist the public with planning and development controls, The Barossa Council website provides limited information to assist the public with planning policies and development processes and includes the Kalbeeba West Development Guidelines.⁴⁰

The Barossa Council embarked on 'The Big Project' (community infrastructure) in 2017.⁴¹ The Barossa Council's Local Economic Development Plan includes action on advocating for water security, recognising a circular economy, efficient use of utilities, an assessment of network capacity and opportunities for alternate energy sources, and options for affordable, diverse, efficient housing.⁴² The Local Economic Development Plan includes a new initiative to 'review ... the role of State Planning Policies, Regional Plan, Design Review Panels and the Planning and Design Code.'⁴³

Township Urban Design Frameworks (new or review) are proposed and an employment land study to understand population growth, retail and commercial trends, implications for floor space and land across The Barossa Council.⁴⁴ A Local Economic Development Plan action is preparing a housing strategy to understand demographic trends, housing needs (including affordability for key workers and Universal Design principles), and township consolidation potential.^{45,46} Another action is ensuring planning for Concordia offers diverse housing types.⁴⁷

Council Employee Matters

From the financial analysis for the portions of Kalbeeba potentially impacted by the Town of Gawler's proposal, it was determined that there would be a minimal impact on current employee full time equivalents, approximately 0.4 FTE, in relation to these portions. No additional analysis of the potential impact on council employees was conducted for this area.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Barossa Council: Overall Impact

From a strategic perspective, there is nothing in the Barossa Council's Vision, Mission and Values that directly relates to the proposal or that would either contribute or directly conflict with it.

Financial Matters

Table 1.11 Financial Impact Summary, Barossa Council

Area	Total Revenue	Total Operating Expenses	Total Net Budget Impact
1 - Concordia	(122,000)	(87,000)	(35,000)
3 - Kalbeeba	(394,000)	(170,000)	(224,000)
TOTAL	(516,000)	(257,000)	(259,000)

Council Employee Matters

Table 1.12 Barossa Council Overall FTE Impact

		Area 1	Area 3	TOTAL
		Concordia	Kalbeeba	
No. FTE	Open Spaces	0.0	(0.1)	(0.1)
	Roads and Roadside	(0.1)	(0.1)	(0.2)
	Waste Collection	0.0	0.0	0.0
	Sub-total	(0.1)	(0.2)	(0.3)
	Planning	(0.0)	(0.0)	(0.1)
	Administration	(0.1)	(0.2)	(0.3)
	Sub-Total	(0.1)	(0.3)	(0.3)
	Total	(0.2)	(0.4)	(0.6)
	% Total Council FTE	(0.1%)	(0.2%)	(0.3%)

The overall FTE impact on Barossa Council is immaterial.

Representation Matters

In total, it is anticipated that The Barossa Council would lose approximately 275 electors of the current 19,395 electors (approximately 1%) should the proposal proceed for both the Concordia Growth Area and the portion of Kalbeeba proposed (see 'Table' below). The potential impact of the proposal on representation matters is therefore not significant. The Barossa Council does not have wards, so no analysis by ward area was required.

Table 1.13 Representation Impact, The Barossa Council

	Current	Proposed Change		Total	Change
		Concordia	Kalbeeba		
Councillors (ex-mayor)	11			11	-
Residential Ratable Properties	10,293	(23)	(123)	10,147	146
Electors ¹	19,395	(43)	(232)	19,120	275
Electors per Ratable Property	1.88			1.88	-
Electors per Councillor	1,763			1,738	25

¹Electors as at 29 February 2024

Light Regional Council

The proposal includes three areas within Light Regional Council. The vision of Light Regional Council is 'Respecting the past, partnering with our community, and sustainably creating our future.'⁴⁸ Its mission is 'To be regarded as an exemplary Council that puts the people of Light first, while creating a place that is also welcoming to visitors. Through the services we deliver, we will provide the basis for a community that can grow sustainably, but always within our environmental and financial means.' Its values are:

- Foundation values of respect, honesty, integrity and transparency;
- Showing high performance leadership;
- Having a constant awareness of the community we serve;
- Our need to be viable in financial, environmental and human resources (through core principles of Growth, Community, Innovation and Discipline);
- Striving for quality outcomes; and
- A focus on achieving positive environmental, social and governance outcomes from Council's activities.

Its strategic goals are:

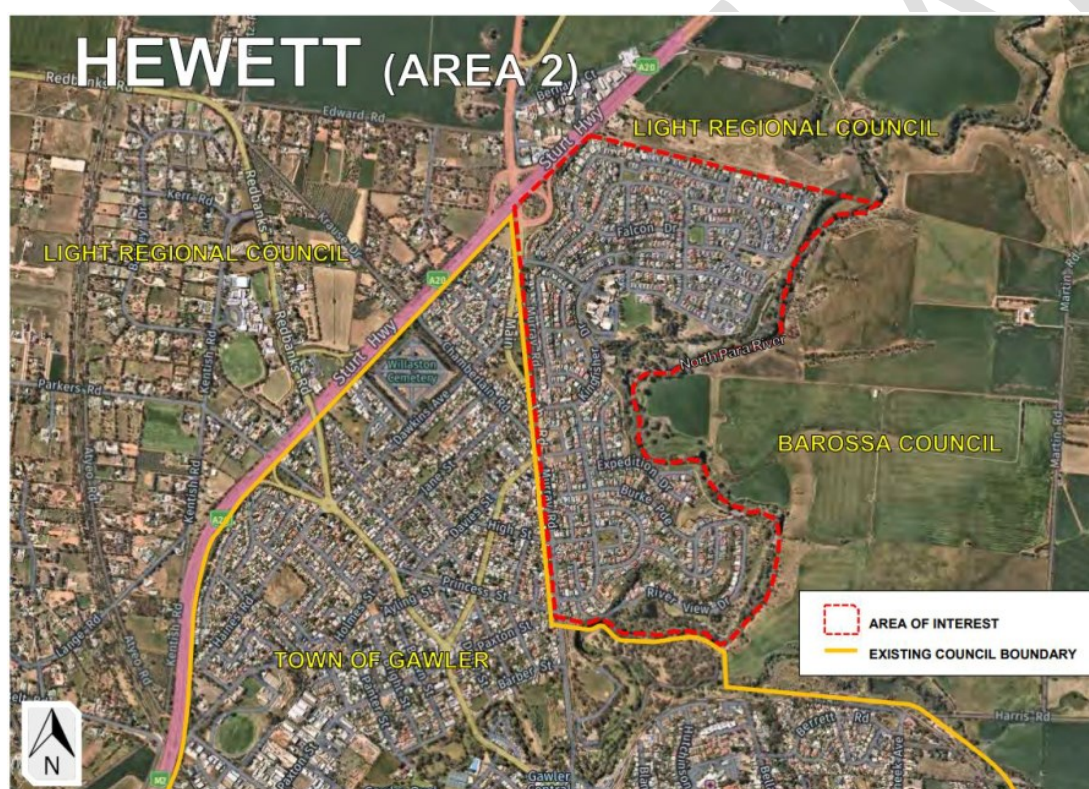
1. To facilitate population growth within and around the townships capitalising on the existing infrastructure, creating an economic critical mass whilst being mindful of preserving the rural character and heritage within the region.
2. To encourage economic development, tourism and cultural industries, sustainable small business and entrepreneurial initiatives in the area to create prosperity and local employment sources.
3. To maintain and deliver or cause to be delivered through the release of growth areas, the necessary quality physical infrastructure to accommodate a sustainable growing community in partnership with other spheres of government, neighbouring Councils and the private sector.
4. To facilitate, deliver or cause to be delivered the required social infrastructure to effectively service the current and future population of the region.
5. To generate sufficient capital from; rate revenue growth, the strategic use of debt, asset restructuring, Federal & State Government funding, philanthropic funding assistance, private sector infrastructure contributions and quality 'works-in-kind', in order to accommodate and manage the population growth over the next decade.
6. To capitalise on the opportunity to implement more sustainable developments going forward through more efficient use of energy, utilisation of green power alternatives, exploring opportunities associated with carbon trading, storm and wastewater reuse and efficient management of natural resources.

The Town of Gawler proposes that the entire suburb of Hewett, a portion of Gawler Belt, and a small portion of Reid move from Light Regional Council to the Town of Gawler.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Hewett (Area 2)**Area Summary****Properties: 1,011****Estimated Residents: 3,133****Approx Size: 165ha**

Figure 1.4 Map of Hewett, Area 2



Hewett is an early 2000s, 144ha suburban development.⁴⁹ It is largely residential, with a school, playgrounds, parks, gardens, and other services.

Financial Matters

Light Regional Council objects to the Town of Gawler proposed boundary change and argues its long-term viability will be impacted by the reduced rate income from Hewett and Gawler Belt properties.⁵⁰

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Maintained Roads and Urban Spaces

The impacted area contains 19 kilometres of roads, 17.4 kilometres of which are lit urban roads, and 1.6 kilometres are unsealed. There is 310 square kilometres of public spaces maintained by council within the area, of which 74 square kilometres are irrigated.

The area includes the Hewett Centre a function and community centre containing 4 function rooms, outdoor space and car parking which is able to accommodate up to 300 guests.

The area contains a public toilet and playground (Rosella Circuit).

Revenues and Operating Expenses

The following table shows the estimated high-level impact on revenues and operating expenses for each council in the impacted area.

- This is based on the existing scope of properties, facilities and amenities in the potentially affected area. It does not include impacts arising from future developments
- The revenue impact assessments are based on the current rates and property related charges of each council for the area concerned. The table does not consider whether such charges would change as a result of any boundary realignment.

Table 1.14 Indicative Annual Financial Impact, Area 2

	Current Council	Proposed Council
	Light	Gawler
Rates and Charges	(2,562,000)	2,614,000
Other revenue	(348,000)	300,000
Total Revenue	(2,910,000)	2,914,000
Regional Landscape Levy	(63,000)	61,000
Open spaces	(390,000)	663,000
Roads and roadside	(607,000)	648,000
Waste Collection	(200,000)	243,000
Facility Operating Costs	(315,000)	315,000
Planning & Admin	(152,000)	229,000
Depreciation	(669,000)	669,000
Total Costs	(2,396,000)	2,828,000
Net Impact	(514,000)	86,000

We observe that, should the boundary be adjusted as proposed, and in relation to the current profile of properties and services in the area:

- Based upon the current profile Light Council would expect a net overall negative impact of circa \$514,000 and the Town of Gawler a net overall benefit of circa \$86,000 for the area concerned.
- It is noted that according to information provided by Light Council, the Hewett Centre current makes a negative contribution to the operating result with (circa) \$114K in revenue versus \$280K in operating costs and \$130K in depreciation.

An indicative Financial Impact Assessment over the next 10 years and associated assumptions can be found in Attachment 3.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Rates and Property Charges

The following table provides a comparison of the rates in the \$ and property-related charges of the impacted councils for financial year 2023-24:

Table 1.15 Comparison of Charges by Council, Area 2

	Council	
	Gawler	Light
General Rates - Residential	0.0042824	0.00400
General Rates - Commercial	0.01055	0.00700
General Rates - Industrial	0.01055	0.00700
General Rates - Primary Production	0.00428	0.00312
General Rates - Vacant Land	0.00685	0.00700
General Rates - Other	0.0042824	0.00400
General Rates - Fixed Charge	-	-
Minimum general rates charge	1,139.0	925.0
Regional Landscape Levy	0.00011293	0.00011715
Waste Management - Township	238.0	335.0
Waste Management - Rural	238.0	225.0
Waste Management - Commercial	238.0	335.0
Business Development Levy (non-town centre)	0.0027696	-

We observe the following key differences in charges and approaches:

- Town of Gawler has a higher rate in the \$ for General Rates across all categories except vacant land
- Light Council has a minimum general rates charge of \$925.00 per rateable property compared to a minimum charge of \$1,139.00 for the Town of Gawler
- The Town of Gawler charges a business development levy on commercial properties
- Light Council has a higher charge than the Town of Gawler for waste management for township and commercial properties, and a lower charge for rural properties.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

The following table shows the calculated total residential rates and levies that would be charged by the different councils according to different property capital values (based on current rates and levies):

Table 1.16 Total Residential Rates and Levies, Area 2

Capital Value	Council		Difference vs Light
	Light	Gawler	
100,000	925.00	1,139.00	23.1%
200,000	1,048.43	1,139.00	8.6%
300,000	1,460.15	1,556.60	6.6%
400,000	1,871.86	1,996.13	6.6%
500,000	2,283.58	2,435.67	6.7%
600,000	2,695.29	2,875.20	6.7%
700,000	3,107.01	3,314.73	6.7%
800,000	3,518.72	3,754.26	6.7%
900,000	3,930.44	4,193.80	6.7%
1,000,000	4,342.15	4,633.33	6.7%
1,200,000	5,165.58	5,512.40	6.7%
1,400,000	5,989.01	6,391.46	6.7%

Note: over 90% of current rateable values of residential properties are between \$400,000 and \$700,000

We observe that:

- Current rates and levies charged by the Town of Gawler are higher than those charged by Light Council for similar capital values
- Above property values of \$200,000, the difference is circa 6.7% higher.

Fees and Charges

Our review of the fees and charges charged by councils concluded the proposed boundary changes would have immaterial impact. This is based on the following observations:

- Many fees and charges are regulated by legislation and therefore consistent across the councils (e.g. Development Regulations 2008, Dog and Cat Management Act 1995, Expiation and Offences Act 1996, Land & Business (Sale & Conveyancing) Regulations 2010, South Australia Public Health (Fees) Regulations 2018 etc.)
- Some charges are usage based and not impacted by the user's residence (e.g. use of community facilities)
- Annual revenues from other fees and charges are not significant.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Grants

Due to the complexity of the calculations, support was provided by the SA Local Government Grants Commission in relation to the assessment of the estimated impacts on general financial assistance grants (such as General Purpose Grants, Identified Local Roads Grants and Supplementary Local Roads Grants).

- These estimated impacts have been included within the revenue calculations of the financial impact assessments for each area/council (refer Section 'Revenues and Operating Expenses')
- It should be highlighted that these grants are influenced by many variables and caps, including how a council's situation is ranked relative to other councils. The usual approach is for all councils across the State to be reassessed annually at the same time. As such, the estimated impacts are indicative based on the most recent calculation approach
- In relation to Hewett, the impact on these grants is estimated to result in circa \$187,000 less revenue for Light Council and circa \$139,000 additional revenue for the Town of Gawler.

We have not identified any other specific relevant grants directly impacted by the boundary change proposal.

Key Contracts

We have not identified any contracts that would be materially impacted by the proposed boundary changes.

Assets and Liabilities

The following table shows the value of assets (land and infrastructure) located in the impacted areas, together with the associated depreciation charges:

Table 1.17 Value of Assets (Land and Infrastructure), Area 2

	Area 2
Name	Hewett
Current Council	Light
Proposed Council	Gawler
Total Assets (excl. land) - Replacement Cost	32,647,499
Total Assets - Written Down Value	22,334,800
Total Annual Depreciation	668,778
Land Assets	7,705,017

Table 1.18 Replacement Costs of the Impacted Assets (excl. land), Area 2

	Replacement cost
Hewett Centre	4,860,757
Roads	2,623,889
Pavement & Footpaths	8,319,321
Open Spaces	1,250,686
Bridges	285,536
Kerb gutters	5,111,661
Stormwater Infrastructure	9,474,689
Other	720,959
Total	32,647,499
% Total Council Assets	13.5%

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

There is a broad range of council assets in the area, including the Hewett Centre. Overall the assets represent a material proportion of total council infrastructure and property assets.

We understand that no determination has yet been made by the Boundary Commission, in relation to any compensation payable for the transfer of assets between councils, should the boundary reform proposal proceed. As such, we have not identified the financial impacts of this on the respective councils.

Property-Based Services

We have not identified any property-based services that would be materially impacted by the proposed boundary changes. We note that there is currently no Community Wastewater Management Systems (CWMS) in place in Hewett.

Service Levels

No material differences were identified in council service levels in relation to the impacted area.

Land Use and Planning Matters

Hewett is currently zoned Neighbourhood and located adjacent the Gawler suburb of Willaston and 2km from the Town of Gawler town and administrative centre. The main administrative centre for Light Regional Council is located 30km from the residents of Hewett, and a satellite office is located 17km away. It is claimed the Town of Gawler considers Hewett residents in planning matters.⁵¹

The Town of Gawler argues that Hewett residents rely on services and infrastructure provided by the Town of Gawler,⁵² and it further claims the proximity to the amenities of the Town of Gawler means the Light Regional Council has not invested heavily on services and infrastructure for the current residents.⁵³ Light Regional Council claims it provides and maintains roads, open spaces and the Hewett Centre, and argue they deliver “exceptional local government services to the Hewett community.”⁵⁴

It is claimed neighbouring councils and developers of growth areas adjacent to the Town of Gawler are considered to have ‘assumed’ the existing services and infrastructure would absorb and enhance their urban developments.⁵⁵ For approximately 20 years the residents of Hewett, for example, have largely relied on the Town of Gawler for day-to-day activities and requirements.⁵⁶

Infrastructure deeds and easements include the Gawler water reuse scheme (2022 - 2042) and the Hewett rear allotment drain, 3m wide easement on Council owned and maintained land.⁵⁷

Light Regional Council provided, and maintains, some parks, gardens, playgrounds and a community and function centre in Hewett. The Hewett Centre is a popular and well-used community place. It is suggested other services and infrastructure required by residents are mostly sourced from the Gawler town centre.⁵⁸ A linear trail along the North Para River through Gawler and Hewett is supported by both Local Government Areas.⁵⁹

Stormwater infrastructure includes the Hewett Centre rainwater diversion project allocated \$170,000.⁶⁰

There are some differences in planning policies or development control over the areas of interest between the affected Councils. For example, most of the residential areas in Town of Gawler are zoned General Neighbourhood, whereas the adjacent area of interest, Hewitt, is zoned Neighbourhood. There are similar desired outcomes for both zones with housing located with a range of services and facilities to support convenient day-to-day living.

To assist the public with planning and development controls, Light Regional Council website provides links to the state government PlanSA website. Light Regional Council has been commended on the approach to the Roseworthy township expansion through the creation of an infrastructure taskforce to coordinate infrastructure augmentation, and balance cost and provision timing.⁶¹ The Light Regional Council is embarking on a township improvement program from 2024-2028.⁶²

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Council Employee Matters

The following table details the indicative impact on staff should Hewett move from Light Regional Council to the Town of Gawler.

Table 1.19 Indicative Impact on Staff, Area 2

		Area 2
		Hewett
No. FTE	Open Spaces	(1.9)
	Roads and Roadside	(1.1)
	Waste Collection	(0.0)
	Sub-total	(3.0)
	Planning	(0.1)
	Administration	(0.7)
	Sub-Total	(0.9)
	Total	(3.9)

The employment conditions of staff in the first three categories (open spaces, roads and roadside and waste collection) are in part provided by enterprise agreements negotiated with the Australian Workers Union (AWU).^{63,64} Planning and administration staff are covered by Officers or Municipal Officers agreements.^{65,66}

Council employee roles potentially impacted by Hewett transferring to the Town of Gawler and the further detail about the relevant differences in conditions between councils' agreements are outlined in Attachments 6.3.2.

Given these findings have been based on desktop analysis and that indications are that approximately 3.9 full-time equivalents would be impacted, should any proposal to transfer Hewett proceed to the next stages, further investigation and consultation would be required.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Portion of Gawler Belt (Area 4)

Area Summary



Properties: 360



Estimated Residents: 780



Approx Size: 685ha

Figure 1.5 Map of Gawler Belt, Area 4



Gawler Belt is approximately 1,000ha of land zoned rural living. To the north is the Roseworthy Master Planned Neighbourhood and rural zones. The land is adjacent to Willaston in the Town of Gawler.⁶⁷ At the closest point, Gawler Belt residents are less than 2km from the Town of Gawler town and administrative centre, and 30km from Light Regional Council principal administration office.⁶⁸

The Town of Gawler claims it already considers Gawler Belt residents in planning matters.⁶⁹

Financial Matters

Maintained Roads and Urban Spaces

The impacted area contains 21.3 kilometres of roads, 15.8 kilometres of which are unlit rural roads, and 5.5 kilometres are unsealed. There is 17 square kilometres of public spaces maintained by council within the area which is non-irrigated.

Revenues and Operating Expenses

The following table shows the estimated high-level impact on revenues and operating expenses for each council in the impacted area.

- This is based on the existing scope of properties, facilities and amenities in the potentially affected areas. It does not include impacts arising from future developments
- The revenue impact assessments are based on the current rates and property related charges of each council for the area concerned. The table does not consider whether such charges would change as a result of any boundary realignment.

Table 1.20 Indicative Annual Financial Impact, Area 4

	Current Council	Proposed Council
	Light	Gawler
Rates and Charges	(1,097,000)	1,222,000
Other revenue	(30,000)	486,000
Total Revenue	(1,127,000)	1,708,000
Regional Landscape Levy	(30,000)	30,000
Open spaces	(4,000)	4,000
Roads and roadside	(44,000)	32,000
Waste Collection	(71,000)	86,000
Facility Operating Costs	0	0
Planning & Admin	(70,000)	92,000
Depreciation	(203,000)	203,000
Total Costs	(422,000)	447,000
Net Impact	(705,000)	1,261,000

We observe that, should the boundary be adjusted as proposed, and in relation to the current profile of properties and services in the area:

- Light Council would expect a net overall negative impact of circa \$705,000 and the Town of Gawler a net overall benefit of circa \$1,261,000 for the area concerned.

An indicative Financial Impact Assessment over the next 10 years and associated assumptions can be found in Attachment 3.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Rates and Property Charges

The following table provides a comparison of the rates in the \$ and property-related charges of the impacted councils for financial year 2023-24:

Table 1.21 Comparison of Charges by Council, Area 4

	Council	
	Gawler	Light
General Rates - Residential	0.0042824	0.00400
General Rates - Commercial	0.01055	0.00700
General Rates - Industrial	0.01055	0.00700
General Rates - Primary Production	0.00428	0.00312
General Rates - Vacant Land	0.00685	0.00700
General Rates - Other	0.0042824	0.00400
General Rates - Fixed Charge	-	-
Minimum general rates charge	1,139.0	925.0
Regional Landscape Levy	0.00011293	0.00011715
Waste Management - Township	238.0	335.0
Waste Management - Rural	238.0	225.0
Waste Management - Commercial	238.0	335.0
Business Development Levy (non-town centre)	0.0027696	-

We observe the following key differences in charges and approaches:

- Town of Gawler has a higher rate in the \$ for General Rates across all categories except vacant land
- Light Council has a minimum general rates charge of \$925.00 per rateable property compared to a minimum charge of \$1,139.00 for the Town of Gawler
- The Town of Gawler charges a business development levy on commercial properties
- Light Council has a higher charge than the Town of Gawler for waste management for township and commercial properties, and a lower charge for rural properties.

The following table shows the calculated total residential rates and levies that would be charged by the different councils according to different property capital values (based on current rates and levies):

Table 1.22 Total Residential Rates and Levies, Area 4

Capital Value	Council		Difference vs Light
	Light	Gawler	
100,000	925.00	1,139.00	23.1%
200,000	1,048.43	1,139.00	8.6%
300,000	1,460.15	1,556.60	6.6%
400,000	1,871.86	1,996.13	6.6%
500,000	2,283.58	2,435.67	6.7%
600,000	2,695.29	2,875.20	6.7%
700,000	3,107.01	3,314.73	6.7%
800,000	3,518.72	3,754.26	6.7%
900,000	3,930.44	4,193.80	6.7%

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Capital Value	Council		Difference vs Light
	Light	Gawler	
1,000,000	4,342.15	4,633.33	6.7%
1,200,000	5,165.58	5,512.40	6.7%
1,400,000	5,989.01	6,391.46	6.7%

Note: over 80% of current rateable values of residential properties are between \$500,000 and \$800,000, and approx.. 60% are between \$300,000 and \$500,000

We observe that:

- Current rates and levies charged by the Town of Gawler are higher than those charged by Light Council for similar capital values
- Above property values of \$200,000, the difference is circa 6.7% higher.

Fees and Charges

Our review of the fees and charges charged by councils concluded the proposed boundary changes would have immaterial impact. This is based on the following observations:

- Many fees and charges are regulated by legislation and therefore consistent across the councils (*e.g. Development Regulations 2008, Dog and Cat Management Act 1995, Expiation and Offences Act 1996, Land & Business (Sale & Conveyancing) Regulations 2010, South Australia Public Health (Fees) Regulations 2018 etc.*)
- Some charges are usage based and not impacted by the user's residence (*e.g. use of community facilities*)
- Annual revenues from other fees and charges are not significant.

Grants

Due to the complexity of the calculations, support was provided by the SA Local Government Grants Commission in relation to the assessment of the estimated impacts on general financial assistance grants (such as General Purpose Grants, Identified Local Roads Grants and Supplementary Local Roads Grants).

- These estimated impacts have been included within the revenue calculations of the financial impact assessments for each area/council (refer Section 'Revenues and Operating Expenses')
- It should be highlighted that these grants are influenced by many variables and caps, including how a council's situation is ranked relative to other councils. The usual approach is for all councils across the State to be reassessed annually at the same time. As such, the estimated impacts are indicative based on the most recent calculation approach
- In relation to Gawler Belt, the impact on these grants is estimated to be immaterial for Light Council and circa \$460,000 additional revenue for the Town of Gawler.

We have not identified any other specific relevant grants directly impacted by the boundary change proposal.

Key Contracts

We have not identified any contracts that would be materially impacted by the proposed boundary changes.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Assets and Liabilities

The following table shows the value of assets (land and infrastructure) located in the impacted areas, together with the associated depreciation charges:

Table 1.23 Value of Assets (Land and Infrastructure), Area 4

	Area 4
Name	Gawler Belt
Current Council	Light
Proposed Council	Gawler
Total Assets (excl. land) - Replacement Cost	8,885,221
Total Assets - Written Down Value	9,444,478
Total Annual Depreciation	203,055
Land Assets	279,071
Assets as % of Council total	3.9%
Annual interest impact (indicative)	8,013

Table 1.24 Replacement Costs of Impacted Assets (Excl. Land), Area 4

	Replacement cost
Roads	2,540,979
Pavement & Footpaths	4,870,235
Kerb gutters	1,058,880
Stormwater Infrastructure	247,778
Other	167,348
Total	8,885,221
% Total council assets	3.7%

The council assets in the area mainly relate to roads, pavements and footpaths and form a small but not insignificant proportion of total council infrastructure and property assets.

We understand that no determination has yet been made by the Boundary Commission, in relation to any compensation payable for the transfer of assets between councils, should the boundary reform proposal proceed. As such, we have not identified the financial impacts of this on the respective councils.

Property-Based Services

We have not identified any property-based services that would be materially impacted by the proposed boundary changes. We note that there is currently no Community Wastewater Management Systems (CWMS) in place in Gawler Belt.

Service Levels

No material differences were identified in council service levels in relation to the impacted area.

Land Use and Planning Matters

It is claimed there are no public facilities or services provided by the Light Regional Council for their residents as they rely on services and infrastructure provided by the Town of Gawler.⁷⁰ We understand in the future, the southern section of the Roseworthy township expansion in Light Regional Council, the St Yves master planned development, will have a new school, sporting facilities, and an 8000m² retail and service centre which is suggested will provide Gawler Belt residents with options and somewhat alleviate pressure on existing retail, sport, and recreation facilities in the Town of Gawler.⁷¹

In regard to infrastructure easements, there are 23 land management agreements (e.g. relating to stormwater infrastructure, for example small open channels and land divisions) on land in the Gawler Belt. We understand there is a significant residual flood risk and no structural mitigation measures in place.⁷²

To protect Gawler Belt residents, Light Regional Council has imposed development conditions to ensure the rate and volume of runoff from Roseworthy will be no higher than current levels.⁷³ We understand that Light Regional Council has also been proactive in stormwater management in the Gawler Belt⁷⁴ and will prepare a consolidated SMP for the Roseworthy township and surrounds.⁷⁵

Council Employee Matters

The following table details the indicative impact on full-time equivalent staff for the Gawler Belt area on the Light Regional Council and Town of Gawler:

Table 1.25 Indicative Impact on Staff, Area 4

		Area 4
		Gawler Belt
No. FTE	Open Spaces	(0.0)
	Roads and Roadside	(0.3)
	Waste Collection	(0.0)
	Sub-total	(0.4)
	Planning	(0.2)
	Administration	(0.3)
	Sub-Total	(0.4)
	Total	(0.8)

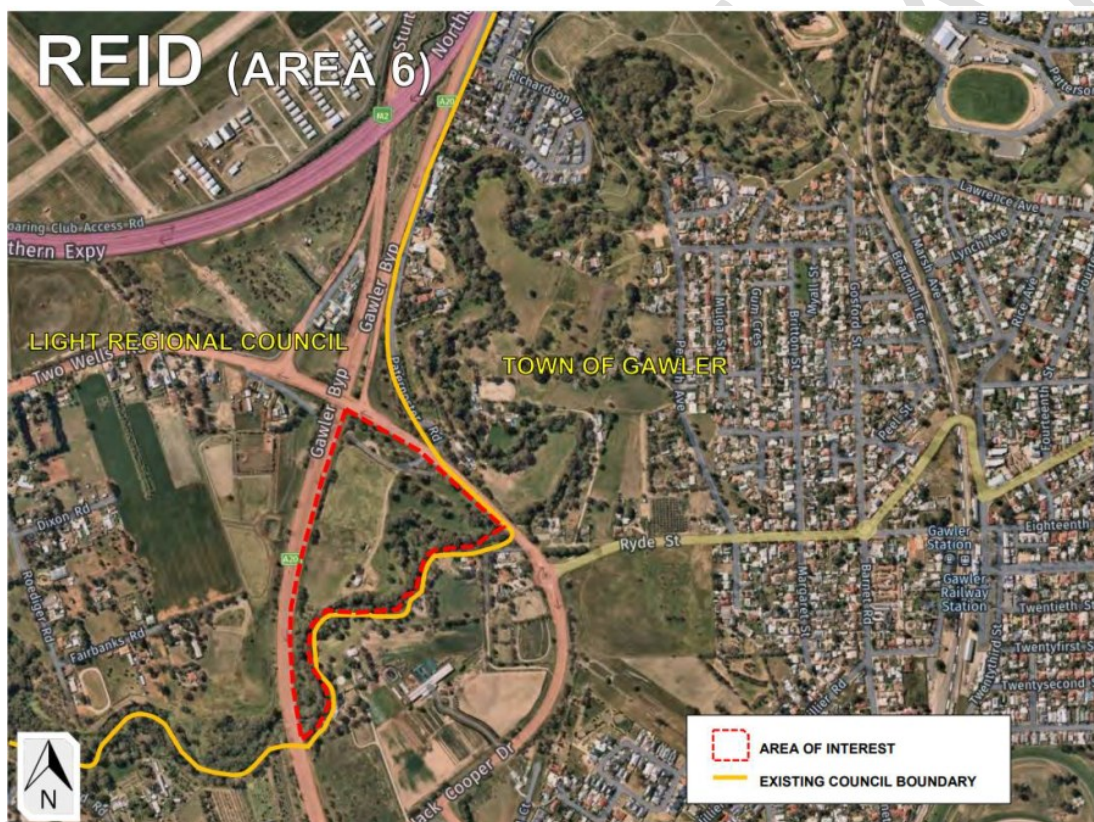
Council employee roles potentially impacted by Gawler Belt transferring to the Town of Gawler and the further detail about the relevant differences in conditions between councils' agreements are outlined in Attachment 6.3.2.

Given these findings have been based on a desktop analysis and that indications are that approximately 0.8 full-time equivalents would be impacted, should any proposal to transfer Gawler Belt proceed to the next stages, further investigation and consultation would be required. Given the similar nature of a number of considerations for the impact on employee matters for Hewett and Gawler Belt, further information can be found in Light Regional Council: Overall Impact on page 37 below.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Portion of Reid (Area 6)**Area Summary****Properties: 2****Estimated Residents: 0****Approx Size: 13ha**

Figure 1.6 Map of Reid, Area 6



Reid is zoned as rural. At the closest point, the potentially affected portion of Reid is approximately 2km from the Gawler town and administrative centre, and 30km from Light Regional Council principal administration office.⁷⁶ It is claimed that the Town of Gawler administration already considers residents of Reid in planning matters and as part of the Gawler community.⁷⁷

Financial Matters**Maintained Roads and Urban Spaces**

The impacted area contains 200 metres of roads. There is 12 square kilometres of public spaces maintained by council within the area which is non-irrigated.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Revenues and Operating Expenses

The following table shows the estimated high-level impact on revenues and operating expenses for each council in the impacted area.

- This is based on the existing scope of properties, facilities and amenities in the potentially affected areas. It does not include impacts arising from future developments
- The revenue impact assessments are based on the current rates and property related charges of each council for the area concerned. The table does not consider whether such charges would change as a result of any boundary realignment.

Table 1.26 Indicative Annual Financial Impact, Area 6

	Current Council	Proposed Council
	Light	Gawler
Rates and Charges	(3,000)	4,000
Other revenue	0	0
Total Revenue	(3,000)	4,000
Regional Landscape Levy	0	0
Open spaces	(3,000)	3,000
Roads and roadside	(1,000)	0
Waste Collection	0	0
Facility Operating Costs	0	0
Planning & Admin	0	0
Depreciation	0	0
Total Costs	(4,000)	3,000
Net Impact	1,000	1,000

We observe that, should the boundary be adjusted as proposed, and in relation to the current profile of properties and services in the area:

- Based upon the current profile the financial impact would not be significant.

An indicative Financial Impact Assessment over the next 10 years and associated assumptions can be found in Attachment 3.

Rates and Property Charges

The following table provides a comparison of the rates in the \$ and property-related charges of the impacted councils for financial year 2023-24:

Table 1.27 Comparison of Charges by Council, Area 6

	Council	
	Gawler	Light
General Rates - Residential	0.0042824	0.00400
General Rates - Commercial	0.01055	0.00700
General Rates - Industrial	0.01055	0.00700
General Rates - Primary Production	0.00428	0.00312
General Rates - Vacant Land	0.00685	0.00700
General Rates - Other	0.0042824	0.00400

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	Council	
	Gawler	Light
General Rates - Fixed Charge	-	-
Minimum general rates charge	1,139.0	925.0
Regional Landscape Levy	0.00011293	0.00011715
Waste Management - Township	238.0	335.0
Waste Management - Rural	238.0	225.0
Waste Management - Commercial	238.0	335.0
Business Development Levy (non-town centre)	0.0027696	-

We observe the following key differences in charges and approaches:

- Town of Gawler has a higher rate in the \$ for General Rates across all categories except vacant land
- Light Council has a minimum general rates charge of \$925.00 per rateable property compared to a minimum charge of \$1,139.00 for the Town of Gawler
- The Town of Gawler charges a business development levy on commercial properties
- Light Council has a higher charge than the Town of Gawler for waste management for township and commercial properties, and a lower charge for rural properties.

The following table shows the calculated total residential rates and levies that would be charged by the different councils according to different property capital values (based on current rates and levies):

Table 1.28 Total Residential Rates and Levies, Area 6

Capital Value	Council		Difference vs Light
	Light	Gawler	
100,000	925.00	1,139.00	23.1%
200,000	1,048.43	1,139.00	8.6%
300,000	1,460.15	1,556.60	6.6%
400,000	1,871.86	1,996.13	6.6%
500,000	2,283.58	2,435.67	6.7%
600,000	2,695.29	2,875.20	6.7%
700,000	3,107.01	3,314.73	6.7%
800,000	3,518.72	3,754.26	6.7%
900,000	3,930.44	4,193.80	6.7%
1,000,000	4,342.15	4,633.33	6.7%
1,200,000	5,165.58	5,512.40	6.7%
1,400,000	5,989.01	6,391.46	6.7%
1,600,000	6,812.44	7,270.53	6.7%
1,800,000	7,635.87	8,149.59	6.7%
2,000,000	8,459.30	9,028.66	6.7%

We observe that:

- Current rates and levies charged by the Town of Gawler are higher than those charged by Light Council for similar capital values
- Above property values of \$200,000, the difference is circa 6.7% higher.

Fees and Charges

Our review of the fees and charges charged by councils concluded the proposed boundary changes would have immaterial impact. This is based on the following observations:

- Many fees and charges are regulated by legislation and therefore consistent across the councils (e.g. *Development Regulations 2008*, *Dog and Cat Management Act 1995*, *Expiation and Offences Act 1996*, *Land & Business (Sale & Conveyancing) Regulations 2010*, *South Australia Public Health (Fees) Regulations 2018* etc.)
- Some charges are usage based and not impacted by the user's residence (e.g. use of community facilities)
- Annual revenues from other fees and charges are not significant.

Grants

Due to the complexity of the calculations, support was provided by the SA Local Government Grants Commission in relation to the assessment of the estimated impacts on general financial assistance grants (such as General Purpose Grants, Identified Local Roads Grants and Supplementary Local Roads Grants).

- These estimated impacts have been included within the revenue calculations of the financial impact assessments for each area/council (refer Section 'Revenues and Operating Expenses')
- It should be highlighted that these grants are influenced by many variables and caps, including how a council's situation is ranked relative to other councils. The usual approach is for all councils across the State to be reassessed annually at the same time. As such, the estimated impacts are indicative based on the most recent calculation approach
- In relation to Reid, the impact on these grants is estimated to be immaterial.

We have not identified any other specific relevant grants directly impacted by the boundary change proposal.

Key Contracts

We have not identified any contracts that would be materially impacted by the proposed boundary changes.

Assets and Liabilities

The following table shows the value of assets (land and infrastructure) located in the impacted areas, together with the associated depreciation charges:

Table 1.29 Value of Assets (Land and Infrastructure), Area 6

	Area 6
Name	Reid
Current Council	Light
Proposed Council	Gawler
Total Assets (excl. land) - Replacement Cost	14,866
Total Assets - Written Down Value	8,427
Total Annual Depreciation	353
Land Assets	8,776

The assets mainly relate to roads and pavements.

We understand that no determination has yet been made by the Boundary Commission, in relation to any compensation payable for the transfer of assets between councils, should the boundary reform proposal proceed. As such, we have not identified the financial impacts of this on the respective councils.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Property-Based Services

We have not identified any property-based services that would be materially impacted by the proposed boundary changes. We note that there is currently no Community Wastewater Management Systems (CWMS) in place in Reid.

Service Levels

No material differences were identified in council service levels in relation to the impacted area.

Land Use and Planning Matters

A boundary change for the suburb of Reid (to the Gawler Bypass) will impact one property and it is claimed will aid efficiencies in infrastructure maintenance of a local road that traverses Light Regional Council and Town of Gawler. We understand historically the Town of Gawler has maintained and upgraded the road on behalf of both Local Government Areas, often funded by landowners, and project managed by the Town of Gawler.⁷⁸

Council Employee Matters

From the financial analysis for the portion of Reid potentially impacted by the Town of Gawler's proposal, it was determined that there would be a negligible impact on employee full time equivalents in relation to this area. Therefore, no additional analysis of the potential impact on council employees was conducted for this area.

Light Regional Council: Overall Impact

From a strategic perspective, there is nothing in Light Regional Council's Vision, Mission and Values that directly relates to the proposal or that would either contribute or directly conflict with it.

Financial Matters

The total impact on Light Regional Council should all proposed realignments in its council area occur would be a loss of \$1,218,000

Table 1.30 Financial Impact Summary, Light Regional Council

Area	Total Revenue	Total Operating Expenses	Total Net Budget Impact
2 - Hewett	(2,910,000)	(2,396,000)	(514,000)
4 - Gawler Belt	(1,127,000)	(422,000)	(705,000)
6 - Reid	(3,000)	(4,000)	1,000
TOTAL	(4,040,000)	(2,822,000)	(1,218,000)

Council Employee Matters

The total impact on council employees across Light Regional Council should the proposal proceed for all areas as proposed by the Town of Gawler is 4.7 full-time equivalents (see table below).

Table 1.31 Light Regional Council Overall FTE Impact

		Area 2	Area 4	Area 6	TOTAL
		Hewett	Gawler Belt	Reid	
No. FTE	Open Spaces	(1.9)	(0.0)	(0.0)	(1.9)
	Roads and Roadside	(1.1)	(0.3)	(0.0)	(1.5)
	Waste Collection	(0.0)	(0.0)	0.0	(0.1)
	Sub-total	(3.0)	(0.4)	(0.0)	(3.4)
	Planning	(0.1)	(0.2)	0.0	(0.3)
	Administration	(0.7)	(0.3)	0.0	(1.0)
	Sub-Total	(0.9)	(0.4)	0.0	(1.3)
	Total	(3.9)	(0.8)	(0.0)	(4.7)
	% Total Council FTE	(3.5%)	(0.7%)	(0.0%)	(4.2%)

Given that there is overall FTE impact on Light Council is not negligible, should the Commission determine to recommend that areas 2 and 4 transfer to the Town of Gawler, it is recommended that potentially impacted roles be more definitely defined through consultation with human resource teams and, as per typical industrial practice, that subsequent consultation occur with potentially impacted employees and their representatives about existing conditions and other matters.

We note there are average pay rate differences between the Light Regional Council and the Town of Gawler agreements as of 1 July 2023, partially due to different negotiated annual increases during the life of the agreements. From desktop analysis, we note Town of Gawler staff engaged under an agreement with the AWU are remunerated approximately \$10,000pa on average more than Light Regional Council staff at the same classification. For Municipal Officers, Town of Gawler staff receive on average approximately \$5,000pa more than Light Regional Council staff at the same classification.

In addition to remuneration, we note that each council's enterprise agreement has some conditions that would be attractive and favourable to an impacted employee compared to the other. Further detailed comparative analysis of the AWU and Municipal enterprise agreements in terms of conditions of employment are summarised in Attachment 6.3.2.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Both enterprise agreements of the Light Regional Council have relevant clauses for any employee identified as being directly impacted, including outlining the role of the Enterprise Agreement Bargaining Committee, which is to 'act as the primary forum for consultation between management and employee, including where the introduction of change may result in new positions being created, employees being redeployed, or positions being made redundant'^{79,80}

In addition, these enterprise agreements require consultation with employees 'who may be significantly affected by the introduction of change' (Clause 15.1 and Clause 14.1) and that 'Council shall consider practical ways of mitigating the adverse effects of the change on employees through discussions involving the employees.' Options may include finding other suitable work, re-training, redundancy or a negotiated Voluntary Separation Package (Clause 15.3 and Clause 14.3). The agreements specifically note that 'change' can include circumstances of amalgamation or boundary reform (Clause 15.4 and Clause 14.4). It should be noted that the agreements state 'there shall be no forced redundancies occurring as a result of any change introduced during the term of the Agreement (Clause 15.5 and Clause 14.5).

BDO also notes that the agreements provide for 'Resource Sharing', and specifically require that employees be consulted when this is considered (Clause 37).

Representation Matters

In total, it is anticipated that Light Regional Council would lose approximately 2,922 of the current total 11,815 electors (24.7%) should the proposal proceed for all three proposed areas (see Table 1.32 Representation Impact, Light Regional Council below). The impact of the proposed boundary changes is estimated to result in a change of a ration of electors per councillor from 1,313 electors per councillor to 988 electors per councillor. This is a significant change.

Table 1.32 Representation Impact, Light Regional Council

	Current	Proposed Change		Total	Change
		Hewett	Gawler Belt		
Councillors (ex-mayor)	9			9	-
Residential Ratable Properties	5,010	(979)	(260)	3,771	- 1,239
Electors ¹	11,815	(2,309)	(613)	8,893	- 2,922
Electors per Ratable Property	2.36			2.36	-
Electors per Councillor	1,313			988	- 325

¹Electors as at 29 February 2024

Note: No residential properties in Reid

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

In addition, Light Regional Council has a ward structure. All potentially affected residential properties are within the same ward, Mudla Wirra. Analysis of representation matters by ward shows that the current ward structure would be significantly impacted, with the elector to councillor ratio of Mudla Wirra dropping to 321 electors per councillor, compared to 1,356 electors per councillor for the Dutton ward and 1,235 electors per councillor for the Light ward (see Table 1.33 Representation Impact, Light Regional Council by Ward below).

Table 1.33 Representation Impact, Light Regional Council by Ward

	Current			Proposed Change		Variation from Quota ⁴
	Electors	Councillors	Ratio	Electors	Ratio ³	
Electors--Dutton ²	4,067	3	1,356	4,067	1,356	39.69%
Electors--Light ²	3,706	3	1,235	3,706	1,235	27.32%
Electors--Mudla Wirra ²	3,884	3	1,295	962	321	-67.01%

²Electors as at June 2024

³Ratio based on current number of electors

⁴ Per Electoral Commission Elector Ratio Calculator

We understand that s12(24) of the *Local Government Act 1999* provides an option for the Electoral Commissioner to compel a council to complete an out-of-cycle review if a ward varies from the quota by more than 20%. Should the proposal proceed in its entirety, the impact on ward representation on the Light Regional Council would well exceed this 20%, with variations from quota at -67% and nearly 40%.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

City of Playford

The Town of Gawler's proposal would impact the City of Playford in four areas.

The City of Playford's vision is that 'Playford is the City of Opportunity, supporting the community's hopes and aspirations to be vibrant, thriving and sustainable. It provides an enviable lifestyle that is connected, healthy, happy, ambitious and proud, where each individual can take advantage of the many opportunities offered, making the City prosperous, liveable and happy.'⁸¹ Its values include Innovation, Ethics, Diversity, Partnership, Adaptability, Leadership, Equity, Good Planning, and Sustainability. The City of Playford's strategic goals are:

1. Prosperity, Through: Economic development, Community vitality, and Educating and Skills
2. Liveability, Through: Connected communities, Sustainable and responsible community, Environmental care, Creating a vibrant CBD for the North, Village lifestyle, and Safe communities
3. Happiness, Through: Ambitious and Proud, and Healthy living.

The Town of Gawler's proposal includes a proposed move of a portion of Evanston Park and a portion of Hillier to the Town of Gawler, and a proposed cession of two areas currently in the Town of Gawler, being portions of Bibaringa and Uleybury.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Portion of Evanston Park (Area 5)

Area Summary



Properties: 33



Estimated Residents: 78



Approx Size: 140ha

Figure 1.7 Map of Evanston Park, Area 5



Administration of the locality of Evanston Park is divided between the Town of Gawler and the City of Playford, with the council boundary currently dissecting nine properties. The Town of Gawler proposes the whole suburb be included within the Town of Gawler boundary.

At the closest point, the residents of the Evanston Park area of interest are 10km from the Gawler town and administrative centre, and 17km from the City of Playford administration office.⁸² The Town of Gawler administration claims it already considers Evanston Park residents part of the Gawler community.⁸³

The City of Playford has confirmed it neither supports nor opposes the proposal for the move of the portion of Evanston Park to the Town of Gawler.

Financial Matters

Maintained Roads and Urban Spaces

The impacted area contains 5.3 kilometre of rural roads. There are no public spaces maintained by council within the area.

Revenues and Operating Expenses

The following table shows the estimated high-level impact on revenues and operating expenses for each council in the impacted area.

- This is based on the existing scope of properties, facilities and amenities in the potentially affected areas. It does not include impacts arising from future developments
- The revenue impact assessments are based on the current rates and property related charges of each council for the area concerned. The table does not consider whether such charges would change as a result of any boundary realignment.

Table 1.34 Indicative Annual Financial Impact, Area 5

	Current Council	Proposed Council
	Playford	Gawler
Rates and Charges	(66,000)	106,000
Other revenue	5,000	11,000
Total Revenue	(61,000)	117,000
Regional Landscape Levy	(1,000)	3,000
Open spaces	0	0
Roads and roadside	(8,000)	10,000
Waste Collection	(8,000)	8,000
Facility Operating Costs	0	0
Planning & Admin	(5,000)	8,000
Depreciation	(60,000)	60,000
Total Costs	(82,000)	89,000
Net Impact	21,000	28,000

We observe that, should the boundary be adjusted as proposed, and in relation to the current profile of properties and services in the area:

- Based upon the current profile the financial impact would not be significant.

An indicative Financial Impact Assessment over the next 10 years and associated assumptions can be found in Attachment 3.

Rates and Property Charges

The following table provides a comparison of the rates in the \$ and property-related charges of the impacted councils for financial year 2023-24:

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Table 1.35 Comparison of Charges by Council, Area 5

	Council	
	Gawler	Playford
General Rates - Residential	0.0042824	0.00172745
General Rates - Commercial	0.01055	0.01151509
General Rates - Industrial	0.01055	0.01151509
General Rates - Primary Production	0.00428	0.00172745
General Rates - Vacant Land	0.00685	0.00172745
General Rates - Other	0.0042824	0.00172745
General Rates - Fixed Charge	-	1,111.90
Minimum general rates charge	1,139.0	-
Regional Landscape Levy	0.00011293	0.00006264
Waste Management - Township	238.0	-
Waste Management - Rural	238.0	-
Waste Management - Commercial	238.0	-
Business Development Levy (non-town centre)	0.0027696	-

We observe the following key differences in charges and approaches:

- Town of Gawler has a higher rate in the \$ for General Rates across all categories except Commercial and Industrial
- Playford has a fixed charge of \$1,111.90 per rateable property, the Town of Gawler does not have such a charge
- Town of Gawler has a minimum general rates charge of \$1,139.00 per rateable property, Playford does not have such a minimum charge
- The Town of Gawler charges a business development levy on commercial properties
- Playford does not have a separate charge for waste management.

The following table shows the calculated total residential rates and levies that would be charged by the different councils according to different property capital values (based on current rates and levies):

Table 1.36 Total Residential Rates and Levies, Area 5

Capital Value	Council		Difference vs Playford
	Playford	Gawler	
100,000	1,290.91	1,139.00	(11.8%)
200,000	1,469.92	1,139.00	(22.5%)
300,000	1,648.93	1,556.60	(5.6%)
400,000	1,827.94	1,996.13	9.2%
500,000	2,006.95	2,435.67	21.4%
600,000	2,185.95	2,875.20	31.5%
700,000	2,364.96	3,314.73	40.2%
800,000	2,543.97	3,754.26	47.6%
900,000	2,722.98	4,193.80	54.0%
1,000,000	2,901.99	4,633.33	59.7%
1,200,000	3,260.01	5,512.40	69.1%

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Capital Value	Council		Difference vs Playford
	Playford	Gawler	
1,400,000	3,618.03	6,391.46	76.7%

Note: over 80% of current rateable values of residential properties are between \$500,000 and \$800,000

We observe that:

- For property values below \$300,000, Playford has higher charges. Above this band, the Town of Gawler has higher charges, with the differential increasing as the capital value increases.

Fees and Charges

Our review of the fees and charges charged by councils concluded the proposed boundary changes would have immaterial impact. This is based on the following observations:

- Many fees and charges are regulated by legislation and therefore consistent across the councils (e.g. *Development Regulations 2008*, *Dog and Cat Management Act 1995*, *Expiation and Offences Act 1996*, *Land & Business (Sale & Conveyancing) Regulations 2010*, *South Australia Public Health (Fees) Regulations 2018* etc.)
- Some charges are usage based and not impacted by the user's residence (e.g. use of community facilities)
- Annual revenues from other fees and charges are not significant.

Grants

Due to the complexity of the calculations, support was provided by the SA Local Government Grants Commission in relation to the assessment of the estimated impacts on general financial assistance grants (such as General Purpose Grants, Identified Local Roads Grants and Supplementary Local Roads Grants).

- These estimated impacts have been included within the revenue calculations of the financial impact assessments for each area/council (refer Section 'Revenues and Operating Expenses')
- It should be highlighted that these grants are influenced by many variables and caps, including how a council's situation is ranked relative to other councils. The usual approach is for all councils across the State to be reassessed annually at the same time. As such, the estimated impacts are indicative based on the most recent calculation approach.
- In relation to Evanston Park, the impact on these grants is estimated to be immaterial.

We have not identified any other specific relevant grants directly impacted by the boundary change proposal.

Key Contracts

We have not identified any contracts that would be materially impacted by the proposed boundary changes.

Assets and Liabilities

The following table shows the value of assets (land and infrastructure) located in the impacted areas, together with the associated depreciation charges:

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Table 1.37 Value of Assets (Land and Infrastructure), Area 5

	Area 5
Name	Evanston Park
Current Council	Playford
Proposed Council	Gawler
Total Assets (excl. land) - Replacement Cost	4,137,084
Total Assets - Written Down Value	1,947,106
Total Annual Depreciation	60,480
Land Assets	-

Table 1.38 Replacement Costs of Impacted Assets (excl. land), Area 5

	Replacement cost
Roads	1,163,443
Pavements	2,801,152
Stormwater Infrastructure	172,489
Total	4,137,084
% Total council assets	0.2%

The council assets in the area mainly relate to roads and pavements and form an insignificant proportion of total council infrastructure and property assets.

We understand that no determination has yet been made by the Boundary Commission, in relation to any compensation payable for the transfer of assets between councils, should the boundary reform proposal proceed. As such, we have not identified the financial impacts of this on the respective councils.

Property-Based Services

We have not identified any property-based services that would be materially impacted by the proposed boundary changes. We note that there is currently no Community Wastewater Management Systems (CWMS) in place in Evanston Park.

Service Levels

No material differences were identified in council service levels in relation to the impacted area.

Land Use and Planning Matters

Most of Evanston Park is situated in the Town of Gawler and part in the City of Playford, a boundary based on local roads and not property boundaries. Nine properties are intercepted by the current boundary and interact with two Councils, for example, properties have two separate land use zones (Hills Face in the City of Playford and Rural Living in Town of Gawler) governing what development can take place. The Town of Gawler suggests the whole suburb be included within a realigned Town of Gawler boundary.⁸⁴

Council Employee Matters

From the financial analysis for the portion of Evanston Park potentially impacted by the Town of Gawler's proposal, it was determined that there would be a negligible impact on employee full time equivalents in relation to this area. Therefore, no additional analysis of the potential impact on council employees was conducted for this area.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Portion of Hillier (Area 7)**Area Summary****Properties: 25****Estimated Residents: 30****Approx Size: 148ha**

Figure 1.8 Map of Hillier, Area 7



Administration of the locality of Hillier is divided between the Town of Gawler and the City of Playford. We do not believe the council boundary line to currently dissect any properties. The area of interest is zoned Primary Production within the City of Playford.⁸⁵ The Town of Gawler proposes the whole suburb be included within the Town of Gawler boundary. The Town of Gawler administration claim they already consider residents of Hillier part of the Gawler community.⁸⁶

The City of Playford has confirmed it neither supports nor opposes the proposal for the move of the portion of Hillier to the Town of Gawler.

Financial Matters**Maintained Roads and Urban Spaces**

The impacted area contains 5.3 kilometre of rural roads. There are no public spaces maintained by council within the area.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Revenues and Operating Expenses

The following table shows the estimated high-level impact on revenues and operating expenses for each council in the impacted area.

- This is based on the existing scope of properties, facilities and amenities in the potentially affected areas. It does not include impacts arising from future developments
- The revenue impact assessments are based on the current rates and property related charges of each council for the area concerned. The table does not consider whether such charges would change as a result of any boundary realignment.

Table 1.39 Indicative Annual Financial Impact, Area 7

	Current Council	Proposed Council
	Playford	Gawler
Rates and Charges	(62,000)	97,000
Other revenue	0	2,000
Total Revenue	(62,000)	99,000
Regional Landscape Levy	(1,000)	2,000
Open spaces	0	0
Roads and roadside	(2,000)	2,000
Waste Collection	(7,000)	6,000
Facility Operating Costs	0	0
Planning & Admin	(4,000)	7,000
Depreciation	(13,000)	13,000
Total Costs	(27,000)	30,000
Net Impact	(35,000)	69,000

We observe that, should the boundary be adjusted as proposed, and in relation to the current profile of properties and services in the area:

- Based upon the current profile the financial impact would not be significant.

An indicative Financial Impact Assessment over the next 10 years and associated assumptions can be found in Attachment 3.

Rates and Property Charges

The following table provides a comparison of the rates in the \$ and property-related charges of the impacted councils for financial year 2023-24:

Table 1.40 Comparison of Charges by Council, Area 7

	Council	
	Gawler	Playford
General Rates - Residential	0.0042824	0.00172745
General Rates - Commercial	0.01055	0.01151509
General Rates - Industrial	0.01055	0.01151509
General Rates - Primary Production	0.00428	0.00172745

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

	Council	
	Gawler	Playford
General Rates - Vacant Land	0.00685	0.00172745
General Rates - Other	0.0042824	0.00172745
General Rates - Fixed Charge	-	1,111.90
Minimum general rates charge	1,139.0	-
Regional Landscape Levy	0.00011293	0.00006264
Waste Management - Township	238.0	-
Waste Management - Rural	238.0	-
Waste Management - Commercial	238.0	-
Business Development Levy (non-town centre)	0.0027696	-

We observe the following key differences in charges and approaches:

- Town of Gawler has a higher rate in the \$ for General Rates across all categories except Commercial and Industrial
- Playford has a fixed charge of \$1,111.90 per rateable property, the Town of Gawler does not have such a charge
- Town of Gawler has a minimum general rates charge of \$1,139.00 per rateable property, Playford does not have such a minimum charge
- The Town of Gawler charges a business development levy on commercial properties
- Playford does not have a separate charge for waste management.

The following table shows the calculated total residential rates and levies that would be charged by the different councils according to different property capital values (based on current rates and levies):

Table 1.41 Total Residential Rates and Levies, Area 7

Capital Value	Council		Difference vs Playford
	Playford	Gawler	
100,000	1,290.91	1,139.00	(11.8%)
200,000	1,469.92	1,139.00	(22.5%)
300,000	1,648.93	1,556.60	(5.6%)
400,000	1,827.94	1,996.13	9.2%
500,000	2,006.95	2,435.67	21.4%
600,000	2,185.95	2,875.20	31.5%
700,000	2,364.96	3,314.73	40.2%
800,000	2,543.97	3,754.26	47.6%
900,000	2,722.98	4,193.80	54.0%
1,000,000	2,901.99	4,633.33	59.7%
1,200,000	3,260.01	5,512.40	69.1%
1,400,000	3,618.03	6,391.46	76.7%

Note: the current rateable values of residential properties in the area are spread between \$400,000 and \$1,500,000, noting that there is only a very small number of residential properties in the area.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

We observe that:

- For property values below \$300,000, Playford has higher charges. Above this band, the Town of Gawler has higher charges, with the differential increasing as the capital value increases.

Fees and Charges

Our review of the fees and charges charged by councils concluded the proposed boundary changes would have immaterial impact. This is based on the following observations:

- Many fees and charges are regulated by legislation and therefore consistent across the councils (e.g. *Development Regulations 2008*, *Dog and Cat Management Act 1995*, *Expiation and Offences Act 1996*, *Land & Business (Sale & Conveyancing) Regulations 2010*, *South Australia Public Health (Fees) Regulations 2018 etc.*)
- Some charges are usage based and not impacted by the user's residence (e.g. use of community facilities)
- Annual revenues from other fees and charges are not significant.

Grants

Due to the complexity of the calculations, support was provided by the SA Local Government Grants Commission in relation to the assessment of the estimated impacts on general financial assistance grants (such as General Purpose Grants, Identified Local Roads Grants and Supplementary Local Roads Grants).

- These estimated impacts have been included within the revenue calculations of the financial impact assessments for each area/council (refer Section 'Revenues and Operating Expenses')
- It should be highlighted that these grants are influenced by many variables and caps, including how a council's situation is ranked relative to other councils. The usual approach is for all councils across the State to be reassessed annually at the same time. As such, the estimated impacts are indicative based on the most recent calculation approach
- In relation to Hillier, the impact on these grants is estimated to be immaterial.

We have not identified any other specific relevant grants directly impacted by the boundary change proposal.

Key Contracts

We have not identified any contracts that would be materially impacted by the proposed boundary changes.

Assets and Liabilities

The following table shows the value of assets (land and infrastructure) located in the impacted areas, together with the associated depreciation charges:

Table 1.42 Value of Assets (Land and Infrastructure), Area 7

	Area 7
Name	Hillier
Current Council	Playford
Proposed Council	Gawler
Total Assets (excl. land) - Replacement Cost	335,143
Total Assets - Written Down Value	183,081
Total Annual Depreciation	13,218
Land Assets	-

The assets relate to roads, pavements and stormwater infrastructure.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

We understand that no determination has yet been made by the Boundary Commission, in relation to any compensation payable for the transfer of assets between councils, should the boundary reform proposal proceed. As such, we have not identified the financial impacts of this on the respective councils.

Property-Based Services

We have not identified any property-based services that would be materially impacted by the proposed boundary changes. We note that there is currently no Community Wastewater Management Systems (CWMS) in place in Hillier.

Service Levels

No material differences were identified in council service levels in relation to the impacted area.

Land Use and Planning Matters

The area of interest is zoned Primary Production within the City of Playford.⁸⁷

Council Employee Matters

From the financial analysis for the portion of Hillier potentially impacted by the Town of Gawler's proposal, it was determined that there would be a negligible impact on council employee full time equivalents (approximately 0.1FTE) in relation to this area. Therefore, no additional analysis of the potential impact on council employees was conducted for this area.

City of Playford: Overall Impact

From a strategic perspective, the City of Playford states it sees itself as 'creating a vibrant CBD for the North.' This could be seen as not aligning with the rural lifestyle of some of the potentially affected areas.

Financial Matters

Table 1.43 Financial Impact Summary, City of Playford

Area	Total Revenue	Total Operating Expenses	Total Net Budget Impact
5 - Evanston Park	(61,000)	(82,000)	21,000
7 - Hillier	(62,000)	(27,000)	(35,000)
8 - Bibaringa	11,000	14,000	(3,000)
9 - Uleybury	64,000	26,000	38,000
TOTAL	(48,000)	(69,000)	21,000

Council Employee Matters

From the financial analysis for the areas within the City of Playford potentially impacted by the Town of Gawler's proposal, it was determined that there would be a negligible impact on council employee full time equivalents (approximately 0.1FTE across the council).

Representation Matters

In total, it is anticipated that The City of Playford would lose approximately 44 electors of the current 71,441 electors (approximately 0.1% of electors) should the proposal proceed for all four areas proposed (see Table 1.44 Representation Impact, City of Playford below). The potential impact of the proposal on representation matters for the City of Playford is therefore negligible. Given the negligible change, no impact on ward structures is anticipated.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Table 1.44 Representation Impact, City of Playford

	Current	Proposed Change				Total	Change
		Evanston Park	Hillier	Bibaringa	Uleybury		
Councillors (ex-mayor)	15					15	-
Residential Ratable Properties	45,634	(30)	(24)	4	22	45,606	- 28
Electors ¹	71,441	(47)	(38)	6	34	71,397	- 44
Electors per Ratable Property	1.57					1.57	-
Electors per Councillor	4,763					4,760	- 3

¹Electors as at 29 February 2024

Town of Gawler

In addition to the seven areas proposed to be moved to be within the Town of Gawler, the proposal includes two areas to be moved to the City of Playford, being Bibaringa and Uleybury.

The Town of Gawler's vision is that it "is a liveable, cohesive, active, innovative and sustainable community." ⁸⁸ Its stated mission is that "The Town of Gawler is dedicated to enhancing its liveable urban environment, capitalising on its natural beauty and strategic." Its values are Teamwork, Integrity, Collaboration, Creativity, and Positivity. Its strategic goals are:

1. A uniquely identifiable township
2. Managed and sustainable growth
3. A healthy, active, safe, engaged community
4. To respect, protect and nurture the environment
5. Provide strategic leadership.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Portion of Bibaringa (Area 8)**Area Summary****Properties: 5****Estimated Residents: 11****Approx Size: 16ha**

Figure 1.9 Map of Bibaringa, Area 8



Administration of the locality of Bibaringa is divided between the Town of Gawler and the City of Playford, with one property currently in both councils. The Town of Gawler proposes for the entirety of Bibaringa to be within the City of Playford. The portion of Bibaringa potentially impacted is currently zoned as rural.

At the closest point, the potentially affected area is approximately 4.5km from the Gawler town and administrative centre, and approximately 10km from the Playford Civic Centre.

The City of Playford has confirmed it neither supports nor opposes the proposal for the move of the portion of Bibaringa to be within its boundaries.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Financial Matters

Maintained Roads and Urban Spaces

The impacted area contains 740 metres of rural roads. There are no public spaces maintained by council within the area.

Revenues and Operating Expenses

The following table shows the estimated high-level impact on revenues and operating expenses for each council in the impacted area.

- This is based on the existing scope of properties, facilities and amenities in the potentially affected areas. It does not include impacts arising from future developments
- The revenue impact assessments are based on the current rates and property related charges of each council for the area concerned. The table does not consider whether such charges would change as a result of any boundary realignment.

Table 1.45 Indicative Annual Financial Impact, Area 8

	Current Council	Proposed Council
	Gawler	Playford
Rates and Charges	(16,000)	11,000
Other revenue	0	0
Total Revenue	(16,000)	11,000
Regional Landscape Levy	0	0
Open spaces	0	0
Roads and roadside	(1,000)	1,000
Waste Collection	(1,000)	1,000
Facility Operating Costs	0	0
Planning & Admin	(1,000)	1,000
Depreciation	(11,000)	11,000
Total Costs	(14,000)	14,000
Net Impact	(2,000)	(3,000)

We observe that, should the boundary be adjusted as proposed, and in relation to the current profile of properties and services in the area:

- Based upon the current profile the financial impact would not be significant.

An indicative Financial Impact Assessment over the next 10 years and associated assumptions can be found at Attachment 6.3.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Rates and Property Charges

The following table provides a comparison of the rates in the \$ and property-related charges of the impacted councils for financial year 2023-24:

Table 1.46 Comparison of Charges by Council, Area 8

	Council	
	Gawler	Playford
General Rates - Residential	0.0042824	0.00172745
General Rates - Commercial	0.01055	0.01151509
General Rates - Industrial	0.01055	0.01151509
General Rates - Primary Production	0.00428	0.00172745
General Rates - Vacant Land	0.00685	0.00172745
General Rates - Other	0.0042824	0.00172745
General Rates - Fixed Charge	-	1,111.90
Minimum general rates charge	1,139.0	-
Regional Landscape Levy	0.00011293	0.00006264
Waste Management - Township	238.0	-
Waste Management - Rural	238.0	-
Waste Management - Commercial	238.0	-
Business Development Levy (non-town centre)	0.0027696	-

We observe the following key differences in charges and approaches:

- Town of Gawler has a higher rate in the \$ for General Rates across all categories except Commercial and Industrial
- Playford has a fixed charge of \$1,111.90 per rateable property, the Town of Gawler does not have such a charge
- Town of Gawler has a minimum general rates charge of \$1,139.00 per rateable property, Playford does not have such a minimum charge
- The Town of Gawler charges a business development levy on commercial properties
- Playford does not have a separate charge for waste management.

The following table shows the calculated total residential rates and levies that would be charged by the different councils according to different property capital values (based on current rates and levies):

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Table 1.47 Total Residential Rates and Levies, Area 8

Capital Value	Council		Difference vs Playford
	Playford	Gawler	
100,000	1,290.91	1,139.00	(11.8%)
200,000	1,469.92	1,139.00	(22.5%)
300,000	1,648.93	1,556.60	(5.6%)
400,000	1,827.94	1,996.13	9.2%
500,000	2,006.95	2,435.67	21.4%
600,000	2,185.95	2,875.20	31.5%
700,000	2,364.96	3,314.73	40.2%
800,000	2,543.97	3,754.26	47.6%
900,000	2,722.98	4,193.80	54.0%
1,000,000	2,901.99	4,633.33	59.7%
1,200,000	3,260.01	5,512.40	69.1%
1,400,000	3,618.03	6,391.46	76.7%

Note: the current rateable values of residential properties in the area are spread between \$400,000 and \$1,300,000, noting that there is only a very small number of residential properties in the area.

We observe that:

- For property values below \$300,000, Playford has higher charges. Above this band, the Town of Gawler has higher charges, with the differential increasing as the capital value increases.

Fees and Charges

Our review of the fees and charges charged by councils concluded the proposed boundary changes would have immaterial impact. This is based on the following observations:

- Many fees and charges are regulated by legislation and therefore consistent across the councils (e.g. *Development Regulations 2008*, *Dog and Cat Management Act 1995*, *Expiation and Offences Act 1996*, *Land & Business (Sale & Conveyancing) Regulations 2010*, *South Australia Public Health (Fees) Regulations 2018* etc.)
- Some charges are usage based and not impacted by the user's residence (e.g. use of community facilities)
- Annual revenues from other fees and charges are not significant.

Grants

Due to the complexity of the calculations, support was provided by the SA Local Government Grants Commission in relation to the assessment of the estimated impacts on general financial assistance grants (such as General Purpose Grants, Identified Local Roads Grants and Supplementary Local Roads Grants).

- These estimated impacts have been included within the revenue calculations of the financial impact assessments for each area/council (refer Section 'Revenues and Operating Expenses')
- It should be highlighted that these grants are influenced by many variables and caps, including how a council's situation is ranked relative to other councils. The usual approach is for all councils across the State to be reassessed annually at the same time. As such, the estimated impacts are indicative based on the most recent calculation approach
- In relation to Bibaringa, the impact on these grants is estimated to be immaterial.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

We have not identified any other specific relevant grants directly impacted by the boundary change proposal.

Key Contracts

We have not identified any contracts that would be materially impacted by the proposed boundary changes.

Assets and Liabilities

The following table shows the value of assets (land and infrastructure) located in the impacted areas, together with the associated depreciation charges:

Table 1.48 Value of Assets (Land and Infrastructure), Area 8

	Area 8
Name	Bibaringa
Current Council	Gawler
Proposed Council	Playford
Total Assets (excl. land) - Replacement Cost	577,283
Total Assets - Written Down Value	450,623
Total Annual Depreciation	11,081
Land Assets	-

The assets relate to roads and stormwater infrastructure.

We understand that no determination has yet been made by the Boundary Commission, in relation to any compensation payable for the transfer of assets between councils, should the boundary reform proposal proceed. As such, we have not identified the financial impacts of this on the respective councils.

Property-Based Services

We have not identified any property-based services that would be materially impacted by the proposed boundary changes. We note that there is currently no Community Wastewater Management Systems (CWMS) in place in Bibaringa.

Service Levels

No material differences were identified in council service levels in relation to the impacted area.

Land Use and Planning Matters

Four properties in Bibaringa zoned Rural and within the Town of Gawler boundary and the remainder of the properties are within the City of Playford and mostly zoned Hills Face. The current alignment intercepts one property in Bibaringa, which interacts with two Local Government Areas.

There are some differences in planning policies or development control over the potentially affected area between the affected councils. The portion of Bibaringa is zoned rural within the Town of Gawler and some properties within the City of Playford are zoned Hills Face and Rural Horticulture. A few properties are intercepted by two Local Government Areas and zonings.

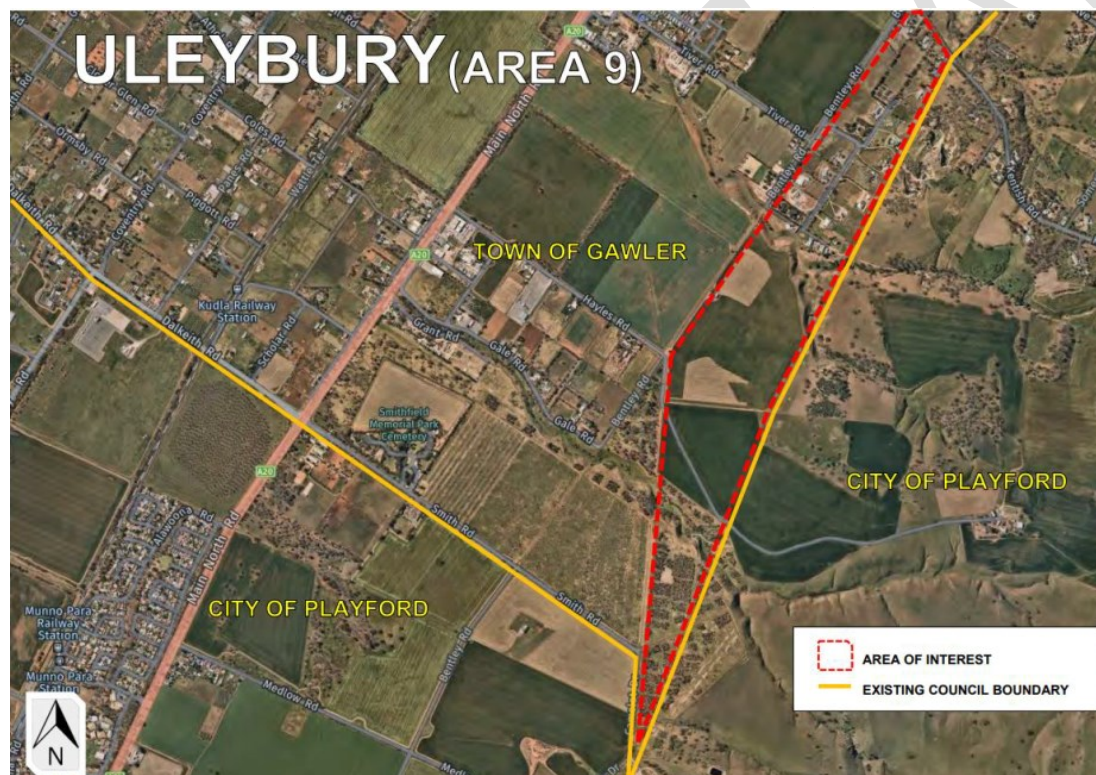
Council Employee Matters

From the financial analysis for the portion of Bibaringa potentially impacted by the Town of Gawler's proposal, it was determined that there would be a negligible impact on employee full time equivalents in relation to this area. Therefore, no additional analysis of the potential impact on council employees was conducted for this area.

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Portion of Uleybury (Area 9)**Area Summary****Properties: 25****Estimated Residents: 66****Approx Size: 120ha**

Figure 1.10 Map of Uleybury, Area 9



Administration of the locality of Uleybury is divided between the Town of Gawler and the City of Playford. The Town of Gawler proposes for the entirety of Uleybury to be within the City of Playford.

At the closest point, the potentially affected area is approximately 5km from the Gawler town and administrative centre, and approximately 7km from the Playford Civic Centre.

The City of Playford has confirmed it neither supports nor opposes the proposal for the move of the portion of Uleybury to be within its boundaries.

Financial Matters**Maintained Roads and Urban Spaces**

The impacted area contains 2.2 kilometres of roads of which 0.6 kilometres are unsealed. There is 8.4 square kilometres of non-irrigated public space maintained by council within the area.

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Revenues and Operating Expenses

The following table shows the estimated high-level impact on revenues and operating expenses for each council in the impacted area.

- This is based on the existing scope of properties, facilities and amenities in the potentially affected areas. It does not include impacts arising from future developments
- The revenue impact assessments are based on the current rates and property related charges of each council for the area concerned. The table does not consider whether such charges would change as a result of any boundary realignment.

Table 1.49 Indicative Annual Financial Impact, Area 9

	Current Council	Proposed Council
	Gawler	Playford
Rates and Charges	(92,000)	63,000
Other revenue	(1,000)	1,000
Total Revenue	(93,000)	64,000
Regional Landscape Levy	(2,000)	1,000
Open spaces	(2,000)	2,000
Roads and roadside	(3,000)	3,000
Waste Collection	(6,000)	1,000
Facility Operating Costs	0	0
Planning & Admin	(7,000)	4,000
Depreciation	(15,000)	15,000
Total Costs	(35,000)	26,000
Net Impact	(58,000)	38,000

We observe that, should the boundary be adjusted as proposed, and in relation to the current profile of properties and services in the area:

- Based upon the current profile the financial impact would not be significant.

An indicative Financial Impact Assessment over the next 10 years and associated assumptions can be found in Attachment 3.

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Rates and Property Charges

The following table provides a comparison of the rates in the \$ and property-related charges of the impacted councils for financial year 2023-24:

Table 1.50 Comparison of Charges by Council, Area 9

	Council	
	Gawler	Playford
General Rates - Residential	0.0042824	0.00172745
General Rates - Commercial	0.01055	0.01151509
General Rates - Industrial	0.01055	0.01151509
General Rates - Primary Production	0.00428	0.00172745
General Rates - Vacant Land	0.00685	0.00172745
General Rates - Other	0.0042824	0.00172745
General Rates - Fixed Charge	-	1,111.90
Minimum general rates charge	1,139.0	-
Regional Landscape Levy	0.00011293	0.00006264
Waste Management - Township	238.0	-
Waste Management - Rural	238.0	-
Waste Management - Commercial	238.0	-
Business Development Levy (non-town centre)	0.0027696	-

We observe the following key differences in charges and approaches:

- Town of Gawler has a higher rate in the \$ for General Rates across all categories except Commercial and Industrial
- Playford has a fixed charge of \$1,111.90 per rateable property, the Town of Gawler does not have such a charge
- Town of Gawler has a minimum general rates charge of \$1,139.00 per rateable property, Playford does not have such a minimum charge
- The Town of Gawler charges a business development levy on commercial properties
- Playford does not have a separate charge for waste management.

The following table shows the calculated total residential rates and levies that would be charged by the different councils according to different property capital values (based on current rates and levies):

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Table 1.51 Total Residential Rates and Levies, Area 9

Capital Value	Council		Difference vs Playford
	Playford	Gawler	
100,000	1,290.91	1,139.00	(11.8%)
200,000	1,469.92	1,139.00	(22.5%)
300,000	1,648.93	1,556.60	(5.6%)
400,000	1,827.94	1,996.13	9.2%
500,000	2,006.95	2,435.67	21.4%
600,000	2,185.95	2,875.20	31.5%
700,000	2,364.96	3,314.73	40.2%
800,000	2,543.97	3,754.26	47.6%
900,000	2,722.98	4,193.80	54.0%
1,000,000	2,901.99	4,633.33	59.7%
1,200,000	3,260.01	5,512.40	69.1%
1,400,000	3,618.03	6,391.46	76.7%
1,600,000	3,976.04	7,270.53	82.9%
1,800,000	4,334.06	8,149.59	88.0%
2,000,000	4,692.08	9,028.66	92.4%

Note: 75% of current rateable values of residential properties are between \$800,000 and \$1,100,000

We observe that:

- For property values below \$300,000, Playford has higher charges. Above this band, the Town of Gawler has higher charges, with the differential increasing as the capital value increases.

Fees and Charges

Our review of the fees and charges charged by councils concluded the proposed boundary changes would have immaterial impact. This is based on the following observations:

- Many fees and charges are regulated by legislation and therefore consistent across the councils (e.g. *Development Regulations 2008*, *Dog and Cat Management Act 1995*, *Expiation and Offences Act 1996*, *Land & Business (Sale & Conveyancing) Regulations 2010*, *South Australia Public Health (Fees) Regulations 2018* etc.)
- Some charges are usage based and not impacted by the user's residence (e.g. use of community facilities)
- Annual revenues from other fees and charges are not significant.

Grants

Due to the complexity of the calculations, support was provided by the SA Local Government Grants Commission in relation to the assessment of the estimated impacts on general financial assistance grants (such as General Purpose Grants, Identified Local Roads Grants and Supplementary Local Roads Grants).

- These estimated impacts have been included within the revenue calculations of the financial impact assessments for each area/council (refer Section 'Revenues and Operating Expenses')
- It should be highlighted that these grants are influenced by many variables and caps, including how a council's situation is ranked relative to other councils. The usual approach is for all councils across the State to be reassessed annually at the same time. As such, the estimated impacts are indicative based on the most recent calculation approach

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

- In relation to Uleybury, the impact on these grants is estimated to be immaterial.

We have not identified any other specific relevant grants directly impacted by the boundary change proposal.

Key Contracts

We have not identified any contracts that would be materially impacted by the proposed boundary changes.

Assets and Liabilities

The following table shows the value of assets (land and infrastructure) located in the impacted areas, together with the associated depreciation charges:

Table 1.52 Value of Assets (Land and Infrastructure), Area 9

	Area 9
Name	Uleybury
Current Council	Gawler
Proposed Council	Playford
Total Assets (excl. land) - Replacement Cost	533,560
Total Assets - Written Down Value	302,943
Total Annual Depreciation	14,788
Land Assets	103,000

The assets relate to roads and stormwater infrastructure.

We understand that no determination has yet been made by the Boundary Commission, in relation to any compensation payable for the transfer of assets between councils, should the boundary reform proposal proceed. As such, we have not identified the financial impacts of this on the respective councils.

Property-Based Services

We have not identified any property-based services that would be materially impacted by the proposed boundary changes. We note that there is currently no Community Wastewater Management System (CWMS) in place in Uleybury.

Service Levels

No material differences were identified in council service levels in relation to the impacted area.

Land Use and Planning Matters

Twenty-three properties in Uleybury are zoned Rural and within the Town of Gawler boundary and the remainder of the properties are within the City of Playford and mostly zoned Hills Face. The current alignment intercepts three properties in Uleybury who interact with two Local Government Areas.

There are some differences in planning policies or development control over the potentially affected area between the affected councils. The portion of Uleybury is zoned rural within the Town of Gawler and some properties within the City of Playford are zoned Hills Face and Rural Horticulture.

Council Employee Matters

From the financial analysis for the portion of Uleybury potentially impacted by the Town of Gawler's proposal, it was determined that there would be a negligible impact on employee full time equivalents in relation to this area. Therefore, no additional analysis of the potential impact on council employees was conducted.

Town of Gawler: Overall Impact

Some of the Town of Gawler's stated rationales for its proposal align with its strategic goals, such as sustainable growth and an engaged community. There is nothing within its strategy which specifically conflicts with the proposal.

Financial Matters

Table 1.53 Financial Impact Summary, Town of Gawler

Area	Total Revenue	Total Operating Expenses	Total Net Budget Impact
1 - Concordia	169,000	85,000	84,000
2 - Hewett	2,914,000	2,828,000	86,000
3 - Kalbeeba	468,000	159,000	309,000
4 - Gawler Belt	1,708,000	447,000	1,261,000
5 - Evanston Park	117,000	89,000	28,000
6 - Reid	4,000	3,000	1,000
7 - Hillier	99,000	30,000	69,000
8 - Bibaringa	(16,000)	(14,000)	(2,000)
9 - Uleybury	(93,000)	(35,000)	(58,000)
TOTAL	5,370,000	3,592,000	1,778,000

Land Use and Planning Matters

Stormwater

With a riverine environment, the Town of Gawler has collaborated with Light Regional Council and The Barossa Council to develop the Gawler and Surrounds Stormwater Management Plan (SMP).⁸⁹ The SMP covers the areas of Town of Gawler, Gawler Belt, Gawler East, Kalbeeba, Evanston Park, Bibaringa and Sandy Creek, and includes the Concordia Growth Area and the Springwood development in Gawler East. It notes the health of the aquatic ecosystem within the receiving waters is generally poor, mainly due to human interference.⁹⁰ The priority strategies for stormwater management require approximately \$1.2 - \$1.6M per year for a 10-year capital works plan.⁹¹ The Town of Gawler will be responsible for implementation of most of the recommendations of the SMP.⁹²

Regardless of the outcome of the boundary review, all local government areas should adopt agreed assumptions and ensure the recommended changes to the Planning and Design Code of the Gawler and Surrounds SMP are implemented including the protection of ecosystems within rural tributaries.⁹³

Stormwater infrastructure includes the Gawler Southern Urban Growth Area proposed harvesting and reuse scheme.⁹⁴ Other potential priority stormwater management strategies include:

- Gawler Racecourse flood control basin and wetland
- Trinity Collage upgrades, Evanston Oval dual pipe and Evanston Park flood control basin
- Use of flood mapping data when assessing new development applications
- Undertake an SMP for Roseworthy and surrounds
- Corey Street flood control basin optimisation
- Raingardens and infiltration systems
- Public education to proactively manage potential flood impacts.⁹⁵

Environmental matters (biodiversity, floodplain)

A high-level assessment of terrestrial and aquatic habitats of the tributary watercourses of the North and South Para Rivers noted existing erosion, stock crossing points, areas of weeds (including species of national significance), and small areas of indigenous vegetation of ecological and conservation value to be protected.⁹⁶

Regional partnerships include the Gawler River Flood Plain Management Authority which coordinates flood mitigation infrastructure for the Gawler River.⁹⁷

The Town of Gawler has a Biodiversity Management Plan 2017-27 to manage 'high value' sites, revegetate and 'enhance'.⁹⁸

To assist the public with planning and development controls, the Town of Gawler website provides development, planning and building guidance for the public and land use professionals, including documents produced internally and links to legislation and other state government strategies. Recognising the dwelling and population growth surrounding (Roseworthy, Concordia), and within the Town of Gawler, the Council's 2023-24 Annual Business Plan includes developing a Growth Framework 2046 and an Integrated Transport Strategy. The plans will identify land use, transport and infrastructure requirements and location to support population growth.⁹⁹ The plans will identify all growth areas adjoining the current Town of Gawler boundary.¹⁰⁰

Representation Matters

In total, it is anticipated that the Town of Gawler would gain approximately 3,241 additional electors should the proposal proceed for all nine proposed areas (Table 1.54 Representation Impact, Town of Gawler below). The impact of the proposed boundary changes is estimated to result in a change of a ration of electors per councillor from 2,020 electors per councillor to 2,344 electors per councillor. A change of this magnitude, should it proceed, may warrant consultation with the Electoral Commission of South Australia.

Table 1.54 Representation Impact, Town of Gawler

	Current	Proposed Change			Total	Change
		Barossa	LRC	Playford		
Councillors (ex-mayor)	10				10	-
Residential Ratable Properties	45,634	146	1,239	28	47,047	1,413
Electors ¹	20,200	275	2,922	44	23,441	3,241
Electors per Ratable Property	0.44				0.50	0.06
Electors per Councillor	2,020				2,344	324

¹Electors as at 29 February 2024

The Town of Gawler does not have wards, so no analysis by ward area was required.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Council Employee Matters

Table 1.55 Town of Gawler Overall FTE Impacts

		Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Area 7	Area 8	Area 9	TOTAL
		Concordia	Hewett	Kalbeeba	Gawler Belt	Evanston Park	Reid	Hillier	Bibaringa	Uleybury	
No. FTE	Open Spaces	0.0	3.6	0.0	0.0	0.0	0.0	0.0	0.0	(0.0)	3.6
	Roads and Roadside	0.0	0.9	0.0	0.1	0.0	0.0	0.0	(0.0)	(0.0)	1.2
	Waste Collection	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Sub-total	0.0	4.5	0.1	0.2	0.0	0.0	0.0	(0.0)	(0.0)	4.8
	Planning	0.0	0.1	0.1	0.1	0.0	0.0	0.0	0.0	(0.0)	0.3
	Administration	0.0	0.9	0.1	0.3	0.0	0.0	0.0	(0.0)	(0.0)	1.4
	Sub-Total	0.1	1.0	0.2	0.4	0.0	0.0	0.0	(0.0)	(0.0)	1.7
	Total	0.1	5.5	0.3	0.6	0.1	0.0	0.0	(0.0)	(0.1)	6.5
	% Total Council FTE	0.1%	3.8%	0.2%	0.4%	0.1%	0.0%	0.0%	(0.0%)	(0.0%)	4.6%

The overall FTE impact on Gawler Council is not very significant and is mainly driven by the impact from Area 2 Hewett.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

2. Attachments

2.1. Key Data about Potentially Impacted Councils

Key Data about Potential Impacted Councils				
Item	Town of Gawler	City of Playford	The Barossa Council	The Light Regional Council
Area (ha)	4,113.80	34,520.40	89,354.10	127,684.50
Current Population (2023)	24,998	110,001	23,558	15,792
Forecast Population (2041) ¹⁰¹	36,201	166,334	36,259	23,348
Revenue (\$000s)	38,794	141,961	46,154	26,632
Operating ratio %	84.278	71.797	78.455	75.48
Net Financial Liabilities Ratio %	85.9	88.4	46.2	43.3
Infrastructure Asset value (\$000s)	451,509	1,866,599	474,818	241,608
Borrowings (\$000s)	922	130,995	40,605	10,430

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

2.2. Information Requested from Councils

Information Requested
1. Financial Information (areas of interest and for the whole council)
1.1. 2023-24 property rating data for rateable properties in each proposed boundary change area, including: 1.1.1. assessment number 1.1.2. postal address 1.1.3. capital value assessment 1.1.4. land use code 1.1.5. rates charged, including any: levies, waste charges, rebates or rate cap
1.2. Breakdown of actual operating/capital revenue (fees and charges) and costs for FY23 and detailed budget for FY24
1.3. Information on property-based services offered, e.g.: 1.3.1. waste and recycling (bin type data etc) 1.3.2. street cleaning 1.3.3. street lighting 1.3.4. community transport services 1.3.5. wastewater
1.4. Schedule of all current fees and charges
1.5. Council Asset Information for assets in each proposed boundary change area, including: 1.5.1. type of asset 1.5.2. asset valuation 1.5.3. asset conditions reports 1.5.4. planned upgrades 1.5.5. maintenance schedules 1.5.6. depreciation 1.5.7. any lease or management agreement with third parties
1.6. Council Grant revenue with financial and non-financial concerns for each proposed boundary change area, including: 1.6.1. General Purpose grants 1.6.2. Commonwealth, such as Road Funding 1.6.3. Other grants
1.7. Rating Policy and 2023-24 Rating Flyers provided to rate payers (flyer explaining the rates)
1.8. Breakdown of actual operating/capital revenue and costs for future financial periods (10 years)
1.9. Population estimates: Number of residents and profile (adult/child) for council overall and within each proposed boundary change area. <i>Note: also relevant to other streams</i>
1.10. Rebate policy
1.11. Information on separate services charges not included in rates, such as: 1.11.1. Waste management charge 1.11.2. Bill collection 1.11.3. Waste water management charge
1.12. Grant agreements or applications which impact any proposed boundary change area
1.13. Copies of all significant contracts held by the councils that may be impacted by the proposal (by proposed boundary change area)

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Information Requested
1.14. List of any current outstanding ratepayer debtors affected by each proposed boundary change area
1.15. Council Service levels
1.16. GIS Local Government Road lengths within each proposed boundary change area
2. Land Use and Planning Information
2.1 Council-specific planning processes and policies
2.2 Council-specific planning development controls
2.3 Council business plan
2.4 Infrastructure deeds or other agreements that may be affected by any of the proposed boundary changes
2.5 Any relevant reports or documents (planning, land use, environmental) not in the public domain
3. Council Employee Information
3.1 Enterprise Bargaining Agreements for all staff
3.2 Organisational charts, including staff numbers
3.3 List of internal representative committees, such as WH&S, staff representatives, consultation committees, including staff representatives
3.4 Industrial body key contacts (to inform about investigation and staff survey)
3.5 Documents outlining key activities by division, such as directorate/departmental/division business plans
3.6 Most recent reports relating to staff engagement, such as staff survey reports
3.7 Methods by which your council currently communicates with staff (for example toolbox sessions, town hall meetings, emails, etc)
4. Representation Information
4.1 Final report from most recent representation review
4.2 Any relevant reports or documents about representation that are not in the public domain

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Information Requested
5. Community and Services Information
5.1 Information on the following within each proposed boundary change area:
5.1.1 Parks, gardens and playgrounds
5.1.2 Libraries
5.1.3 Community centres
5.1.4 Walking and bike paths
5.1.5 Sporting and recreation facilities
5.1.6 Clubs
5.1.7 Known local businesses or business groups
5.1.8 Other facilities (for example historic sites)
5.2 Data on the use of community facilities and infrastructure, including footfall, postcode data, etc
5.3 Community hubs you are aware of, both physical and virtual
5.4 Council policies or programs relevant to local businesses
5.5 Known local community, sporting and business groups that may be impacted
5.6 How do you communicate with:
5.6.1 Resident communities
5.6.2 Community and sporting groups
5.6.3 Other groups, such as street traders, business groups, etc
5.7 Any information about 'communities of interest' relevant to the inquiry that your council has defined
5.8 Any relevant reports or documents about:
5.8.1 community and services, such as plans for community, walking and cycling, social infrastructure, sport and recreation and environment
5.8.2 previous engagement with residents or subgroups about the proposed boundary changes

2.3. Methodologies

2.3.1. Financial Methodology

Revenue Impacts

Rates and property-based charges/levies

- This includes General Rates (fixed and variable), Regional Landscape levies, Business Development levies and waste management levies
- Each Council provided the current 2023/24 rates data for each area, including:
 - Assessment number/VG number, ratepayer including address
 - VG - rateable value 2023/24
 - Information on non-rateable properties
 - Local Government land use code
 - Landscape Levy charge
 - Waste and Recycle Service and Bin charge
 - Total rates for each property and rating policy
- A recalculation of each property rates was undertaken according to the proposed new council for each area as per (LG Act S150 Basis of Rating General Principles)
 - Using the above rateable property data above
 - Each property's rates were recalculated using the proposed councils 2023/24 declaration of General rates according to land use
 - Applied applicable 2023/24 fixed charge (only applies to areas 8 and 9)
 - Applied the proposed Councils Waste Levied (only applies to areas 1 to 7) and Regional Landscape Levy rate
 - Calculated the Town of Gawler Business Development and Marketing levy or Commercial and Industrial Properties (based on Local Government land use code)
 - Applied existing rebate for 1 Church, all other existing rebates have been removed
- Other Assumptions
 - Applied Gawler's adopted minimum rates as per (Section 158 LG Act)
 - Business Development Levy assumed non-township rate only
 - Gawler Waste charges applied to sites which currently have waste/recycle collection
 - Additional bin charges not included.

Cat and Dog Registrations

- If a council has identified the revenue generated from the impacted properties, this has been used for the current revenue. In other cases, the current revenue has been estimated using an average revenue per residential property for the current council area
- Revenue impact in the proposed council area is aligned with the revenue impact in the current council.

Planning and Development

- If a council has identified the revenue generated from the impacted properties, this has been used for the current revenue. In other cases, current revenue has been estimated using an average revenue per property for the current council area
- Revenue impact in the proposed council area is aligned with the revenue impact in the current council.

Independent Inquiry into a Boundary Change Proposal from the Town of Gawler

Facilities Revenue

- Current revenue generated from facilities has been provided by the current council
- Revenue impact in the proposed council area is aligned with the revenue impact in the current council.

Grants

- Due to the complexity of the calculations, support was provided by the SA Local Government Grants Commission in relation to the assessment of the estimated impacts on general financial assistance grants (such as General Purpose Grants, Identified Local Roads Grants and Supplementary Local Roads Grants)
 - It should be highlighted that these grants are influenced by many variables and caps, including how a council ranks relative to other councils. The usual approach is for all councils across the State to be reassessed annually at the same time. As such, the estimated impacts are indicative based on the most recent calculation approach.
- We have not identified any other relevant grants directly impacted by the boundary change proposal.

Other Fees and Charges

- We obtained the schedules of fees and charges for each council and details of the annual revenue generated for each of the charges
- According to our analyses, no material impact on fees and charges is anticipated.

Cost Impacts**Maintenance of Open Spaces**

- This includes the cost of maintaining parks, reserves and other similar public spaces (mowing, weed control, irrigation)
- Councils were requested to provide the annual cost per square metre (total council) and the number of square metres of open spaces in the proposed realigned area. Due to the different associated cost and service levels, this data was split between irrigated and non-irrigated space
- The cost impact for each council is calculated by multiplying the number of square metres of open space in the relevant area by the cost per metre of the respective council.

Maintenance of Roads and Roadsides

- This includes costs associated with:
 - Road maintenance (re-surfacing, pothole repair, line marking etc.)
 - Roadside maintenance (weed spraying, mowing, slashing, tree maintenance etc.)
 - Street cleaning
 - Stormwater maintenance (clearing culverts etc)
- Councils were requested to provide the annual cost per metre of road (total council) and the number of road metres in the proposed realigned area. Due to the different associated cost and service levels, this data was split between urban, rural and unsealed roads
- The cost impact for each council is calculated by multiplying the number of road metres in the relevant area by the cost per metre of the respective council.

Street Lighting

- Existing councils have provided the annual cost of the street lighting and the cost impact in the proposed council area is aligned with the cost in the current council.

Waste Collection

- Current cost has been estimated using an average cost per property for the current council
- Cost impact in the proposed has been estimated using an average cost per property in the proposed council.

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Facility Operating Costs

- Current costs of operating facilities have been provided by the current council
- Cost impact in the proposed council area is aligned with the cost in the current council.

Planning and Development

- The cost impact of providing planning and development services to each area has been estimated using an average cost per property for each council (i.e. total council planning and development costs divided by the number of properties in the council area)
- It is assumed that 65% of the Planning and Development costs of each council are fixed and will not vary with changes in the number of properties in the council area. As such, the planning and development costs used in the above calculation are only 35% of the total costs.
- An exception to this was used in relation to Area 2: Hewett. In discussion with Light, it was determined that the revenues and costs using this methodology overstated the impacts in the context that Hewett is an area which is already largely developed. Actual planning revenue for the area was provided by Light and Light estimated that planning costs were typically 120% of the planning revenue. As such, the planning and development costs for Hewett were set at 120% of the revenue. The associated impact on Gawler was aligned with Light.

Administration (back-office)

- This includes functions such as: Customer Service, Finance, HR, IT, Rates Administration, Communications and Marketing, Corporate Governance, Economic Development etc
- The cost impact of providing such administrative services to each area has been estimated using an average cost per property for each council (i.e. total council administrative (back-office) costs divided by the number of properties in the council area)
- It is assumed that 65% of the Administrative (back-office) costs of each council are fixed and will not vary with changes in the number of properties in the council area. As such, Administration (back-office) costs used in the above calculation are only 35% of the total costs. The exception to this is in relation to Light Council, due its smaller size relative to other councils, in consultation with Light it was determined that the fixed cost component of 80% would be more appropriate.

Administration (other)

- This includes items such as transactional bank charges, property valuations expense, rate notice printing and postage, dog and cat management board etc
- The cost impact of providing such administrative services to each area has been estimated using an average cost per property for each council (i.e. total council administrative (other) costs divided by the number of properties in the council area).

Depreciation

- Asset schedules for each area provided by each council (incl. replacement cost, written down value and annual depreciation).

Forward Looking Estimates

- Once the annual impacts had been assessed using the methodology outlined above, the estimated impacts over the next 10 years were determined using indexation rates identified in the council's Long Term Financial Plans. The rates used were provided to councils for review
- It is assumed that depreciation charges will remain constant over the period. This is because the underlying assets are generally long-life assets (such as roads, pavements, bridges etc.) and the asset life will be prolonged by maintenance costs included in the assumed cost base.

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Service Levels

Councils were requested to provide service level information across the following areas:

Table 2.1 Service Levels

Service	Service Description	Information Required on Service Standard
Domestic waste collection	Domestic waste collection (incl. waste, recycling, green etc.)	Frequency of collection by bin type
Grass maintenance	Mowing of parks, roadsides, and nature strips	Standard of service (e.g. frequency of mowing (by season/area type))
Reserve Maintenance	Watering of reserves	Watering frequency by type of reserve/season
Trees	Investigate tree maintenance, issues, or concerns	Service Standard response time
Maintenance of Public Toilets	Cleaning, reprovioning and inspection	Cleaning, reprovioning and inspection frequency
Street cleaning	Regular cleaning of roads and pavements	Cleaning frequency

FTE Impacts

For each cost category, councils were requested to provide a % split of the costs between in-house staff, contractors and other costs. The % split for in-house staff was applied to the calculated cost impact to determine an in-house staff cost component.

The in-house staff cost component was converted to equivalent FTEs using average salaries (+ oncosts) as estimated by using council organisation charts and salary registers.

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2.3.2. Employee Matters Methodology

Table 2.2 Potentially Impacted Staff Resource below details the assumptions and formulae that have been applied to calculate the staff resources (FTE) required to service the Hewett and Gawler Belt Areas in relation to the following functions:

- Open Space, Roads and Roadside and Waste Management
- Planning and Development
- Administration (defined as Regulatory Services, Corporate Services, Administrative Services, Community Services including Community Development)

Table 2.2 Potentially Impacted Staff Resource Costs

		Area 2	Area 4	Area 6
	Name	Hewett	Gawler	Reid
	Current Council	Light	Light	Light
	Proposed Council	Gawler	Gawler	Gawler
Total Cost Impact (Current Council)	Open Spaces	(390,000)	(4,000)	(3,000)
	Roads and Roadside	(171,000)	(44,000)	(1,000)
	Waste Collection	(200,000)	(71,000)	0
	Planning	(18,000)	(22,000)	0
	Administration (back-office)	(113,000)	(40,000)	0
% Cost In-House Staff	Open Spaces	40%	40%	40%
	Roads and Roadside	55%	63%	50%
	Waste Collection	2%	5%	2%
	Planning	75%	75%	75%
	Administration	65%	65%	65%
Average Employment Cost (salary + oncosts)	Open Spaces	84,000		
	Roads and Roadside	84,000		
	Waste Collection	84,000		
	Planning	96,000		
	Administration	103,200		

Following the calculation of the quantum of potentially impacted FTE, a desktop analysis was conducted of organisation charts, enterprise agreements (AWU and Municipal Officers') and salary registers for both LRC and ToG.

Potentially affected LRC roles were identified through this analysis (see Table 2.4).

Enterprise Agreements provided information highlighting the difference in pay rates between LRC and ToG for potentially affected roles. (see Table 2.5).

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Table 2.3. Staff Resources--FTE Summary Impact

		Area 2 Hewett	Area 4: Gawler Belt	Area 6: Reid	TOTAL
No. FTE	Open Spaces	(1.9)	(0.0)	(0.0)	(1.9)
	Roads and Roadside	(1.1)	(0.3)	(0.0)	(1.5)
	Waste Collection	(0.0)	(0.0)	0.0	(0.1)
	Sub-total	(3.0)	(0.4)	(0.0)	(3.4)
	Planning	(0.1)	(0.2)	0.0	(0.3)
	Administration	(0.7)	(0.3)	0.0	(1.0)
	Sub-Total	(0.9)	(0.4)	0.0	(1.3)
	Total	(3.9)	(0.8)	(0.0)	(4.7)

Further enterprise agreement comparative analysis was conducted to ascertain differences in employment conditions from one council to the other. (see Table 2.7 and Table 2.8 below).

Employee Matters Detailed Information

Table 2.4 Light Regional Council Operations Staff Potentially Impacted by Hewett and Gawler Belt

Position	FTE	Level	Salary (full-time)
Construction Supervisor	1	6 (Municipal) #	\$97k-\$103k
Project Officer, Capital Projects	1	4 (Municipal)	\$82k-\$88k
TL, Roads and Construction	1	8 (AWU)	\$69k-\$71k
TM, Roads and Construction	3	6 (AWU)	\$66k-\$68k
Coordinator, Civil Construction	1	6 (Municipal)	\$97k-\$103k
TL, Civil Construction	1	8 (AWU)	\$69k-\$71k
TM, Civil Construction	2	6 (AWU)	\$66k-\$68k
TM, Grading Mtce	2	7 (AWU)	\$68k-\$69k
Coordinator, Mtce, Civil and Hort	1	6 (Municipal)	\$96k-\$103k
TL, Civil Mtce	1	5 (AWU)	\$64k-\$66k
TM, Civil Mtce	2	5 (AWU)	\$64k-\$66k
TL, Hort/Trees	1	7 (AWU)	\$68k-\$69k
TM, Hort/Trees	3	6 (AWU)	\$66k-\$68k
TL, Hort (weeds)	1	7 (AWU)	\$68k-\$69k
TM, Hort (weeds)	1	5 (AWU)	\$64k-\$66k
TL, Hort	1	7 (AWU)	\$68k-\$69k
TM, Hort	3	6 (AWU)	\$66k-\$68k
Admin Officers (I&E)	2	2 (Municipal)	\$66k-\$72k

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Table 2.5 Light Regional Council Planning & Development Staff Potentially Impacted by Hewett and Gawler Belt

Position	FTE	Level	Salary (full-time)
Planning Coordinator	1	S02	\$113,127
Coordinator, Building Surveyor	1	6-7	\$113,127
Senior Development Planner	2	6	\$103,330
Development Planner	1	5	\$93,530
Compliance Officer	1	4	\$87,650
Admin Officers	3	3	\$79,787
Development Officer (Building)	1	3	\$79,787
Building Admin Officer	1	3	\$79,787
Senior Development Engineer	0.94	7	\$113,127
Graduate Development Engineer	1	3-5	\$93,530

Table 2.6 Light Regional Council Administration Staff Potentially Impacted by Hewett and Gawler Belt

Position	FTE	Level (Municipal)	Salary (full-time)
Compliance Coordinator	0.84	6	\$96k-\$103k
Environmental Health Officer	1	5	\$90k-\$93k
Admin Officer	3	3	\$74k-\$80k
Community Inspector	1	3	\$74k-\$80k
Community Development Officer	1	5	\$89k-\$93k
Community Development Support Officer	1	3	\$74k-\$80k
Customer Service Officers	2.54	2	\$66k-\$72k
Economic Development Project Manager	1	8	\$117k-\$125k
Economic Dev Officer	1	3	\$74k-\$80k
WHS Coordinator	1	6	\$96k-\$103k
Payroll and Risk Coordinator	1	5	\$90k-\$93k
Business Support Officer - WHS	0.63	3	\$74k-\$80k
HR & Payroll Officer	0.63	4	\$82k-\$87k
Records Management Coordinator	0.42	4	\$82k-\$87k
Info Mgt Analyst	1	3-5	\$74k-\$93k
Info Mgt Officer	0.63	2	\$66k-\$72k
Info Support Services Officer	2	2	\$66k-\$72k
IT Officer	1	3	\$74k-\$80k

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Position	FTE	Level (Municipal)	Salary (full-time)
Financial Controller	1	6	\$96k-\$103k
Financial Analyst	1	5	\$90k-\$93k
Accountant	1	4	\$82k-\$87k
Senior Rates Officer	1	5	\$90k-\$93k
Finance Officer	1	3	\$74k-\$80k
Finance Support Officer	0.72	3	\$74k-\$80k

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Table 2.7 Light Regional Council & Town of Gawler Enterprise Agreement Review (AWU - Outside Staff)

Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
Salary Level 5; 3 rd year as at 1/7/23	\$76,332	\$66,118	6	Var \$10k pa per employee
Salary Level 6; 3 rd year as at 1/7/23	\$77,716	\$67,741	11	“ “ “ “
Salary Level 7; 3 rd year as at 1/7/23	\$79,099	\$69,388	4	“ “ “ “
Salary Level 8; 3 rd year as at 1/7/23	\$80,363	\$70,923	3	“ “ “ “
Salary Increases - Year 1/Year2/Year3	Clause 12 - 2% + 4.75% (CPI) + 7.9% (CPI)	Clause 39 - 2% + 2% + 2% (+\$300)		The CPI increases for ToG in years 2 and 3 contributed significantly to the difference in current pay rates.
Ordinary Hours / fortnight	Clause 19 - 76 hours over 9 days; 6 am to 7pm with 30 min unpaid lunch break.	Clause 11 - Up to max of 100 hours/fortnight.		
Clean up time	Clause 19.2 - Employees to not return to Depot more than 15 minutes before scheduled knock-off time.	Clause 10.7 - aim to leave Depot within 15 minutes of nominated start time and return no sooner than 15 minutes from nominated finish time.		No difference in intent.
RDO's	Clause 19.4 and 19.5 - Mon or Fri; 48 hours' notice given to change; limit of 5 days accrued	Clause 10.4 - Schedule approved by 31 May.		

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Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
Inclement Weather	Clause 19.6 - TOIL to be accrued to max of 17 hours in the first 20 weeks of fin year; Time lost - 50% funded by employee time, 50% Council	Clause 10.6 - 10 hours credited per employee at start of fin year.		ToG policy is more generous.
Flexible hours	Clause 19 - Normal hours - 6am to 7pm (Mon-Fri) and not exceed 10 hours/day and 100 hours over 2 weeks. Overtime for hours outside of Ordinary Hours.	Clause 11 - Normal hours - 7am to 4pm for Nov-Feb. 7.30 am 4.30 pm for all other months. Clause 10.3 - Minimum payment period for overtime of 3 hours		
Standby and Callouts	-	Clause 10.2 - payments for being on the roster for weekends and public holidays		Not mentioned in ToG EA.
TOIL	Clause 19.10 - Min 17 hours and max of 38 hours	Clause 11 - Max 114 hours. 30 hours can be carried forward to new fin yr.		
Lunch and Tea Breaks	Clause 19.9 - not to return to the Depot.	Same implied by Clause 10.7		
Annual Leave loading	Clause 20.2 - Accruals paid in first pay period in December	-		Not mentioned in LRC EA.
Sick Leave	Clause 20.3 - absence of 2 or more working days may require a medical certificate.	Clause 18 - medical certificate maybe required.		ToG has a slightly more detailed Sick Leave clause.
Compassionate/Bereavement Leave	Clause 20.4 - 2 days max	Clause 22 - 2 days max		
Employer Funded Parental Leave	Clause 20.4 - 6 weeks paid leave; 24 months to qualify	Clause 20 - Tiered based on years of continuous service.		LRC more generous provision.

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Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
Paid Partner Leave	Clause 20.4 - 2 weeks	Clause 21 - 2 weeks		
Super contributions	Clause 20.4 - Council will pay whilst on Fed Gov Paid Parental Leave Scheme. Salary Sacrifice available on super contributions.	Clause 29 - Salary sacrifice available on super contributions.		
Family and Domestic Violence Leave	Clause 20.5 - 2 days paid + 3 days unpaid in 12-month period.			Not mentioned in LRC EA.
Long Service Leave	Clause 20.5 - LSL accrued in first 10 years must be taken by completion of 13 years' service. Minimum 1 week in a continuous period.	-		Not mentioned in LRC EA.
Christmas/New Year Period	Clause 20.6 - Rosters communicated no later than 30 November. Can access any accrued time if required to take leave.	- Clause 10.2 - if On Standby or Call-Out during this period additional payments will apply.		LRC more generous if you work in this period.
Special Leave Without Pay	Clause 20.7 - 3 months' notice required.	Clause 19 - 3 years continuous service required. Min 3 months and max 12 months.		LRC Clause is more definitive.
Defence Force Reservist Leave	-	Clause 23 - 2 weeks if Council chooses to pay.		Not mentioned in ToG EA.
Blood Donor Leave	-	Clause 14 - 1 hour paid time off up to 5 times a year		Not mentioned in ToG EA.
Jury Service	Clause 20.9	-		Not mentioned in LRC EA.

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Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
Volunteer Leave	-	Clause 24 - 1 day paid		Not mentioned in ToG EA.
Study Assistance	Clause 21.2 - 4 hours paid per fortnight			Not mentioned in LRC EA.
Travel Time to Conferences/Training	Clause 21.5 - Paid	-		Not mentioned in LRC EA.
Approved Training Courses	Clause 21.6 - Max 7.6 hours per day paid	-		Not mentioned in LRC EA.
Special Allowances	Clause 13.2 - First Aid Attendant Removal of Dead Animals Toxic Substances Tool Allowance Motor Vehicle Allowance Meal Allowance (will not apply to overtime planned with at least 24 hours' notice)	Clause 31 - First Aid Motor Vehicles - Meal Allowance		ToG more generous provision.
Introduction of Change	Clause 9 - Consultation required. No forced redundancies. VSP may be negotiated. Clause 10.6 'Resource Sharing' - working for other LG bodies.	Clause 15 - Consultation required (includes 'boundary reform') No forced redundancies. May seek VSP Clause 37 - Resource Sharing		

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Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
Annual Leave Cash Out	-	Clause 17 - Available if a balance of 4 weeks is maintained		Not mentioned in ToG EA.
Planned Retirement Contracts	Clause 10.9			Opportunity to reduce ToG numbers through attrition.
Municipal Employee Grade 9	Clause 11 - Site Supervisor qualifications and competencies stated	- -		Opportunity for redeployed LRC employees.
Income Protection	Clause 15 - Whilst on Income Protection LSL accrues but not AL or PSL.	Clause 38 - No leave entitlements will accrue whilst on Income Protection.		ToG provision more favourable.
Journey Accident Insurance	Clause 16 - 24 hours journey accident insurance.	-		Not mentioned in LRC EA.
Driver's Licence	Clause 17 - Required. Loss of licence may result in termination. Special licence (over and above standard) will be reimbursed.	-		Not mentioned in LRC EA.
EAP	Clause 18 - 3 visits in one calendar year	-		Not mentioned in LRC EA.
Secondment	Clause 21.3 - By agreement.			Not mentioned in LRC EA.
Reclassification	Clause 21.7 - detailed process.	- -		Not mentioned in LRC EA.
Level Increase	-	Clause 34 - 12 months at Level 4 will progress to Level 5.		Not mentioned in ToG EA.
Fixed Term Contracts	-	Clause 16 - allowed by mutual agreement but not for permanent employees.		Not mentioned in ToG EA.

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Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
Multi Skilling and Higher Duties	Clause 21.8			Not mentioned in LRC EA.
Surveillance and GPS	Clause 22	- -		Not mentioned in LRC EA.
Grievance/Dispute Resolution	Clause 24	Clause 30		Similar detailed procedures outlined.

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Table 2.8 Light Regional Council & Town of Gawler Enterprise Agreement Review (Inside Staff)

Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
Salary Grade 3; Step 4 as at 1/7/23	\$84,572	\$79,787		Var approx. \$5k per employee
Salary Grade 4; Step 4 as at 1/7/23	\$92,279	\$87,650		" " " "
Salary Grade 5; Step 3 as at 1/7/23	\$98,049	\$93,530		" " " "
Salary Grade 6; Step 3 as at 1/7/23	\$107,672	\$103,329		Var approx. \$4k per employee
Salary Grade 7; Step 3 as at 1/7/23	\$117,038	\$113,127		" " " "
Salary Grade 8; Step 3 as at 1/7/23	\$128,795	\$124,889		" " " "
Salary Increases - Year 1/Year2/Year3	Clause - 2% + 4.7% (CPI) + 7.9% (CPI)	Clause - +\$300 + 2% + 2% + 2%		The CPI increases for ToG in years 2 and 3 contributed significantly to the difference in current pay rates.
Ordinary Hours / fortnight	Clause 21 - 76 hours per fortnight. 7am to 8 pm Mon-Fri. Clause 21.4 Casual employee up to 1300 hours pa	Clause 11 - 152 hours worked over 19 days of a four-week period between 7.30 am and 7.30pm Mon-Fri.		
RDO's Ordinary Hours / fortnight	Clause 21 - 76 hours per fortnight. 7am to 8 pm Mon-Fri.	Clause 11.5 - Deferred days must be taken by 30 June each year.		

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Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
	- Clause 21.4 Casual employee up to 1300 hours pa	Clause 11 - 152 hours worked over 19 days of a four-week period between 7.30 am and 7.30pm Mon-Fri.		
Flexible hours RDO's	Clause 22 - Flexitime allowed (can vary start times by negotiation) Can work up to 10 hours per day before penalty rates. -	Clause 11.6 - can work up to 10 hours between 7.30am and 7.30pm without attracting penalty rates. Clause 11.5 - Deferred days must be taken by 30 June each year.		
TOIL/Overtime Flexible hours	Clause 22 - Flexitime allowed (can vary start times by negotiation) Can work up to 10 hours per day before penalty rates. Clause 23 - overtime penalty rates will only apply under certain conditions (see Clause 23.2)	Clause 11.7 - Time beyond 76 hours in a fortnight accrued as TOIL and taken at mutually agreed time. Clause 11.6 - can work up to 10 hours between 7.30am and 7.30pm without attracting penalty rates.		
Lunch and Tea Breaks TOIL/Overtime	Clause 21.1 - minimum 30 mins away from the workstation after 6 hours continuous work. Clause 23 - overtime penalty rates will only apply under certain conditions (see Clause 23.2)	Clause 11.3 Minimum 30 mins taken between 12 and 2pm. Clause 11.7 - Time beyond 76 hours in a fortnight accrued as TOIL and taken at mutually agreed time.		
Annual Leave Lunch and Tea Breaks	Clause 25.2 - through mutual agreement may carry forward 2 weeks. May take single day AL.	- Clause 11.3 Minimum 30 mins taken between 12 and 2pm.		LRC silent

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Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
	Clause 21.1 - minimum 30 mins away from the workstation after 6 hours continuous work.			
Annual Leave loading	Clause 25.2.1 - paid as per the Award. Indicative annual leave request form required. Clause 25.2 - through mutual agreement may carry forward 2 weeks. May take single day AL.	Clause 16 - paid as per the Award. Paid as it is taken. -		LRC silent
Sick Leave Annual Leave loading	Clause 25.3 - medical certificate may be required. Indicative annual leave request form required. Very detailed clause.	Clause 18 - medical certificate maybe required. Clause 16 - paid as per the Award. Paid as it is taken.		
Compassionate/Bereavement Leave Sick Leave	Clause 25.3 - medical certificate may be required. Clause 25.6 - 2 days and can be supplemented by PSL or AL up to 5 days. Very detailed clause.	- Clause 18 - medical certificate maybe required.		Not mentioned in LRC EA.
Employer Funded Parental Leave Compassionate/Bereavement Leave	Clause 25.4.1 - 6 weeks paid Clause 25.6 - 2 days and can be supplemented by PSL or AL up to 5 days.	Clause 20 - Tiered based on years of continuous service. -		LRC more generous provision. Not mentioned in LRC EA.

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Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
Paid Partner Leave Employer Funded Parental Leave	Clause 25.4.2 - 21 - 6 weeks paid	Clause 21 - 2 weeks Clause 20 - Tiered based on years of continuous service.		LRC more generous provision.
Super contributions Paid Partner Leave	Clause 13.2 - Salary sacrifice available on super contributions. Clause 25.4.2 - 2 weeks	Clause 29 - Salary sacrifice available on super contributions. Clause 21 - 2 weeks		
Family and Domestic Violence Leave Super contributions	Clause 13.2 - Salary sacrifice available on super contributions. Clause 25.5 - 2 days paid + 3 days unpaid in 12-month period.	- Clause 29 - Salary sacrifice available on super contributions.		Not mentioned in LRC EA.
Long Service Leave Family and Domestic Violence Leave	Clause 25.7 - LSL accrued in first 10 years must be taken by completion of 13 years' service. Minimum 1 week in a continuous period. Clause 25.5 - 2 days paid + 3 days unpaid in 12-month period.	-		Not mentioned in LRC EA.
Christmas/New Year Period Long Service Leave	Clause 25.8 - Rosters communicated no later than 30 November. Can access any accrued time if required to take leave.	- Clause 11.5 - 3 x RDOs may be taken during a Christmas period closure.		Not mentioned in LRC EA.

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Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
	Clause 25.7 - LSL accrued in first 10 years must be taken by completion of 13 years' service. Minimum 1 week in a continuous period.			
Special Leave Without Pay Christmas/New Year Period	Clause 25.8 - Rosters communicated no later than 30 November. Clause 20.7 - 3 months' notice where possible. Can access any accrued time if required to take leave.	Clause 19 - 3 years continuous service required. Min 3 months and max 12 months. Clause 11.5 - 3 x RDOs may be taken during a Christmas period closure.		LRC Clause is more definitive.
Defence Force Reservist Leave Special Leave Without Pay	- Clause 20.7 - 3 months' notice where possible.	Clause 23 - 2 weeks if Council chooses to pay. Clause 19 - 3 years continuous service required. Min 3 months and max 12 months.		Not mentioned in ToG EA. LRC Clause is more definitive.
Blood Donor Leave Defence Force Reservist Leave	Clause 25.10 - 2 hours paid leave up to twice a year. -	Clause 13 - 1 hour paid time off up to 5 times a year Clause 23 - 2 weeks if Council chooses to pay.		Not mentioned in ToG EA.
Jury Service Blood Donor Leave	Clause 25.11	-		Not mentioned in LRC EA.

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Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
	Clause 25.10 - 2 hours paid leave up to twice a year.	Clause 13 - 1 hour paid time off up to 5 times a year		
Volunteer Leave	-	Clause 24 - 1 day paid		Not mentioned in ToG EA.
Jury Service	Clause 25.11	-		Not mentioned in LRC EA
Study Assistance	Clause 26.5 - 4 hours paid per week to attend lectures (including travel time). 4 hours' time of paid per fortnight for completing assignments	Clause 22 - up to 5 hours paid per week (equal course time required)		ToG more generous.
Volunteer Leave	-	Clause 24 - 1 day paid		Not mentioned in ToG EA.
Travel Time to Conferences/Training	Clause 26.6 - Paid	Clause 22 - up to 5 hours paid per week (equal course time required)		Not mentioned in LRC EA.
Study Assistance	Clause 26.5 - 4 hours paid per week to attend lectures (including travel time). 4 hours' time of paid per fortnight for completing assignments			ToG more generous.
Approved Training Courses	Clause 26.7 - Max 7.6 hours per day paid	-		Not mentioned in LRC EA.
Travel Time to Conferences/Training	Clause 26.6 - Paid			
Introduction of Change	Clauses 9 and 10 - Consultation required.	Clause 14 - Consultation required (includes 'boundary reform')		Not mentioned in LRC EA.
Approved Training Courses	No forced redundancies. VSP may be negotiated.	No forced redundancies. May seek VSP.		

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Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
	Clause 10.3 'Resource Sharing' - working for other LG bodies. Assigned to lower classification with salary frozen for 2 years. Clause 26.7 - Max 7.6 hours per day paid	Assigned to lower classification until salary catches up. -		
Voluntary Separation Package	Clauses 9 and 10 - Consultation required. No forced redundancies. VSP may be negotiated. Clause 10.3 'Resource Sharing' - working for other LG bodies. 10 weeks plus 3 weeks for each year of service plus \$3,000 Assigned to lower classification with salary frozen for 2 years.	Clause 14 - Consultation required (includes 'boundary reform') No forced redundancies. May seek VSP. Assigned to lower classification until salary catches up. 12 weeks plus 4 weeks for each year of service (up to 52 weeks) plus \$3,000.		LRC more generous
Annual Leave Cash Out	Clause 25.2.4 - available if a balance of 8 weeks is maintained. 10 weeks plus 3 weeks for each year of service plus \$3,000	Clause 17 - Available if a balance of 4 weeks is maintained 12 weeks plus 4 weeks for each year of service (up to 52 weeks) plus \$3,000.		LRC is more generous
Voluntary Separation Package				
Higher Duties	Clause 26.2 - 5 days or more; paid at higher level	-		Not mentioned in LRC EA.

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Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
Annual Leave Cash Out	Clause 25.2.4 - available if a balance of 8 weeks is maintained.	Clause 17 - Available if a balance of 4 weeks is maintained		LRC is more favourable.
Secondment Higher Duties	Clause 26.3 - By agreement. Clause 26.2 - 5 days or more; paid at higher level	-		Not mentioned in LRC EA.
Reclassification Secondment	Clause 14 - requests for reclass to be determined within 3 months Clause 26.3 - By agreement.	-		Not mentioned in LRC EA.
Fixed Term Contracts Reclassification	- Clause 14 - requests for reclass to be determined within 3 months	Clause 15 - allowed but silent on permanent employees' right to return. -		Not mentioned in ToG EA.
Driver's Licence Fixed Term Contracts	Clause 18 - depending on position requirements. If required loss of licence may result in termination. Special licence required over standard will be reimbursed. -	- Clause 15 - allowed but silent on permanent employees' right to return.		Not mentioned in LRC EA.
Grievance/Dispute Resolution Driver's Licence	Clause 28 Clause 18 - depending on position requirements. If required loss of licence may result in termination.	Clause 30 -		Similar detailed procedures outlined. Not mentioned in LRC EA.

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Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
	Special licence required over standard will be reimbursed.			
Special Arrangements - Recreation and Community Services (includes Aquatic Centre) Grievance/Dispute Resolution	Appendix 1 Clause 2 Span of hours extended. Loading for public holidays. Overtime Clause 5 weeks AL and 20% leave loading. Clause 28	Clause 30		ToG 'special arrangements' will likely to be perceived positively by applicable staff transferring to ToG. Similar detailed procedures outlined.
Special Arrangements - Community Safety (Regulatory) Recreation and Community Services (includes Aquatic Centre)	Appendix Clause 3 Weekend work. Callouts Appendix 1 Clause 2 Span of hours extended. Loading for public holidays. Overtime Clause 5 weeks AL and 20% leave loading.			ToG 'special arrangements' will likely to be perceived positively by applicable staff transferring to ToG.
Special Arrangements - Civic Centre Operations Community Safety (Regulatory)	Span of hours extended. Overtime and Flexi-time clauses. 5 weeks AL. Appendix Clause 3 Weekend work.			

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Employment Condition/Benefit	Town of Gawler	Light Regional Council	No. of employees in LRC potentially impacted	Comment on Differences
	Callouts Overtime Clause			
Special Arrangements - Civic Centre Operations	Span of hours extended. Overtime and Flexi-time clauses. 5 weeks AL.			

For comparison, we note that remuneration rates can vary by council by level. See below.

Table 2.9. Comparison of a Sample of Remuneration Rates by Council, Select Levels

	MO/ASU Level 5	MO/ASU Level 6	AWU Level 5	AWU Level 6
Mt Barker	\$99k-\$104k	\$107k-\$113k	-	\$79k
Prospect	\$90k-\$94k	\$97k-\$104k	-	-
Murray Bridge	\$93k-\$98k	\$101k-\$108k	\$77k-\$79k	\$79k-\$81k
Mid Murray	N/A	N/A	\$67k-\$69k	\$69k-\$71k
Southern Mallee	N/A	N/A	\$69k-\$71k	\$71k-\$73k
Gawler	\$98k	\$108k	\$76k	\$78k
Light	\$94k	\$103k	\$66k	\$68k

2.3.3. Representation Matters Methodology

BDO used two principal sources for its review of the potential impacts of the proposal on representation matters:

- Numbers of councillors and number of electors by council from Electoral Commission of South Australia council enrolment data¹⁰² dated 29 February 2024
- Numbers of ratable properties for each council and by affected area from financial data provided by councils.

From this data, BDO calculated for each council:

- The current elector to councillor ratio for the council (current electors / current councillors)
- An estimated number of electors per ratable property in that council area (current electors / current residential ratable properties)
- The change in residential ratable properties in the council should the proposal proceed for all areas in that council (current residential ratable properties - ratable properties in the affected areas in that council) and subsequently the total number of residential ratable properties in that council should the proposal proceed
- The change in estimated electors in the council should the proposal proceed (current estimated electors - estimated electors in the affected areas in that council) and subsequently the estimated number of electors in that council should the proposal proceed
- The estimated elector to councillor ratio for the council (estimated electors should the proposal proceed / current councillors).

Light Regional Council has a ward structure, with all potentially affected properties located within one ward (Mudla Wirra). BDO sought and received from Light Regional Council data on the number of electors per ward; this data was dated June 2024. From this data, the following was calculated:

- The current elector to councillor ratio for each ward (current electors per ward / current councillors for that ward)
- The change in estimated electors in each ward should the proposal proceed for all areas in LRC (current estimated electors per ward - estimated electors in the affected areas in that ward) and subsequently the estimated number of electors per ward should the proposal proceed
- The estimated elector to councillor ratio for each ward (estimated electors per ward should the proposal proceed / current councillors for that ward).

This methodology was presented during an interview to representatives of the Electoral Commission of South Australia; there were no proposed changes to the methodology.

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2.4. Indicative Financial Impact Assessment by Council and Area Over the Next 10 Years

Table 2.10 Financial Impact Forecast Assumptions

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Gawler									
General Rates	5.00%	6.00%	5.70%	5.70%	5.70%	2.90%	2.90%	2.90%	2.50%
Other revenue	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Employee Costs	3.00%	3.30%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%
Contracts and Materials (Waste)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Contracts and Materials (Other)	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Source: LTFP assumptions advised by Executive Manager - Finance & Corporate Governance (email 10/07/2024 and 23/07/24)									
Average indexation applied to all costs	3.00%	2.93%	2.83%	2.83%	2.83%	2.67%	2.67%	2.67%	2.67%
Barossa									
General Rates (excl. growth)	4.00%	4.00%	3.50%	2.50%	2.50%	2.50%	2.00%	2.00%	2.00%
Waste Management (revenue)	3.75%	3.75%	3.75%	3.75%	2.75%	2.50%	2.50%	2.50%	2.50%
Other Revenue	3.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Employee Costs	3.40%	3.10%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contracts, Material & Other Costs	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Source: LTFP Q2 2023-24 Revision									
Average indexation applied to Other Revenue	3.15%	3.15%	3.15%	3.15%	2.15%	2.10%	2.10%	2.10%	2.10%
Average indexation applied to all costs	3.45%	3.30%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

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	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Light									
General Rates	4.30%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Refuse Collection (revenue)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other revenues	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Employee Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Materials, Contracts & Other Costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Source: LTFP in the 2023-24 Annual Business Plan									
Average indexation applied to all costs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Playford									
General Rates	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%
Employee Costs (1)	5.00%	3.58%	2.98%	3.02%	3.11%	3.14%	3.15%	3.13%	3.15%
Other Costs (2)	2.58%	2.50%	2.50%	2.41%	2.27%	2.27%	2.39%	2.48%	2.48%
Source: LTFP 2024-25									
(1) Years 2-10 are based on the WPI from the Deloitte Forecast Economics December 2023 Release of between 3.0% and 3.2% per annum.									
(2) "Years 2-10 are based on the Deloitte Forecast Economics December 2023 Release with CPI reverting to more historic values of between 2.3% and 2.6% for the remainder of the plan									
Average indexation applied to all costs	3.79%	3.04%	2.74%	2.72%	2.69%	2.71%	2.77%	2.81%	2.82%

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Table 2.11 Financial Impact Forecast Assumptions –Town of Gawler

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Area 1 - Concordia										
Rates Revenue	144,000	151,200	160,272	169,408	179,064	189,270	194,759	200,407	206,219	211,375
Other Revenue	25,000	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	32,619
Total Revenue	169,000	176,950	186,795	196,726	207,201	218,252	224,611	231,154	237,888	243,994
Open spaces	0	0	0	0	0	0	0	0	0	0
Roads and roadside	10,000	10,300	10,602	10,903	11,211	11,529	11,837	12,152	12,476	12,809
Waste Collection	11,000	11,330	11,662	11,993	12,333	12,682	13,020	13,367	13,724	14,090
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	12,000	12,360	12,723	13,083	13,454	13,835	14,204	14,583	14,971	15,371
Depreciation	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000
Total Costs	82,000	82,990	83,987	84,978	85,998	87,046	88,061	89,102	90,172	91,269
Net Impact	87,000	93,960	102,807	111,747	121,204	131,206	136,550	142,052	147,717	152,724
Area 2 - Hewett										
Rates Revenue	2,614,000	2,744,700	2,909,382	3,075,217	3,250,504	3,435,783	3,535,421	3,637,948	3,743,448	3,837,034
Other Revenue	300,000	309,000	318,270	327,818	337,653	347,782	358,216	368,962	380,031	391,432
Total Revenue	2,914,000	3,053,700	3,227,652	3,403,035	3,588,157	3,783,565	3,893,636	4,006,910	4,123,479	4,228,466
Open spaces	663,000	682,890	702,921	722,838	743,318	764,379	784,762	805,689	827,174	849,232
Roads and roadside	648,000	667,440	687,018	706,484	726,501	747,085	767,007	787,461	808,460	830,019
Waste Collection	243,000	250,290	257,632	264,931	272,438	280,157	287,628	295,298	303,172	311,257
Facility Operating Costs	315,000	324,450	333,967	343,430	353,160	363,166	372,851	382,793	393,001	403,481
Planning & Admin	229,000	235,870	242,789	249,668	256,742	264,016	271,057	278,285	285,706	293,324
Depreciation	669,000	669,000	669,000	669,000	669,000	669,000	669,000	669,000	669,000	669,000
Total Costs	2,767,000	2,829,940	2,893,328	2,956,350	3,021,158	3,087,803	3,152,304	3,218,526	3,286,513	3,356,313
Net Impact	147,000	223,760	334,324	446,685	566,998	695,762	741,332	788,384	836,966	872,153

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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Area 3 - Kalbeeba										
Rates Revenue	457,000	479,850	508,641	537,634	568,279	600,671	618,090	636,015	654,459	670,820
Other Revenue	11,000	11,330	11,670	12,020	12,381	12,752	13,135	13,529	13,934	14,353
Total Revenue	468,000	491,180	520,311	549,654	580,659	613,423	631,225	649,543	668,393	685,173
Open spaces	9,000	9,270	9,542	9,812	10,090	10,376	10,653	10,937	11,229	11,528
Roads and roadside	8,000	8,240	8,482	8,722	8,969	9,223	9,469	9,722	9,981	10,247
Waste Collection	36,000	37,080	38,168	39,249	40,361	41,505	42,612	43,748	44,914	46,112
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	38,000	39,140	40,288	41,430	42,603	43,811	44,979	46,178	47,410	48,674
Depreciation	57,000	57,000	57,000	57,000	57,000	57,000	57,000	57,000	57,000	57,000
Total Costs	148,000	150,730	153,479	156,213	159,024	161,915	164,712	167,585	170,534	173,561
Net Impact	320,000	340,450	366,831	393,441	421,635	451,508	466,512	481,958	497,860	511,612
Area 4 - Gawler Belt										
Rates Revenue	1,222,000	1,283,100	1,360,086	1,437,611	1,519,555	1,606,169	1,652,748	1,700,678	1,749,998	1,793,748
Other Revenue	486,000	500,580	515,597	531,065	546,997	563,407	580,309	597,719	615,650	634,120
Total Revenue	1,708,000	1,783,680	1,875,683	1,968,676	2,066,552	2,169,577	2,233,058	2,298,397	2,365,648	2,427,867
Open spaces	4,000	4,120	4,241	4,361	4,485	4,612	4,735	4,861	4,990	5,124
Roads and roadside	32,000	32,960	33,927	34,888	35,877	36,893	37,877	38,887	39,924	40,989
Waste Collection	86,000	88,580	91,178	93,762	96,418	99,150	101,794	104,509	107,296	110,157
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	92,000	94,760	97,540	100,303	103,145	106,068	108,896	111,800	114,781	117,842
Depreciation	203,000	203,000	203,000	203,000	203,000	203,000	203,000	203,000	203,000	203,000
Total Costs	417,000	423,420	429,886	436,314	442,925	449,723	456,302	463,056	469,991	477,111
Net Impact	1,291,000	1,360,260	1,445,798	1,532,362	1,623,627	1,719,854	1,776,756	1,835,340	1,895,657	1,950,756

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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Area 5 - Evanston Park										
Rates Revenue	106,000	111,300	117,978	124,703	131,811	139,324	143,364	147,522	151,800	155,595
Other Revenue	11,000	11,330	11,670	12,020	12,381	12,752	13,135	13,529	13,934	14,353
Total Revenue	117,000	122,630	129,648	136,723	144,191	152,076	156,499	161,051	165,735	169,948
Open spaces	0	0	0	0	0	0	0	0	0	0
Roads and roadside	10,000	10,300	10,602	10,903	11,211	11,529	11,837	12,152	12,476	12,809
Waste Collection	8,000	8,240	8,482	8,722	8,969	9,223	9,469	9,722	9,981	10,247
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	8,000	8,240	8,482	8,722	8,969	9,223	9,469	9,722	9,981	10,247
Depreciation	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Total Costs	86,000	86,780	87,566	88,347	89,150	89,976	90,775	91,596	92,438	93,303
Net Impact	31,000	35,850	42,082	48,376	55,042	62,100	65,724	69,455	73,296	76,644
Area 6 - Reid										
Rates Revenue	4,000	4,200	4,452	4,706	4,974	5,258	5,410	5,567	5,728	5,872
Other Revenue	0	0	0	0	0	0	0	0	0	0
Total Revenue	4,000	4,200	4,452	4,706	4,974	5,258	5,410	5,567	5,728	5,872
Open spaces	3,000	3,090	3,181	3,271	3,363	3,459	3,551	3,646	3,743	3,843
Roads and roadside	0	0	0	0	0	0	0	0	0	0
Waste Collection	0	0	0	0	0	0	0	0	0	0
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	0	0	0	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0	0	0	0
Total Costs	3,000	3,090	3,181	3,271	3,363	3,459	3,551	3,646	3,743	3,843
Net Impact	1,000	1,110	1,271	1,435	1,611	1,799	1,859	1,921	1,985	2,029

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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Area 7 - Hillier										
Rates Revenue	97,000	101,850	107,961	114,115	120,619	127,495	131,192	134,997	138,911	142,384
Other Revenue	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610
Total Revenue	99,000	103,910	110,083	116,300	122,870	129,813	133,580	137,456	141,445	144,994
Open spaces	0	0	0	0	0	0	0	0	0	0
Roads and roadside	2,000	2,060	2,120	2,181	2,242	2,306	2,367	2,430	2,495	2,562
Waste Collection	6,000	6,180	6,361	6,542	6,727	6,917	7,102	7,291	7,486	7,685
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	7,000	7,210	7,421	7,632	7,848	8,070	8,286	8,507	8,733	8,966
Depreciation	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Total Costs	28,000	28,450	28,903	29,354	29,817	30,294	30,755	31,228	31,714	32,213
Net Impact	71,000	75,460	81,180	86,946	93,053	99,520	102,825	106,228	109,731	112,780
Area 8 - Bibaringa										
Rates Revenue	(16,000)	(16,800)	(17,808)	(18,823)	(19,896)	(21,030)	(21,640)	(22,267)	(22,913)	(23,486)
Other Revenue	0	0	0	0	0	0	0	0	0	0
Total Revenue	(16,000)	(16,800)	(17,808)	(18,823)	(19,896)	(21,030)	(21,640)	(22,267)	(22,913)	(23,486)
Open spaces	0	0	0	0	0	0	0	0	0	0
Roads and roadside	(1,000)	(1,030)	(1,060)	(1,090)	(1,121)	(1,153)	(1,184)	(1,215)	(1,248)	(1,281)
Waste Collection	(1,000)	(1,030)	(1,060)	(1,090)	(1,121)	(1,153)	(1,184)	(1,215)	(1,248)	(1,281)
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	(1,000)	(1,030)	(1,060)	(1,090)	(1,121)	(1,153)	(1,184)	(1,215)	(1,248)	(1,281)
Depreciation	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
Total Costs	(14,000)	(14,090)	(14,181)	(14,271)	(14,363)	(14,459)	(14,551)	(14,646)	(14,743)	(14,843)
Net Impact	(2,000)	(2,710)	(3,627)	(4,552)	(5,533)	(6,571)	(7,089)	(7,622)	(8,170)	(8,643)

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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Area 9 - Uleybury										
Rates Revenue	(92,000)	(96,600)	(102,396)	(108,233)	(114,402)	(120,923)	(124,429)	(128,038)	(131,751)	(135,045)
Other Revenue	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)	(1,230)	(1,267)	(1,305)
Total Revenue	(93,000)	(97,630)	(103,457)	(109,325)	(115,527)	(122,082)	(125,624)	(129,268)	(133,018)	(136,350)
Open spaces	(2,000)	(2,060)	(2,120)	(2,181)	(2,242)	(2,306)	(2,367)	(2,430)	(2,495)	(2,562)
Roads and roadside	(3,000)	(3,090)	(3,181)	(3,271)	(3,363)	(3,459)	(3,551)	(3,646)	(3,743)	(3,843)
Waste Collection	(6,000)	(6,180)	(6,361)	(6,542)	(6,727)	(6,917)	(7,102)	(7,291)	(7,486)	(7,685)
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	(7,000)	(7,210)	(7,421)	(7,632)	(7,848)	(8,070)	(8,286)	(8,507)	(8,733)	(8,966)
Depreciation	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Total Costs	(33,000)	(33,540)	(34,084)	(34,625)	(35,181)	(35,752)	(36,306)	(36,874)	(37,457)	(38,056)
Net Impact	(60,000)	(64,090)	(69,373)	(74,701)	(80,347)	(86,330)	(89,318)	(92,394)	(95,561)	(98,294)
TOTAL										
Rates Revenue	4,536,000	4,762,800	5,048,568	5,336,336	5,640,508	5,962,016	6,134,915	6,312,827	6,495,899	6,658,297
Other Revenue	834,000	859,020	884,791	911,334	938,674	966,835	995,840	1,025,715	1,056,486	1,088,181
Total Revenue	5,370,000	5,621,820	5,933,359	6,247,671	6,579,182	6,928,851	7,130,755	7,338,542	7,552,386	7,746,478
Open spaces	677,000	697,310	717,764	738,101	759,014	780,519	801,333	822,702	844,641	867,165
Roads and roadside	706,000	727,180	748,511	769,718	791,527	813,954	835,659	857,943	880,822	904,310
Waste Collection	383,000	394,490	406,062	417,567	429,398	441,564	453,339	465,428	477,840	490,582
Facility Operating Costs	315,000	324,450	333,967	343,430	353,160	363,166	372,851	382,793	393,001	403,481
Planning & Admin	378,000	389,340	400,761	412,116	423,792	435,800	447,421	459,352	471,602	484,178
Depreciation	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000
Total Costs	3,484,000	3,557,770	3,632,065	3,705,931	3,781,891	3,860,003	3,935,603	4,013,219	4,092,905	4,174,716
Net Impact	1,886,000	2,064,050	2,301,294	2,541,739	2,797,291	3,068,848	3,195,151	3,325,323	3,459,481	3,571,762

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Table 2.12 Financial Impact Forecast Assumptions –The Barossa Council

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Area 1 - Concordia										
Rates Revenue	(115,000)	(119,600)	(124,384)	(128,737)	(131,956)	(135,255)	(138,636)	(141,409)	(144,237)	(147,122)
Other Revenue	(7,000)	(7,221)	(7,448)	(7,683)	(7,925)	(8,095)	(8,265)	(8,438)	(8,616)	(8,797)
Total Revenue	(122,000)	(126,821)	(131,832)	(136,420)	(139,880)	(143,350)	(146,901)	(149,847)	(152,853)	(155,918)
Open spaces	0	0	0	0	0	0	0	0	0	0
Roads and roadside	(12,000)	(12,414)	(12,824)	(13,208)	(13,605)	(14,013)	(14,433)	(14,866)	(15,312)	(15,771)
Waste Collection	(10,000)	(10,345)	(10,686)	(11,007)	(11,337)	(11,677)	(12,028)	(12,388)	(12,760)	(13,143)
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	(13,000)	(13,449)	(13,892)	(14,309)	(14,738)	(15,180)	(15,636)	(16,105)	(16,588)	(17,086)
Depreciation	(49,000)	(49,000)	(49,000)	(49,000)	(49,000)	(49,000)	(49,000)	(49,000)	(49,000)	(49,000)
Total Costs	(84,000)	(85,208)	(86,402)	(87,524)	(88,680)	(89,871)	(91,097)	(92,360)	(93,660)	(95,000)
Net Impact	(38,000)	(41,613)	(45,430)	(48,896)	(51,200)	(53,479)	(55,804)	(57,488)	(59,192)	(60,918)
Area 3 - Kalbeeba										
Rates Revenue	(385,000)	(400,400)	(416,416)	(430,991)	(441,765)	(452,809)	(464,130)	(473,412)	(482,881)	(492,538)
Other Revenue	(9,000)	(9,284)	(9,576)	(9,878)	(10,189)	(10,408)	(10,626)	(10,849)	(11,077)	(11,310)
Total Revenue	(394,000)	(409,684)	(425,992)	(440,868)	(451,954)	(463,217)	(474,756)	(484,262)	(493,958)	(503,848)
Open spaces	(10,000)	(10,345)	(10,686)	(11,007)	(11,337)	(11,677)	(12,028)	(12,388)	(12,760)	(13,143)
Roads and roadside	(15,000)	(15,518)	(16,030)	(16,510)	(17,006)	(17,516)	(18,041)	(18,583)	(19,140)	(19,714)
Waste Collection	(34,000)	(35,173)	(36,334)	(37,424)	(38,546)	(39,703)	(40,894)	(42,121)	(43,384)	(44,686)
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	(43,000)	(44,484)	(45,951)	(47,330)	(48,750)	(50,212)	(51,719)	(53,270)	(54,868)	(56,514)
Depreciation	(57,000)	(57,000)	(57,000)	(57,000)	(57,000)	(57,000)	(57,000)	(57,000)	(57,000)	(57,000)
Total Costs	(159,000)	(162,519)	(166,001)	(169,271)	(172,639)	(176,108)	(179,682)	(183,362)	(187,153)	(191,058)
Net Impact	(235,000)	(247,165)	(259,991)	(271,597)	(279,315)	(287,109)	(295,074)	(300,900)	(306,805)	(312,790)

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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
TOTAL										
Rates Revenue	(500,000)	(520,000)	(540,800)	(559,728)	(573,721)	(588,064)	(602,766)	(614,821)	(627,118)	(639,660)
Other Revenue	(16,000)	(16,504)	(17,024)	(17,560)	(18,113)	(18,503)	(18,891)	(19,288)	(19,693)	(20,107)
Total Revenue	(516,000)	(536,504)	(557,824)	(577,288)	(591,834)	(606,567)	(621,657)	(634,109)	(646,811)	(659,767)
Open spaces	(10,000)	(10,345)	(10,686)	(11,007)	(11,337)	(11,677)	(12,028)	(12,388)	(12,760)	(13,143)
Roads and roadside	(27,000)	(27,932)	(28,853)	(29,719)	(30,610)	(31,529)	(32,475)	(33,449)	(34,452)	(35,486)
Waste Collection	(44,000)	(45,518)	(47,020)	(48,431)	(49,884)	(51,380)	(52,922)	(54,509)	(56,144)	(57,829)
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	(56,000)	(57,932)	(59,844)	(61,639)	(63,488)	(65,393)	(67,355)	(69,375)	(71,457)	(73,600)
Depreciation	(106,000)	(106,000)	(106,000)	(106,000)	(106,000)	(106,000)	(106,000)	(106,000)	(106,000)	(106,000)
Total Costs	(243,000)	(247,727)	(252,403)	(256,796)	(261,319)	(265,979)	(270,778)	(275,722)	(280,813)	(286,058)
Net Impact	(273,000)	(288,778)	(305,420)	(320,493)	(330,515)	(340,588)	(350,879)	(358,387)	(365,997)	(373,709)

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Table 2.13 Financial Impact Forecast Assumptions –Light Regional Council

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Area 2 - Hewett										
Rates Revenue	(2,562,000)	(2,672,166)	(2,752,331)	(2,834,901)	(2,919,948)	(3,007,546)	(3,097,773)	(3,190,706)	(3,286,427)	(3,385,020)
Other Revenue	(348,000)	(358,440)	(369,193)	(380,269)	(391,677)	(403,427)	(415,530)	(427,996)	(440,836)	(454,061)
Total Revenue	(2,910,000)	(3,030,606)	(3,121,524)	(3,215,170)	(3,311,625)	(3,410,974)	(3,513,303)	(3,618,702)	(3,727,263)	(3,839,081)
Open spaces	(390,000)	(401,700)	(413,751)	(426,164)	(438,948)	(452,117)	(465,680)	(479,651)	(494,040)	(508,862)
Roads and roadside	(607,000)	(625,210)	(643,966)	(663,285)	(683,184)	(703,679)	(724,790)	(746,533)	(768,929)	(791,997)
Waste Collection	(200,000)	(206,000)	(212,180)	(218,545)	(225,102)	(231,855)	(238,810)	(245,975)	(253,354)	(260,955)
Facility Operating Costs	(315,000)	(324,450)	(334,184)	(344,209)	(354,535)	(365,171)	(376,126)	(387,410)	(399,033)	(411,004)
Planning & Admin	(152,000)	(156,560)	(161,257)	(166,095)	(171,077)	(176,210)	(181,496)	(186,941)	(192,549)	(198,326)
Depreciation	(669,000)	(669,000)	(669,000)	(669,000)	(669,000)	(669,000)	(669,000)	(669,000)	(669,000)	(669,000)
Total Costs	(2,333,000)	(2,382,920)	(2,434,338)	(2,487,298)	(2,541,847)	(2,598,032)	(2,655,903)	(2,715,510)	(2,776,905)	(2,840,143)
Net Impact	(577,000)	(647,686)	(687,187)	(727,872)	(769,778)	(812,942)	(857,400)	(903,192)	(950,358)	(998,938)
Area 4 - Gawler Belt										
Rates Revenue	(1,097,000)	(1,144,171)	(1,178,496)	(1,213,851)	(1,250,267)	(1,287,775)	(1,326,408)	(1,366,200)	(1,407,186)	(1,449,402)
Other Revenue	(30,000)	(30,900)	(31,827)	(32,782)	(33,765)	(34,778)	(35,822)	(36,896)	(38,003)	(39,143)
Total Revenue	(1,127,000)	(1,175,071)	(1,210,323)	(1,246,633)	(1,284,032)	(1,322,553)	(1,362,229)	(1,403,096)	(1,445,189)	(1,488,545)
Open spaces	(4,000)	(4,120)	(4,244)	(4,371)	(4,502)	(4,637)	(4,776)	(4,919)	(5,067)	(5,219)
Roads and roadside	(44,000)	(45,320)	(46,680)	(48,080)	(49,522)	(51,008)	(52,538)	(54,114)	(55,738)	(57,410)
Waste Collection	(71,000)	(73,130)	(75,324)	(77,584)	(79,911)	(82,308)	(84,778)	(87,321)	(89,941)	(92,639)
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	(70,000)	(72,100)	(74,263)	(76,491)	(78,786)	(81,149)	(83,584)	(86,091)	(88,674)	(91,334)
Depreciation	(203,000)	(203,000)	(203,000)	(203,000)	(203,000)	(203,000)	(203,000)	(203,000)	(203,000)	(203,000)
Total Costs	(392,000)	(397,670)	(403,510)	(409,525)	(415,721)	(422,103)	(428,676)	(435,446)	(442,420)	(449,602)
Net Impact	(735,000)	(777,401)	(806,813)	(837,107)	(868,311)	(900,450)	(933,553)	(967,650)	(1,002,770)	(1,038,943)

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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Area 6 - Reid										
Rates Revenue	(3,000)	(3,129)	(3,223)	(3,320)	(3,419)	(3,522)	(3,627)	(3,736)	(3,848)	(3,964)
Other Revenue	0	0	0	0	0	0	0	0	0	0
Total Revenue	(3,000)	(3,129)	(3,223)	(3,320)	(3,419)	(3,522)	(3,627)	(3,736)	(3,848)	(3,964)
Open spaces	(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	(3,478)	(3,582)	(3,690)	(3,800)	(3,914)
Roads and roadside	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)	(1,230)	(1,267)	(1,305)
Waste Collection	0	0	0	0	0	0	0	0	0	0
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	0	0	0	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0	0	0	0
Total Costs	(4,000)	(4,120)	(4,244)	(4,371)	(4,502)	(4,637)	(4,776)	(4,919)	(5,067)	(5,219)
Net Impact	1,000	991	1,021	1,051	1,083	1,115	1,149	1,183	1,219	1,255
TOTAL										
Rates Revenue	(3,662,000)	(3,819,466)	(3,934,050)	(4,052,071)	(4,173,634)	(4,298,843)	(4,427,808)	(4,560,642)	(4,697,461)	(4,838,385)
Other Revenue	(378,000)	(389,340)	(401,020)	(413,051)	(425,442)	(438,206)	(451,352)	(464,892)	(478,839)	(493,204)
Total Revenue	(4,040,000)	(4,208,806)	(4,335,070)	(4,465,122)	(4,599,076)	(4,737,048)	(4,879,160)	(5,025,534)	(5,176,301)	(5,331,590)
Open spaces	(397,000)	(408,910)	(421,177)	(433,813)	(446,827)	(460,232)	(474,039)	(488,260)	(502,908)	(517,995)
Roads and roadside	(652,000)	(671,560)	(691,707)	(712,458)	(733,832)	(755,847)	(778,522)	(801,878)	(825,934)	(850,712)
Waste Collection	(271,000)	(279,130)	(287,504)	(296,129)	(305,013)	(314,163)	(323,588)	(333,296)	(343,295)	(353,594)
Facility Operating Costs	(315,000)	(324,450)	(334,184)	(344,209)	(354,535)	(365,171)	(376,126)	(387,410)	(399,033)	(411,004)
Planning & Admin	(222,000)	(228,660)	(235,520)	(242,585)	(249,863)	(257,359)	(265,080)	(273,032)	(281,223)	(289,660)
Depreciation	(872,000)	(872,000)	(872,000)	(872,000)	(872,000)	(872,000)	(872,000)	(872,000)	(872,000)	(872,000)
Total Costs	(2,729,000)	(2,784,710)	(2,842,091)	(2,901,194)	(2,962,070)	(3,024,772)	(3,089,355)	(3,155,876)	(3,224,392)	(3,294,964)
Net Impact	(1,311,000)	(1,424,096)	(1,492,979)	(1,563,928)	(1,637,006)	(1,712,276)	(1,789,805)	(1,869,659)	(1,951,908)	(2,036,626)

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Table 2.14 Financial Impact Forecast Assumptions –City of Playford

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Area 5 - Evanston Park										
Rates Revenue	(66,000)	(67,584)	(69,206)	(70,867)	(72,568)	(74,309)	(76,093)	(77,919)	(79,789)	(81,704)
Other Revenue	5,000	5,129	5,257	5,389	5,519	5,644	5,772	5,910	6,056	6,207
Total Revenue	(61,000)	(62,455)	(63,949)	(65,478)	(67,049)	(68,666)	(70,321)	(72,009)	(73,733)	(75,497)
Open spaces	0	0	0	0	0	0	0	0	0	0
Roads and roadside	(8,000)	(8,303)	(8,556)	(8,790)	(9,029)	(9,272)	(9,522)	(9,786)	(10,061)	(10,344)
Waste Collection	(8,000)	(8,303)	(8,556)	(8,790)	(9,029)	(9,272)	(9,522)	(9,786)	(10,061)	(10,344)
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	(5,000)	(5,190)	(5,347)	(5,494)	(5,643)	(5,795)	(5,951)	(6,116)	(6,288)	(6,465)
Depreciation	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Total Costs	(81,000)	(81,796)	(82,458)	(83,074)	(83,700)	(84,338)	(84,996)	(85,689)	(86,409)	(87,153)
Net Impact	20,000	19,341	18,510	17,596	16,651	15,672	14,675	13,679	12,676	11,655
Area 7 - Hillier										
Rates Revenue	(62,000)	(63,488)	(65,012)	(66,572)	(68,170)	(69,806)	(71,481)	(73,197)	(74,953)	(76,752)
Other Revenue	0	0	0	0	0	0	0	0	0	0
Total Revenue	(62,000)	(63,488)	(65,012)	(66,572)	(68,170)	(69,806)	(71,481)	(73,197)	(74,953)	(76,752)
Open spaces	0	0	0	0	0	0	0	0	0	0
Roads and roadside	(2,000)	(2,076)	(2,139)	(2,198)	(2,257)	(2,318)	(2,381)	(2,447)	(2,515)	(2,586)
Waste Collection	(7,000)	(7,265)	(7,486)	(7,691)	(7,900)	(8,113)	(8,332)	(8,563)	(8,803)	(9,051)
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	(4,000)	(4,152)	(4,278)	(4,395)	(4,514)	(4,636)	(4,761)	(4,893)	(5,030)	(5,172)
Depreciation	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)
Total Costs	(26,000)	(26,493)	(26,903)	(27,284)	(27,672)	(28,066)	(28,474)	(28,902)	(29,349)	(29,809)
Net Impact	(36,000)	(36,995)	(38,109)	(39,288)	(40,498)	(41,740)	(43,007)	(44,294)	(45,605)	(46,944)

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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Area 8 - Bibaringa										
Rates Revenue	11,000	11,264	11,534	11,811	12,095	12,385	12,682	12,987	13,298	13,617
Other Revenue	0	0	0	0	0	0	0	0	0	0
Total Revenue	11,000	11,264	11,534	11,811	12,095	12,385	12,682	12,987	13,298	13,617
Open spaces	0	0	0	0	0	0	0	0	0	0
Roads and roadside	1,000	1,038	1,069	1,099	1,129	1,159	1,190	1,223	1,258	1,293
Waste Collection	1,000	1,038	1,069	1,099	1,129	1,159	1,190	1,223	1,258	1,293
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	1,000	1,038	1,069	1,099	1,129	1,159	1,190	1,223	1,258	1,293
Depreciation	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Total Costs	14,000	14,114	14,208	14,296	14,386	14,477	14,571	14,670	14,773	14,879
Net Impact	(3,000)	(2,850)	(2,674)	(2,485)	(2,291)	(2,092)	(1,889)	(1,683)	(1,475)	(1,262)
Area 9 - Uleybury										
Rates Revenue	63,000	64,512	66,060	67,646	69,269	70,932	72,634	74,377	76,162	77,990
Other Revenue	1,000	1,026	1,051	1,078	1,104	1,129	1,154	1,182	1,211	1,241
Total Revenue	64,000	65,538	67,112	68,723	70,373	72,060	73,788	75,559	77,374	79,232
Open spaces	2,000	2,076	2,139	2,198	2,257	2,318	2,381	2,447	2,515	2,586
Roads and roadside	3,000	3,114	3,208	3,296	3,386	3,477	3,571	3,670	3,773	3,879
Waste Collection	1,000	1,038	1,069	1,099	1,129	1,159	1,190	1,223	1,258	1,293
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	4,000	4,152	4,278	4,395	4,514	4,636	4,761	4,893	5,030	5,172
Depreciation	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total Costs	25,000	25,379	25,695	25,988	26,286	26,589	26,903	27,233	27,576	27,930
Net Impact	39,000	40,159	41,417	42,736	44,087	45,471	46,885	48,327	49,798	51,302

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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
TOTAL										
Rates Revenue	(54,000)	(55,296)	(56,623)	(57,982)	(59,374)	(60,799)	(62,258)	(63,752)	(65,282)	(66,849)
Other Revenue	6,000	6,155	6,309	6,466	6,622	6,773	6,926	7,092	7,268	7,448
Total Revenue	(48,000)	(49,141)	(50,314)	(51,516)	(52,751)	(54,026)	(55,331)	(56,660)	(58,014)	(59,401)
Open spaces	2,000	2,076	2,139	2,198	2,257	2,318	2,381	2,447	2,515	2,586
Roads and roadside	(6,000)	(6,227)	(6,417)	(6,593)	(6,772)	(6,954)	(7,142)	(7,340)	(7,545)	(7,758)
Waste Collection	(13,000)	(13,493)	(13,903)	(14,284)	(14,672)	(15,066)	(15,474)	(15,902)	(16,349)	(16,809)
Facility Operating Costs	0	0	0	0	0	0	0	0	0	0
Planning & Admin	(4,000)	(4,152)	(4,278)	(4,395)	(4,514)	(4,636)	(4,761)	(4,893)	(5,030)	(5,172)
Depreciation	(47,000)	(47,000)	(47,000)	(47,000)	(47,000)	(47,000)	(47,000)	(47,000)	(47,000)	(47,000)
Total Costs	(68,000)	(68,796)	(69,458)	(70,074)	(70,700)	(71,338)	(71,996)	(72,689)	(73,409)	(74,153)
Net Impact	20,000	19,655	19,144	18,558	17,949	17,312	16,665	16,028	15,395	14,752

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