



2021-22 Annual Report





Welcome

This is our Annual Report for 2021-22 which provides an account of our performance over the financial year 1 July 2021 to 30 June 2022 and highlights our achievements against the goals we set in our *Strategic Plan 2020-24 – A Brighter Future and Annual Business Plan 2020-21*.

The Annual Report meets the requirements of the *Local Government Act 1999*, and is provided for our ratepayers, residents, business operators, visitors, government agencies and other interested parties.

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Cover photo: Amy Gillet Bikeway. Credit: Darren Clements.

Council acknowledges that we conduct our business on the traditional lands and waters of the Peramangk and Kurna people.

We pay our respects to Elders past, present and emerging as the Custodians of this ancient and beautiful land.

Together we will care for this country for the generations to come

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An online version of this Annual Report can be downloaded at ahc.sa.gov.au or request a copy by contacting us:

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We welcome your feedback on this Report or any other Council matter.



From the Mayor

Dr. Jan-Claire Wisdom

As your Council, we have continued to focus on providing valuable services and infrastructure in a financially sustainable way by aligning everything we do to our *Strategic Plan 2020-24: A brighter Future* and our Long Term Financial Plan.

In the 2021-22 financial year, our commitments to the community, local economy and environment has seen us secure grants to fund the Community Resilience Program which allowed us to connect and strengthen our community, secure over \$350,000 in funding for activities related to biodiversity and bushfire recovery, commence a ‘free-camping’ initiative to attract tourists to our region, support our local businesses with Home Based Business networking events, and progress the re-development of the Fabrik Arts and Heritage Hub.

Our staff, community partners and volunteers have all worked with such passion and commitment, and on behalf of Council Members I would like to thank them for everything they have achieved.



From the CEO

David Waters

The Administration has worked closely with the elected body this year in serving and supporting our community.

The impact of costs escalating at a greater rate than anticipated from late 2021 proved a particular challenge and the organisation placed a renewed emphasis on procurement and process efficiencies to minimise the impact.

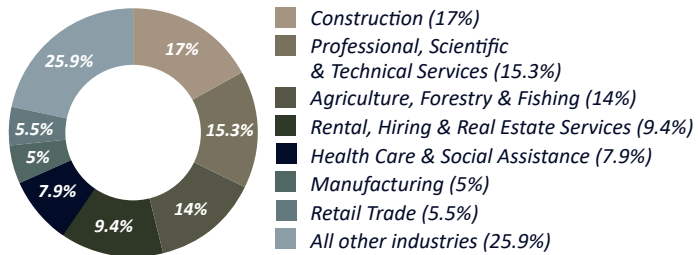
At the same time, we continued our drive to improve our customers’ experience. Our new website improves the accessibility of information, we strengthened our systems by implementing our Cyber Security Plan, and conducted a review of our civil infrastructure maintenance processes.

Obtaining over \$7.3 million in grants assisted us in supporting community, environment and economic initiatives, including continued recovery from the 2019-20 bushfires and the COVID-19 pandemic. We delivered over \$18 million of capital works projects – the Council’s biggest ever works program.

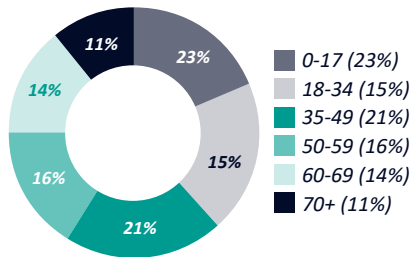
Our staff, volunteers and partners contribute so much to our region, and I know they will continue to work in partnership with our elected body to do so into the future.

Our District

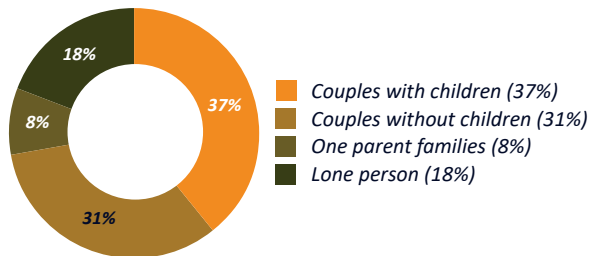
Number of registered businesses by Industry



Age Profile of Adelaide Hills Council



Household Types



618km
of sealed Roads



403km
of unsealed Roads

3 Libraries
3 Community Centres



115km
of footpaths



39 Playgrounds
100+ pieces
of equipment



373
Council Owned
Buildings



1.2M+ domestic day
trips were taken the
Adelaide Hills
region in 2021-22

District Area
795km²

57
Townships
& Localities

40,233
Total Population



11,720
local jobs

44
Median Age



32%
Volunteers



15,478
Households
83% own or are
buying a home



3% need
help at home



39% have a
university education or
TAFE qualification



19% have a
trade qualification



4,092 Businesses



Our Elected Council



Mayor

Dr Jan-Claire Wisdom



Deputy Mayor

Cr Nathan Daniell
(Ranges Ward)



Cr Ian Bailey
(Ranges Ward)



Cr Kirrilee Boyd
(Ranges Ward)



Cr Pauline Gill
(Valleys Ward)



Cr Chris Grant
(Valleys Ward)



Cr Linda Green
(Valleys Ward)



Cr Malcolm Herrmann
(Valleys Ward)



Cr John Kemp
(Ranges Ward)



Cr Leith Mudge
(Ranges Ward)



Cr Mark Osterstock
(Ranges Ward)



Cr Kirsty Parkin
(Ranges Ward)



Cr Andrew Stratford
(Valleys Ward)

Council and Committees

The Elected Council's role is to provide for the governance and management of the Council area. It does this through:

- Representing the interests of the community,
- Providing and coordinating public services and facilities,
- Encouraging and developing initiatives to improve the community's quality of life, and
- Undertaking its responsibilities and functions as prescribed in legislation and strategic management plans.

A number of committees have been established in accordance with legislation to assist the Council to discharge its responsibilities in specific areas. These are the Audit Committee, the Chief Executive Officer Performance Review Panel (CEOPRP), the Council Assessment Panel (CAP), the Building Fire Safety Committee, and the Health and Safety Committee.

Our Organisation

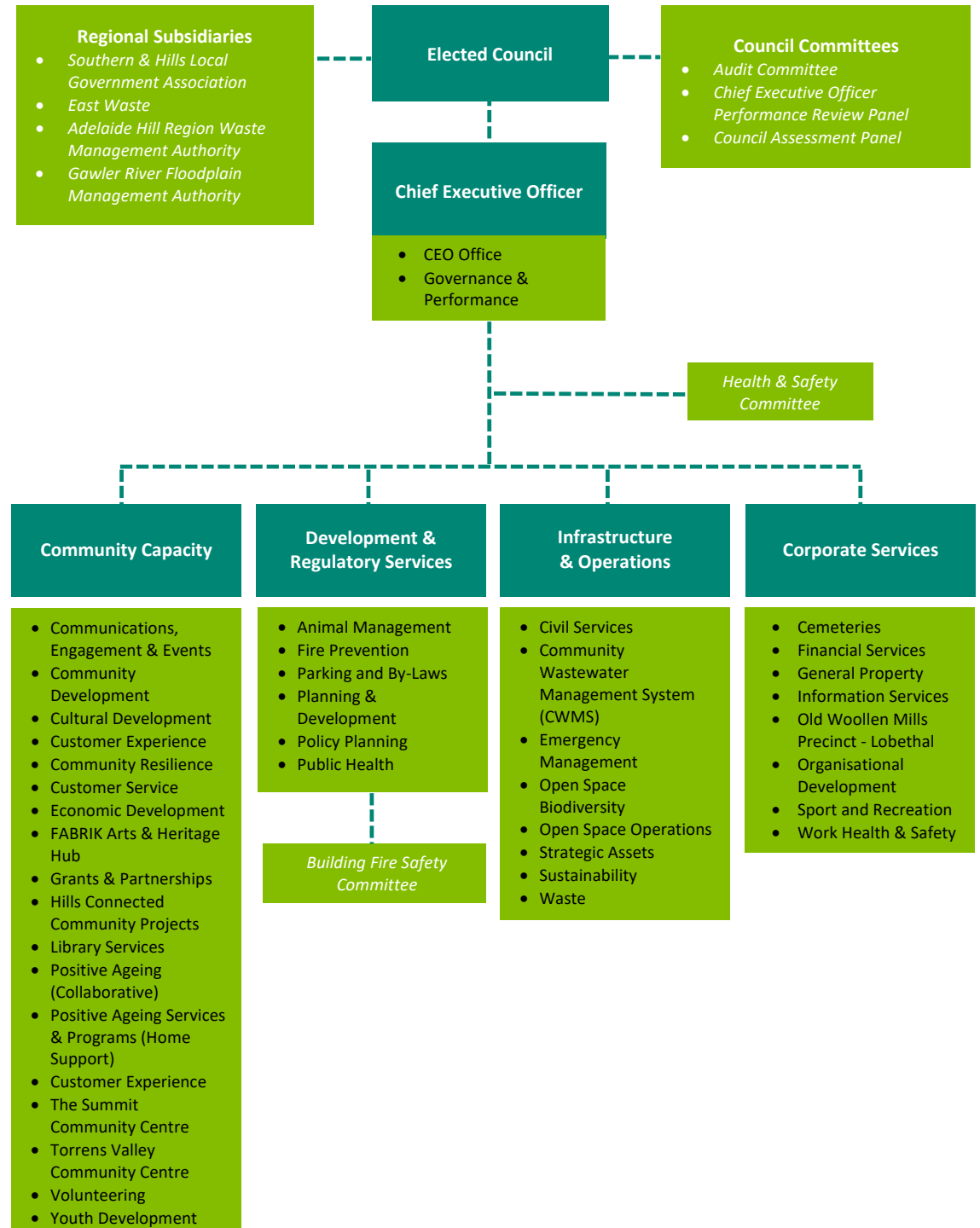
Regional Subsidiaries

Council is a member of four regional subsidiaries which assist in the strategic planning and service delivery activities. The subsidiaries are the Southern and Hills Local Government Association (SHLGA), the Eastern Waste Management Authority (East Waste), the Adelaide Hills Region Waste Management Authority (AHRWMA), and the Gawler River Floodplain Management Authority (GRFMA).

Administration

The Council's Administration is led by a Chief Executive Officer appointed by the Council.

The Chief Executive Officer appoints staff to carry out the functions and duties delegated to them and to implement Council decisions. The Administration is organised into directorates (see diagram), each with a specific area of focus and functional responsibilities. The arrangement of the directorates provides for the separation of the regulatory activities (into the Development & Regulatory Services Directorate) from the other activities of the Council.



Our 2021-22 Performance Highlights

Aged home support



6,695

hours of support
in and around
the home



19,915

hours of social
support



2,550

transport
trips

Planning and Building Approvals



1,749

Planning and Building
Applications lodged worth
\$19.7 million

Community programs and events

8,140

participants in
community
centre activities



8,821

attendees at
Fabrik events
and programs

Community Online Engagement

12%

overall growth in social
media community

35 Online
engagement
campaigns



7,422 project page views
1,833 total participants



Total social media
community
24,500

Electronic newsletter
subscribers



25,400

Economy

1.21m

day trips taken
to the region



3 home based business
networking events with 57
businesses engaged

Average of **150**
volunteers
across the year



13,101

volunteer hours provided across libraries,
community centres, assisting in aged
support and in youth development

Cultural Diversity



10 activities or programs offered across
the Community Centres and Libraries that
celebrated cultural diversity

Our 2021-22 Performance Highlights

Library



Physical visits
164,964



Physical loans
425,369



Digital loans
eBook **41,306**
eAudiobook **35,521**
eMagazine **2,775**



Early childhood programs delivered
219

Animal management



Dog registrations
8,826



Cat registrations
1,300



95%

of all Council decisions were made in meetings open to the public

Biodiversity, environment and sustainability

82,000KL



Volume of recycled water

Solar power panels



219 MWh produced by Council properties

12.6 ha of weeds and other fuels cleared which posed a fire risk



\$460,000

in grants won for bushfire and biodiversity projects



Youth Volunteers



Delivered 6 youth events. Year 12 support program provided 300 support packs across 5 high schools.



12,241 inspections completed as part of the annual bushfire prevention activities

369 private properties were issued a 105F notice

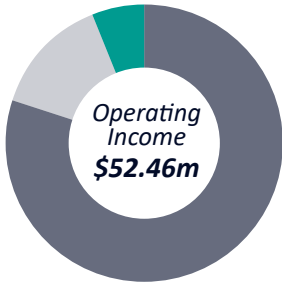


52.3% of waste collected was diverted from landfill as recyclable material

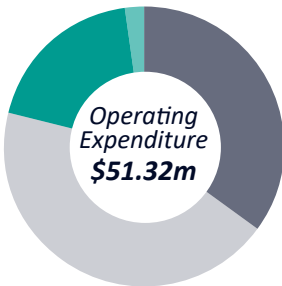
14 waste education sessions held

26 drop off days held at Heathfield, Gumeracha and Woodside resulting in 10,232 drop offs processed totaling 1,441 tonnes of green organic waste

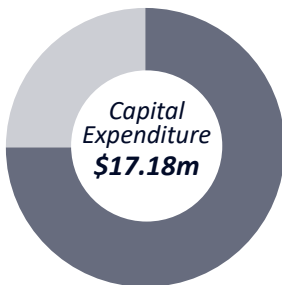
Financial Performance Highlights



- Rates income \$41.50m
- Grants income \$7.67m
- Other \$3.29m



- Employee costs \$19.61m
- Materials, contracts & other expenses \$21.52m
- Depreciation \$9.82m
- Other 370k



- Renewal & replacement of assets \$12.34m
- New or upgrades \$4.84m

Expenditure Highlights



Library and Customer Services
\$2.7m



Civil services
\$5.5m



Community, Cultural & Youth Development
\$1.2m



Waste & Recycling
\$5.7m



Aged Care Support
\$1.2m



Biodiversity & Sustainability
\$1.3m



Animal Management
\$504,000



Open Space - Operations
\$5.3m



Planning & Development
\$2.2m



Property Services
\$1.7m



Economic Development
\$525,000

2021-22 Capital Works Program



Road Works \$3.97 million

- 25.6km of sealed roads renewed
- Renewed 2.8% of our road base pavement (under the sealed surface)
- 17.5km of unsealed roads renewed



Footpaths \$1.89 million

- 2.3km new footpaths constructed including completion of Crafers to Stirling Bikeway
- 2.35 km of existing footpaths renewed including Albert st, Gumeracha and Melrose Ave, Stirling



Storm Water \$618,000

- New infrastructure completed at Lobethal Road, Lobethal and at Albert Street, Gumeracha



Buildings \$2.16 million

- Refurbishment of Summit Community Centre
- New toilet facilities at Woodside institute. Upgrades in Shannon St, Birdwood; Steamroller park, Stirling; and Bridgewater Oval.



Other Capital Projects

- Gumeracha Main Street upgrade completed
- Aldgate Main Street upgrades to Car Park, footpath, kerb and shelter
- New drainage for Bridgewater Oval
- Retaining Wall renewal at Bridgewater Oval
- Guardrail renewals at Carey Gully Road, Mount George and at Hillcrest Avenue, Crafers West



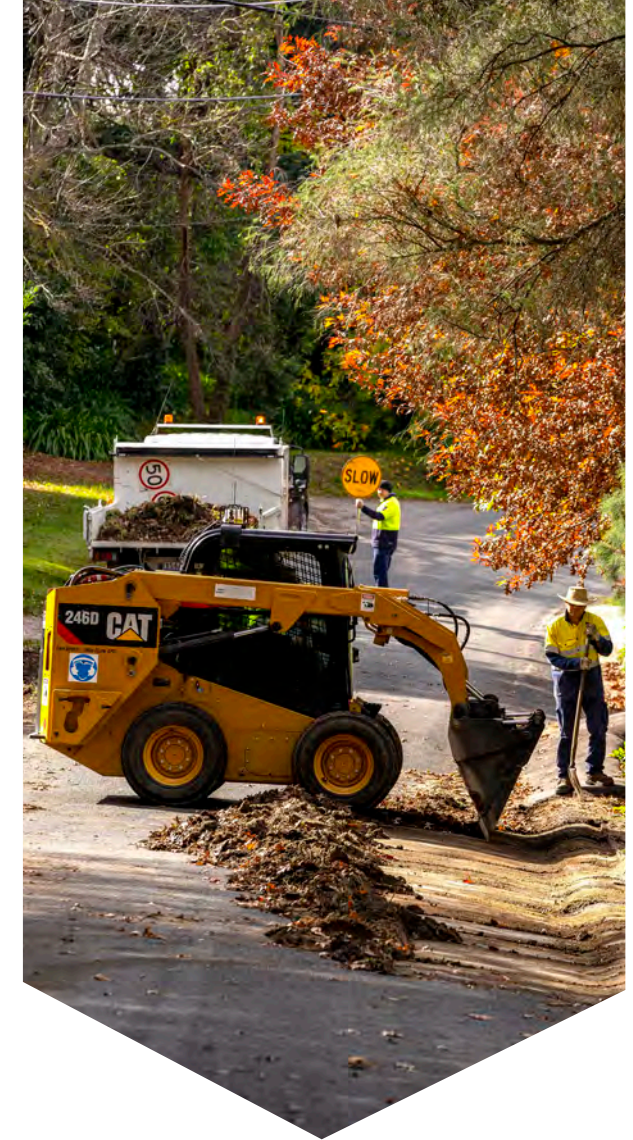
CMWS Community Wastewater Management System \$209,000

- Upgrade of Valves and Pumps at Woodside, Birdwood & Kersbrook
- Control Panel upgrades at 3 pump stations

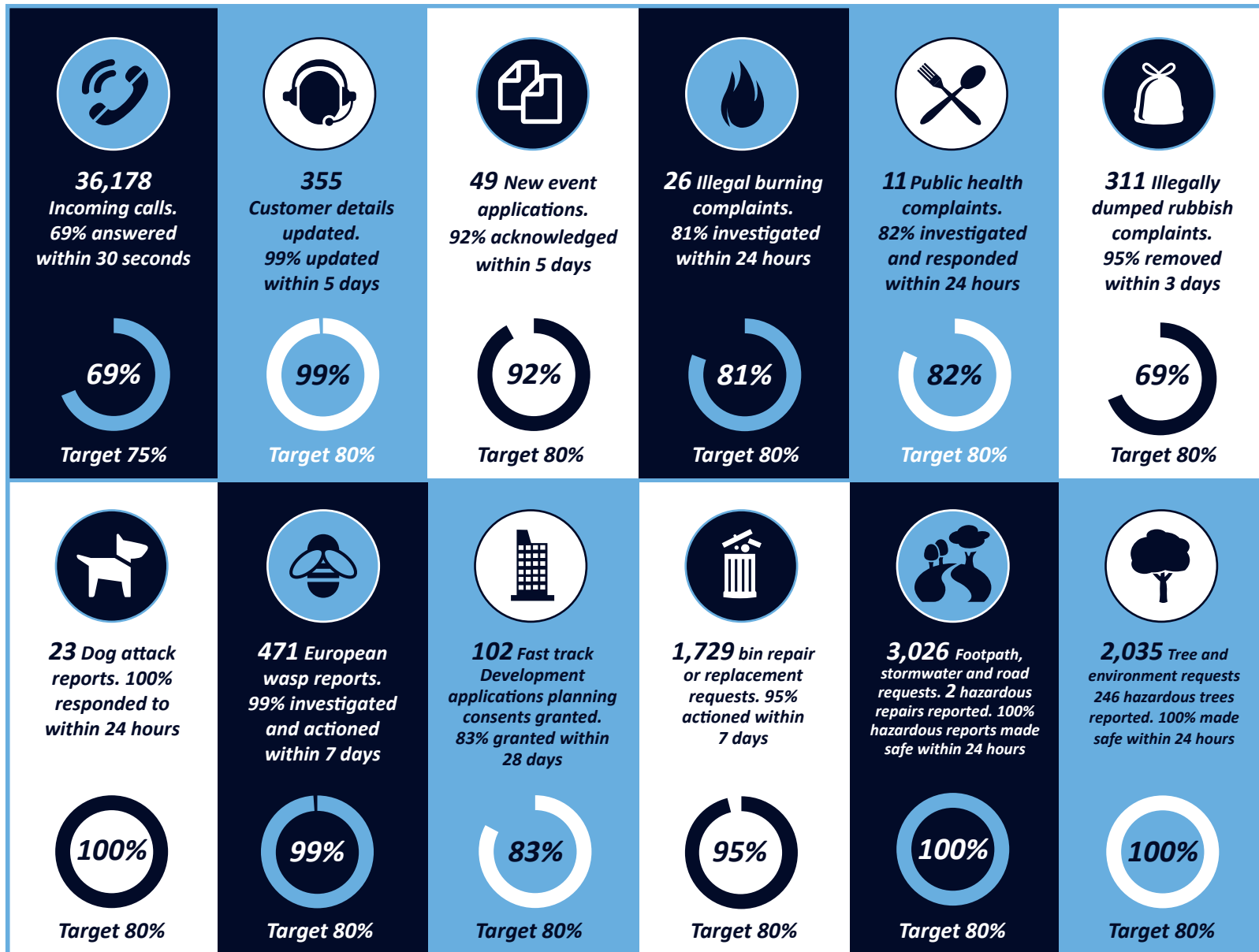


Sport and Recreation \$3.79 million

- 3 play space upgrades
- Heathfield Oval and Mount Lofty change rooms upgraded
- Court resurfacing at Gumeracha and Heathfield High School



Customer Service Standards



Our Events

The Adelaide Hills remains a destination of choice for arts and community events. In 2021-22 we supported 184 community events including markets, local cycling and walking events, nature and sustainability events, and the Santos Festival of Cycling, including supporting them through the challenges of responding to the COVID-19 pandemic.

Discover, Play, Bikeway!

6 March 2022

Oakbank, Woodside, Charleston,
Mount Torrens

Discover, Play, Bikeway! encouraged residents and visitors to ride or walk the Amy Gillett Bikeway and discover an array of pop-up food, music, art and performances along the way, from Oakbank to Woodside, Charleston and Mount Torrens.

Fringe in the Hills

15 – 24 April 2022

Stirling and Lobethal

The team behind the Stirling Fringe ran an expanded program this year across Stirling and Lobethal. Fringe in the Hills had something for all tastes and ages with delicious Hills food and wine and fabulous entertainment from comedy to cabaret.

Image credit: Rebekah Ryan

Santos Festival of Cycling

21 – 29 January 2022

Lobethal, Stirling, Mt Lofty, Woodside

This domestic event was held instead of the International Santos Tour Down Under.

We hosted three stages in the Adelaide Hills, a women's start and finish in Lobethal, the men's race from Stirling to Lobethal, then Mt Lofty to Woodside later that week.

The district put on a show again, winning the Santos Best Dressed Town award.



Delivering on our plans

Our *Strategic Plan 2020-24 – A Brighter Future* was formally adopted in April 2020 with the aspiration of making it easier for our community to prosper while maintaining and enhancing the unique environment, character and liveability of our area.

The Strategic Plan is supported by our Long Term Financial Plan, Infrastructure and Asset Management Plan, and Corporate Plan, all of which are critical to ensuring Council's long-term sustainability. The following performance information is aligned with our Strategic Plan and the 2021-22 Annual Business Plan (ABP) strategy and goals.



Ensure that all decisions regarding the built environment recognise our unique character and natural environment to maintain and enhance liveability for our community.



An inclusive and prosperous community with the capacity to flourish and fulfil their potential through opportunities to engage, connect, participate and enhance wellbeing.



Our region's economy is diverse and sustainable with a reputation for quality, niche products, services and experiences underpinned by a culture of creativity and innovation.



The natural environment of the Adelaide Hills contributes significantly to the character of the region and is greatly valued by our local community and visitors.



Council is recognised for its skilled and agile workforce, for its representative and accountable governance, its commitment to cost effectiveness and efficient service delivery.



A Functional Built Environment

Our Strategic Plan 2020-24 – A Brighter Future sets out our goals, objectives and priorities (listed in full in Appendix 3). As it is a four year plan, not every priority will have an achievement listed against it each year.

What we have achieved

Objective B1 - Our district is easily accessible for community, our businesses and visitors.

- Completed the Crafers to Stirling Bikeway. (B1.1)
- The final Trails & Cycling Routes Framework documents were endorsed at the 26 April 2022 Council meeting. (B1.1)
- New and upgraded footpath projects were completed at a variety of locations across the district, including at Mount Barker Road, Aldgate; Elizabeth St, Woodside; and Glover St, Kersbrook. (B1.2)
- An all-ability accessible school crossing was constructed on Mill Road, in Lobethal. (B1.5)

Objective B2 - Preserve and enhance the unique character of the Hills for current and future generations.

- Engaged the Crafers community regarding the development of the Crafers Pocket Park which helped inform the final design. (B2.1)
- Collaborated with members of the Stirling Business Association to support closure of a laneway to promote pedestrian activation potential (including adjacent footpath and bus shelter). (B2.1)
- Support and advice provided to a local community group regarding a 'visioning' project for their township. (B2.1)

- Stormwater directed to garden beds for passive watering and flow velocity reduction, as part of the Aldgate Main Street carpark renewal and upgrade project. (B2.2)
- Worked with applicants to have 822 development consents granted which will complement and enhance existing local character. (B2.3)
- Initiated the third round of the Local Heritage Grant Fund program with two projects endorsed to receive grant money to upgrade and restore local heritage places. (B2.4)
- Assisted 338 applicants with Development Applications as a result of the bushfires. (B2.6)
- Continued to work with PlanSA to improve the functionality of the new state-wide digital planning and development system including development of the public notification and building notification modules for customers.

Objective B3 - Consider external influences in our long term asset management and adaptation planning.

- Commenced an investigation into improve water efficiencies for recreation areas irrigated by bore water. (B3.1)
- Upgraded the LED lighting to Aldgate main street and Summertown main street. (B3.2)
- Installed energy efficient reverse cycle air conditioners in the Coventry Library, Stirling. (B3.2)

- Continued to participate in the Circular Procurement Trial along with several other Councils and the Local Government Association of SA. (B3.3)

Objective B4 - Sustainable management of our built assets ensures a safe, functional and well serviced community.

- Completed Public Toilet upgrades at Stirling, Aldgate, Bridgewater, Woodside Hall and Lobethal Institute. (B4.3)
- Commenced design works as part of the Federal Blackspot program for Montacute Rd, Woodhill Rd and Warren Rd. (B4.4)
- Acquired a further six hybrid vehicles inline with our commitment to carbon reduction. (B4.5)
- Prepared a Fleet Transition Plan identifying actions to increase hybrid vehicles and trial electric vehicles. (B4.5)

Performance Measures

Measure	Target	Strategic Objective	Reporting Frequency	Actual
CPI-B01 Inspections of footpaths in high priority zones	100%	B1	Quarterly	100%
CPI-B02 Delivery of capital works program	90%	B1	Quarterly	83% Availability of contractors and resources impacted ability to fully deliver the program over the year
CPI-B03 Compliance inspections completed within 5 business days of development completion notification	80%	B2	Quarterly	Q1 = 100% / Q2 = 57% / Q3 = 75% / Q4 = 100% Extended inspection time-frames were experienced in Q2 & Q3 due to resource vacancies in the Building Team
CPI-B04 Compliance inspections completed within 5 business days of notification of alleged unlawful development	80%	B2	Quarterly	Q1 = 76% / Q2 = 67% / Q3 = 81% / Q4 = 94% Extended inspection time-frames were experienced in Q1 & Q2 due to increased file load for the Compliance Officer in that period
CPI-B05 Comparison of Council's Energy Usage (Kwh) against previous financial year	Less than previous financial year	B3	Annually	2018-19 = 2,393,157 Kwh / 2019-20 = 1,984,080 Kwh 2020-21 = 1,906,714 Kwh / 2021-22 = 1,729,151 Kwh Reduction of 177,563 Kwh
CPI-B06 Tonnes of recycled plastic content in products purchased by Council	25	B3	Annually	14 tonnes - Items purchased containing recycled plastic include wheelie bins, boardwalks, bollards/posts, picnic table and wheel stops. 25 tonne is an aspirational target and results fluctuate based on program inclusions.
CPI-B07 Operational tasks completed within the Civil Zone Maintenance Program	80%	B4	Quarterly	60% - Result indicates that 60% of operational activities are planned, compared to 40% reactive for "out-of-zone" work priorities.

Our *Strategic Plan 2020-24 – A Brighter Future* sets out our goals, objectives and priorities (listed in full in Appendix 3). As it is a four year plan, not every priority will have an achievement listed against it each year.

What we have achieved

Objective C1 - A community for everyone that is inclusive, welcoming and accessible.

- Completed sustainability upgrades to The Summit Community Centre which resulted in a more spacious, accessible and dynamic space for community programs and events. (C1.1)
- Created *Dementia-Friendly Organisation Action Plan* for our Community Centres with the help of Dementia SA. (C1.1)
- Adopted a new *Libraries Strategy* to guide future service delivery priorities and key initiatives. (C1.1)
- Hosted Muslim Women’s Association gatherings with Hills craft groups at Fabrik. (C1.2)
- Offered multicultural craft and cooking programs through community centres and libraries. (C1.2)
- Established a new team of Volunteer Access and Inclusion (A&I) Advisors, to help prioritise future actions related to Council’s *Disability Access and Inclusion Plan*. (DAIP) (C1.3)
- Engaged an accredited access consultant to review our designs for proposed projects to improve the accessibility and inclusion across our region. (C1.3)
- Provided staff training in planning accessible and inclusive events. (C1.3)
- Delivered an online workshop for local sporting clubs focused on adaptive programs for children with disability. (C1.3)

- Advocated for improved transport opportunities for disadvantaged residents as part of the Community Passenger Network committee. (C1.4)

Objective C2 - A connected, engaged and supported community.

- Provided programs, events and activities for our community through community centers, libraries, and a range of other venues. (C2.1)
- Provided the Positive Ageing Program for the over 65 community members which consisted of 6,700 hours of support in and around the home; 20,000 hours of social support; and 2,500 transport trips. (C2.2)
- Completed the 2021 Youth Leadership Program. As part of this, participants took the lead in the production and distribution of 300 support packs for local year 12s going through exam periods. (C2.3)
- Commenced the development of an online Youth Hub which aims to increase youth wellbeing by offering a platform for connection, engagement and information provision around programs and events, community organisations, support services and wellbeing. (C2.3)
- Updated our Community Engagement hub to make it easier for our community to join the conversation, share ideas and to stay in the loop on proposed projects and Council decisions. (C2.4)

- Facilitated community forums at Basket Range, Gumeracha, Birdwood and Montacute, which were attended by 214 people and provided communities with an opportunity for open discussion on current and emerging issues. (C2.4)
- Continued the federally funded Community Resilience Program which focused on helping people (particularly young people and families) in bushfire risk areas to mentally prepare for future disasters. (C2.5)

Objective C3 - A community that grows together.

- Expanded the digital library collections with the introduction of BorrowBox platform across the state-wide network. (C3.1)
- Provided School Holiday Programs which were attended by hundreds of children with highlights including illustration workshops, a story trail on the Stirling lawns, STEM challenges and various crafts and activities. (C3.1)
- Streamed the Adelaide Writers Week within libraries to enable participation from those that could not attend in person. (C3.1)
- Provided recruitment support through Councils Volunteer Connect platform for volunteer involving organisations. (C3.2)
- Provided Volunteer support of over 1,200 hours of service for the community. (C3.2)

- Awarded Community & Recreation Facility Grants of \$100,000 and Community Development Grants of \$42,460. (C3.3)
- Negotiated a new 3 year funding agreement with The Hut Community Centre (C3.3)
- Partnered with the Mount Lofty Districts Historical Society in various events and exhibitions, including “Modernist Architecture in Adelaide and the Hills” and “Murder at Christmas” events. (C3.4)

Objective C4 - An active, healthy, thriving and resilient community.

- Fabrik’s program of creative recovery with the support from Wellbeing SA, offering ways for community members to connect, reflect and move towards the future with hope. (C4.1)
- Completed play space renewals at Lobethal Bushland Park, Lenswood Oval and Yarrabee Road Reserve in Greenhill. (C4.2)
- Completed the Heathfield Sports Courts Redevelopment in partnership with the Department of Education, which provided additional sporting facilities to the community, sports clubs and the Heathfield School. (C4.4)
- Resurfaced the Gumeracha Federation Park tennis courts. (C4.4)

- Constructed new cricket nets and change rooms for the Heathfield Oval to provide compliant and accessible unisex and officials change room facilities in partnership with the Mt Lofty Sports Club. (C4.4)
- Completed Council’s Emergency Management Plan. (C4.5)
- Provided emergency management training for Council’s Incident Management Team and support staff. (C4.5)
- With the assistance of the City of Burnside, the Glenunga Hub and other sites have been established as an alternative site to establish Council’s Incident Management Team and Emergency Operations Centre on Catastrophic Fire Danger Days. (C4.5)



Fabrik Creative Recovery



Objective C5 - Respect for Aboriginal culture and values

- Produced a new Acknowledgement of Country branding and artwork on cards, Coventry Library windows, and on new signs in parks and reserves.
- Adopted the *Aboriginal Place Naming Action Plan*. (C5.1)
- Collaborated with Country Arts SA to present the 2 day Regional Arts Australia «Artlands» conference at Fabrik in September which had a strong First Nations focus. (C5.2)
- Provided the Introduction to Kurna language and culture session with Elected Members which was presented by Jack Buckskin. (C5.2)
- Provided Reconciliation Week activities which included a Ngarrindjeri weaving workshop by Cedric Varcoe at Fabrik, and movie screenings. (C5.2)

Objective C6 - Celebrate our community's unique culture through arts, heritage and events

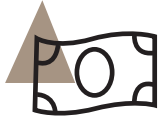
- Presented a program of creative workshops at Fabrik throughout the year which ranged from introductory courses through to textile masterclasses. (C6.1)
- Supported a range of major events including a Christmas Twilight Market, the Flocking Together large scale projection project, Mill Square Music festival and Fringe in the Hills performances. (C6.1)
- Hosted the SA iteration of the Regional Arts

Australia national conference Artlands at Fabrik (C6.1)

- Supported the Festival of Cycling event which included a Women's Stage 3 start and finish in Lobethal. (C6.2)
- More than 6,000 people attended twilight markets at Fabrik over two nights during the Lights of Lobethal Festival. (C6.2)
- Supported multiple small events across the district including Discover, Play, Bikeway!, Bio-Blitz in Gumeracha, Lobethal Gardening Festival, Uraidla Show, local markets and the Stirling Family Fun day (run by The Hut). (C6.2)
- Offered skills development workshops, exhibition and retail sales and artist market opportunities throughout the year. (C6.3)
- Adopted the *Public Art Strategy*. (C6.4)

Performance Measures

Measure	Target	Strategic Objective	Reporting Frequency	Actual
CPI-C01 Positive ageing wellbeing score	7 Average	C2	Quarterly	6.7 - The wellbeing score across our older population was lower than the target score which participants reported was a result of reduced access to community and social opportunities as a result of COVID-19 isolation requirements.
CPI-C02 Community Centre participants who feel better connected to others or community	85%	C2	Bi-annual	88%
CPI-C03 Community centre participants who would use the knowledge/skills gained in the future	80%	C3	Bi-annual	89%
CPI-C04 Number of volunteer hours contributed to AHC programs each year	4800	C3	Quarterly	Q1 = 4,318 / Q2 = 3,921 / Q3 = 1,772 / Q4 = 3,089 Volunteer numbers and hours reduced during the peak of the COVID-19 Pandemic primarily due to isolation and vaccination requirements for our Government funded programs.
CPI-C05 Library visits per capita compared with the state average	25% above state average	C3	Annually	3.4 AHC / 4.3 state average / 20% below state. State average is 2020-21 data as other not yet available. State average includes school community library visits where visitation is often higher due to frequent use of schools.
CPI-C06 Library loans per capita compared with the state average	35% above state average	C3	Annually	14.6 loans / State 2020-21 = 11.6% / 26% above state State average is 2020-21 data as other not yet available.
CPI-C07 Attendance at programs, events and workshops at Fabrik Arts & Heritage Hub	8,000	C6	Annually	8821
CPI-C08 Percent of available studio spaces occupied	50	C6	Annually	0 - Studio Spaces unavailable due to commencement of redevelopment works.
CPI-C09 Number of events and programs celebrating cultural diversity	8	C6	Annually	10



A Prosperous Economy

Our *Strategic Plan 2020-24 – A Brighter Future* sets out our goals, objectives and priorities (listed in full in Appendix 3). As it is a four year plan, not every priority will have an achievement listed against it each year.

What we have achieved

Objective E1 - Support and grow our region's existing and emerging industries.

- Conducted an expression of interest process to establish 'Free' camping sites in the district. (E1.1)
- Upgraded signage, installed user infrastructure (bins, benches) and created A4 maps of the Amy Gillet Bikeway. (E1.1)
- Assisted Stirling's nomination for the Small Tourism Town Awards 2022. (E1.1)
- Attended Adelaide Hills Tourism board meetings. (E1.1)
- Created Living in Harmony promotional videos and brochures. (E1.2)
- Commissioned a creative industry report written by EconomyID which provides an overview of the number and characteristic of creative industry businesses within the Adelaide Hills. This will enable Fabrik to better connect with and support local Creative Industry businesses. (E1.3)
- Promoted business services available through Government programs through the Quarterly e-newsletter, sent to more than 2,000 readers. (E1.4)
- Undertook The Biannual Business Survey which received 109 responses which is a 30% increase from the 2019 survey. Data from the survey reflects increasing business confidence for the year ahead. (E1.5)

- Provided two training sessions for businesses on how to engage in Council's procurement processes which had 18 businesses attend. This supports local businesses to grow their market share and Council to purchase more goods and services locally. (E1.6)

Objective E2 - Provide local infrastructure to drive growth and productivity.

- Strongly advocated for funding to upgrade NBN for Mt Torrens and Crafers West which have both been identified as priority areas. (E2.1)
- Contributed to Regional Development Australia's inquiry into Rapid Transport Solutions. (E2.1)
- Worked with Business SA on promoting online platform services for business. (E2.2)
- Continued to be actively involved in working groups with the State Government for review and updates to planning policy which includes consideration of desired future development outcomes. (E2.3)

E3 - Encourage, attract and retain a creative, talented and skilled workforce in our region.

- Hosted a series of successful networking events for Home Based Businesses. (E3.1)
- Worked with the Regional Development Australia's Workforce program and the Australian Governments workforce programs to inform them of local workforce needs. (E3.2)
- Established a Home Based Business Network to identify needs and provide a means to meet these. (E3.4)

E4 - Cultivate a clear, unique and consistent regional identity that can be leveraged to attract national and international attention.

- Continued to fund and support key economic development partnerships with Stirling Business Association, Adelaide Hills Tourism and Regional Development Adelaide Hills, Fleurieu and Kangaroo Island. (E4.2)
- Supported Adelaide Hills Tourism in holding the inaugural Wellness Wander Weekend in April, with 85% of available tickets sold. (E4.3)
- Worked in collaboration with the City of Adelaide to explore the possibility of a joint World Heritage Bid resulting in agreement that the interim bid name should be 'Adelaide and its Rural Settlement Landscapes'. (E4.4)
- Engaged World Heritage expert Duncan Marshall to provide further rationale for the joint World Heritage bid. This work produced a single narrative for the combined bid which focused on the colonial planning model. (E4.4)

Performance Measures

Measure	Target	Strategic Objective	Reporting Frequency	Actual
CPI-E01 Net Easy Score of respondents who rated ease of getting assistance from Council as Easy or Very Easy v Difficult or Very Difficult	>0	E1	Every 2 Years	-17 Results based on survey conducted with 23 respondents.
CPI-E02 Visitor numbers (visitor domestic day trips)	1.2mil	E1	Annually	1,215,236
CPI-E03 Average number of days for Building Rules Consents	20 or 60 business days*	E2	Quarterly	Average = 20
CPI-E04 Percentage of new development application decisions upheld in Council/CAPs favour under appeal	85%	E2	Quarterly	100%
CPI-E05 Percentage of Planning Consents completed within statutory time-frames	85%	E2	Quarterly	Q1 = 53% / Q2 = unknown / Q3 = 77% / Q4 = 75% There were some early reporting discrepancies between the new system and old system. As the year progressed, average assessment time and the percentages improved as the number of applications in the old system were removed.
CPI-E06 Number of local jobs in AHC area compared to previous financial year	Maintain 2019-20 Financial Year = 11200	E3	Annually	11,720



A Valued Natural Environment

Our *Strategic Plan 2020-24 – A Brighter Future* sets out our goals, objectives and priorities (listed in full in Appendix 3). As it is a four year plan, not every priority will have an achievement listed against it each year.

What we have achieved

Objective N1 - Conserve and enhance the regional natural landscape character and amenity values of our region.

- Planted replacement trees for those damaged in the Cudlee Creek Bushfire creating an avenue of trees between Lobethal and Woodside. (N1.1)
- Heathfield Stone Reserve rededicated for conservation purposes by Lands Title Office, now to be referred to as Heathfield Conservation Reserve. (N1.2)
- Entered Heathfield Conservation Reserve, Stock Road Reserve and Mimi Reserve into Heritage Agreements. (N1.2)
- Initiated the Riparian Restoration of Cox Creek in Bridgewater Recreation Reserve co-funded by a Grassroots Grant in partnership with the Bridgewater Friends of Cox Creek. (N1.2)

Objective N2 - Recognise the benefits of ecosystem services and improve environmental resilience by reducing environmental impacts.

- Assessed 10 reserves of high biodiversity value to monitor vegetation condition using the BushRAT methodology, which identifies new threats and management priorities. (N2.1)
- Undertook conservation activities on 43 reserves of biodiversity value, including minimal disturbance weed control and revegetation. (N2.1)

- Assessed 63 National Vegetation Marker System (NMVS) Sites (roadsides with high biodiversity value) to assess or monitor vegetation condition. Undertook minimal disturbance weed control on 369 NVMS sites. (N2.1)
- Undertook woodland bird monitoring at 8 conservation sites. (N2.1)
- Developed a Vegetation Management Plan for Aldgate Valley Wildlife Corridor. (N2.1)
- Successful in receiving \$32,635 in Heritage Agreement grants to undertake bushcare activities on reserves under Heritage Agreement. (N2.1)
- Implemented the cat by-law change that requires residents to keep their cats contained within their property. Feedback from the community indicates that they are already starting to see a reduction of wandering cats and an increase in native fauna on their land. (N2.2)
- Commenced the Wandering Cat Monitoring Program to ascertain risks posed by cats to local wildlife populations. Information gathered will help inform Council's future animal management decision making and any associated programs implemented by Council and/or community. (N2.2)
- Partnered with private land owners and Hills & Fleurieu Landscapes Board to eradicate over 12 hectares of weed infestation which posed significant fire risk. (N2.3)
- Maintained 62 Asset Protection Zones to mitigate the impacts of a fire occurring adjacent assets, infrastructure and private properties. (N2.3)
- Maintained 30 CFS Bushfire Management Area Plan (BMAP) Asset Protection Zones adjacent critical infrastructure and facilities identified as at risk in the BMAP on an annual basis. These assets are owned and operated by both Council and external agencies, such as SA Water, SA Power Networks and telecommunication companies. (N2.3)
- Completed over 12,700 bushfire safety inspections on Adelaide Hills properties and issued 369 notices under the *Fire and Emergency Services Act 2005*. Engaged a contractor to clear 19 properties for failing to take reasonable steps under the *Fire and Emergency Services Act 2005*, and 12 expiations were issued. (N2.3)
- Undertook Weed control with fuel reduction focus activities across 15 high biodiversity reserves in close proximity to medium-high density housing. (N2.3)
- Participated in the DEW Burning on Private Lands Program, undertaking collaborative follow up weed control on 10 prescribed burn sites. (N2.3)
- Secured \$337,200 in external funding for biodiversity recovery work on bushfire affected Council roadsides and reserves. (N2.4)

- Partnered with Forestry SA and volunteers from the Mountain Bike group Rise Racing to deliver Croft Road car park / Anderson Hill winery at Cudlee Creek for a Bushfire recovery revegetation project. (N2.4)

Objective N3 - Nurture valuable partnerships and collaborations and engage the local community in the management of our natural environment.

- Engaged with Heathfield High and Aldgate primary students to educate them on biodiversity topics for the region, demonstrations on weed control, bushfire recovery and land management processes. (N3.1)
- Partnered in several engagement projects via Kenton Creek Restoration Project at Federation Park, including Lions Club of Torrens Valley, the Gumeracha Town Hall & Community Association, Gumeracha Primary School and the 2021 Nature Festival BioBlitz, delivering education on a range of biodiversity topics. (N3.1)
- Developed the Council website to promote the Weeds for Monarto program, educating residents about local weeds and conservation of internationally endangered species at Monarto. (N3.1)
- Provided free butterfly kits, consisting of local plant species from the AHC Native Habitat Landscaping and Gardening Guide that support indigenous butterfly species, and a copy of the Guide. (N3.1)
- Distributed Native Gardening and landscaping books/low flammability at field days, customer service centres, volunteer run community events and electronically on our website.
- Participated in the Bridgewater Community Forum to inform residents of the Riparian Restoration of Cox Creek, Bridgewater project, and distribute copies of the Native Habitat Landscaping and Gardening Guide, and the Native Habitat Gardening Guide for low flammability gardens. (N3.1)
- Undertook two community workshops on installing solar PV panels and battery storage. (N3.1)
- Collaborated with over 12 volunteer bushcare groups, Non-government Organisations, and State Government departments in managing biodiversity on mixed use reserves across the region. (N3.2)
- Continued the Bush For Life Funding and Partnership Agreement resulting in an on-ground work contribution of \$121,063 and 280 hours of on-ground work at 28 Bush For Life sites on council land. (N3.2)
- Secured funding of \$100,000 for a bushfire and biodiversity project through the Resilient Hills and Coasts partnership. (N3.3)
- Collaborated with Trees for Life, Adelaide University, Mt Barker Council and Department of Environment and Water to investigate the dying stringybarks and links to a changing climate within the region. (N3.3)

- Installed a shade structure at the Lenswood playground and investigated potential water fountain installation at the Balhannah dog park. The intention is to roll out climate change adaptation actions concurrently with the playground framework and open space upgrades. (N3.3)

Objective N4 - Reduce the impact of waste to landfill by maintaining a robust waste and resource management framework.

- Provided a significant increase to the number of free green organic drop off days available to the community to assist with bushfire preparation activities. (N4.2)
- Conducted 14 community education activities to raise awareness and to inform the community on best practice recycling and waste reduction. These activities included information on the importance of recycling food scraps in the green organic bin. (N4.3)
- Completed a review into Council's use of single-use plastics and actions were progressed across the Council to reduce the use of these plastics. (N4.4)
- Continued to provide a range of waste and recycling services including kerbside bins, hard rubbish service, free green organic drop off days and the Heathfield Resource Recovery Centre. (N4.4)
- Assisted residents with disposal of waste collected as part of Clean Up Australia Day. (N4.4)

Objective N5 - Assist our community to reduce the impact of waste to landfill on the environment.

- Released a new waste and recycling educational video which features the Brinkley Landfill. The video demonstrates the accumulative impact of waste disposed of to landfill with the intention of encouraging avoidance of waste generation in the first place. (N5.1)
- Completed kerbside bin audits in the Balhannah and Lenswood areas which assists in informing community on preventing valuable resources going to landfill and reducing contamination in recycling bins. (N5.2)
- Held a number of waste and education stalls at local events including the Gumeracha Community Forum and the Uraidla Show. (N5.2)
- 26 drop off days held at Heathfield, Gumeracha and Woodside resulting in 10,232 drop off processed totaling 1,441 tonnes of green organic waste.

Performance Measures

Measure	Target	Strategic Objective	Reporting Frequency	Actual
CPI-N01 Number of Native Vegetation Marker System BushRAT Assessment sites complete (actual versus planned)	60 NVMS sites per annum	N2	Annually	91 assessments over 63 sites
CPI-N02 Woody Weed Control Program - no. of sites complete (actual versus planned)	15 sites per annum	N2	Quarterly	15
CPI-N03 Percent of nuisance and litter queries resolved	90%	N2	Quarterly	Q1 = 83% / Q2 = 93% / Q3 = 91.5% / Q4 = 88% All queries were actioned and resolved however not all were completed within the target time-frames for the different categories of query.
CPI-N04 Percent of private properties inspected prior to bushfire season that comply with fuel load management requirements	At least 90%	N2	Annually	97%
CPI-N05 Tonnes of green organics collected on Green organic days	150	N4	Quarterly	Q1 = 184 / Q2 = 740 / Q3 = 351 / Q4 = 166
CPI-N06 Percentage change in tonnes of waste disposed to landfill compared to previous financial year	Reduction in waste percentage	N5	Annual	Percentage of waste diverted from landfill 2019-20 = 51% / 2020-21 = 53.3% / 2021-22 = 52.3% Increase of 1% waste going to landfill. The diversion rate is variable from year to year with changes occurring for a variety of reasons including seasonal impacts and the communities waste and recycling practices.
CPI-N07 Number of community education actions delivered (Waste Management Strategy 2016-2021) – Actioned vs Planned	6	N5	Quarterly	14

Nuisance & Litter

	Nature	Number
Number of complaints	Illegal Dumping of Rubbish	306
	Air Pollution	16
	Water Pollution	4
	Noise Complaints	26
	Vandalism/Graffiti	45
	Insanitary Conditions/Vermin	5
	Littering	14
Expiated Offences	Disposal of litter onto any land or into any waters - excess of 50 Litres of class B hazardous or general litter	2
	Carry on an activity resulting in local nuisance	6
	Cause or permit the burning of matter by fire in the open	2
	Burning of prohibited substances by fire	1
	Failure to comply with Local Nuisance abatement notice	4
Abatement notices issued	Wandering Livestock, Unsightly Property	3



Our Strategic Plan 2020-24 – A Brighter Future sets out our goals, objectives and priorities (listed in full in Appendix 3). As it is a four year plan, not every priority will have an achievement listed against it each year.

What we have achieved

Objective O1 - We have the right people with the right knowledge and skills in the right jobs and they are supported and developed.

- Continued to provide flexible work arrangements enabling customer and community work to continue. (O1.2)
- Launched organisational wide online training using the Skytrust system. (O1.4)
- Participated in the 2022 Australasian Management Challenge providing selected staff with opportunities to be mentored and develop skills outside of their normal roles. (O1.4)

Objective O2 - Our customers find it easier to interact and do business with Council and have an improved customer experience.

- Implemented a new CMS (Content Management System) and developed a new Council Website with an enhanced user experience, improving the accessibility of information for the community and delivering objectives within the Access and Inclusion Plan. (O2.1)
- Implemented a new electronic Customer Complaint Handling Form to highlight and improve the way complaints are managed. (O2.3)

Objective O3 - Our organisation is financially sustainable for both current and future generations.

- Developed strategies as part of a review of the Long Term Financial Plan to minimise the impact of increases in the Consumer Price Index on the level of rate revenue required. (O3.3)
- Undertook a review of the operational accommodation requirements, with additional leased office space secured to enable building upgrade works to be progressed and future requirements considered. (O3.2)
- Conducted an external service review on the Civil Services Maintenance function to analyse the service's quality, effectiveness and efficiency. (O3.4)

Objective O4 - We actively represent our community.

- Facilitated 18 Council meetings and 12 workshops which, except for some confidential items, were open to the public both in person and online via a livestream. (O4.1)
- Undertook public consultation on Council's major plans, strategies and policies including the Long Term Financial Plan in April and the Annual Business Plan in May. All consultation feedback was considered by Council prior to their final adoption. (O4.1)
- Hosted two candidate information sessions to assist potential candidates to understand the role of a council member. (O4.2)
- Promoted, in conjunction with the Electoral Commission, the 'Nominate' phase of the election

process to encourage the breadth and diversity of candidates. (O4.2)

- Provided submissions to federal and state agencies in relation to legislative change associated with planning & development, heritage, boundary reform and Council Member allowances, conduct and training standards. (O4.3)
- Took a strong advocacy position with the Boundaries Commission throughout the year in relation to the Campbelltown City Council's Stage 2 Boundary Change Proposal. (O4.4)

Objective O5 - We are accountable, informed, and make decisions in the best interests of the whole community.

- Implemented changes arising from the local government reforms in the *Statutes Amendment (Local Government Review) Act 2021* and revised policy framework to ensure contemporary and legislatively compliant policies and codes (O5.1)
- Provided quarterly reports to Audit Committee on Council's strategic risk profile and mitigation actions. (O5.2)
- Provided quarterly performance reports to the Council and the community on key activities, projects, financial results and performance targets. (O5.3)
- Produced a comprehensive annual report setting out the achievement against the annual business plan and the audited financial results and analysis. (O5.3)

Objective O6 - Technology and innovation is utilised to better meet our community's expectations and deliver value for money.

- Implemented a Cyber Security Plan aligned to a new state wide Local Government Information Security Framework developed by LGITSA (Local Government Information Technology South Australia) and grant funded by LGA's Local Government Research & Development Fund. (O6.1)
- Implemented a Cemetery Management System with drone and memorial imaging. (O6.2)
- Migrated email, Payroll and Human Resources systems to Cloud based technology. (O6.3)
- Implemented Cyber Security Systems for multifactor authentication and application security. (O6.3)
- Utilised Customer Experience survey feedback to inform potential service improvements across Council systems. (O6.4)

Performance Measures

Measure	Target	Strategic Objective	Reporting Frequency	Actual
CPI-O01 Number of Lost time injuries	0	O1	Quarterly	4 - While the result for actual Lost Time Injuries (LTI) remains at historically low levels within the sector, a target of no LTI will remain as Council's aspirational goal.
CPI-O02 Customer Net Ease Score (NES)	50	O2	Bi-annual	Q2 = +35 / Q4 = +50 Range is -100 to +100. Therefore result is good and improved throughout the year.
CPI-O03 Overall customer satisfaction	75%	O2	Bi-annual	Q2 = 68% / Q4 = 73% Satisfaction increased during the year with customers preferring the instant connection of the phone than the potentially more involved service requests.
CPI-O04 Operating Surplus Ratio	1-5%	O3	Annually	2.2%
CPI-O05 Net Financial Liabilities Ratio	25-75%	O3	Annually	46%
CPI-O06 Asset Sustainability Ratio	95-105%	O3	Annually	114%
CPI-O07 Decisions (Council resolutions) considered in open Ordinary & Special Council meetings during the reporting period	90%	O4	Quarterly	95% average.
CPI-O08 Council member attendance at Ordinary & Special meetings	90%	O4	Quarterly	90% average.
CPI-O09 FOI requests completed within the legislated time-frame	100%	O6	Quarterly	100%
CPI-O10 Ombudsman investigations upholding Council's decisions (general investigations and FOI external reviews)	100%	O6	Quarterly	100%
CPI-O11 Employee Turnover	7-15%	O1	Quarterly	11.2%

Our Focus in 2022-23

In addition to continuing our day to day services and programs, we are implementing strategic initiatives to further develop and support our region. Some highlights are included under each of the following long term goals.



A Functional Built Environment

- Delivering three key road safety activities under the federally funded black spot program
- Implementing the Community and Recreation Facilities Framework
- Implementing the Trails and Cycling Routes Framework
- Delivering Projects under the Local Roads and Community Infrastructure Program that involve the construction, maintenance and/or improvements to key publicly accessible assets



Community Wellbeing

- Upgrading the Gumeracha Library to make a more welcoming and functional space
- Explore the potential for a skate/BMX facility in Stirling
- Implementing the Federal Government funded Community Ready Program to help communities develop resilience to natural disasters
- Taking the initial steps in identifying opportunities to recognise traditional Aboriginal names for places
- Redeveloping the old Lobethal Woollen Mills to establish a contemporary facility for Fabrik, the Council's arts and heritage hub, with the support of State and Federal Government funding
- Engaging with the Commonwealth on reforms to aged services and review the Council's place in the provision of same



A Prosperous Economy

- Partnering in the return of the Santos Tour Down Under in 2023 following a two year absence due to the COVID-19 pandemic
- Looking for opportunities to sponsor or collaborate on significant new events for the district
- Supporting an international tourism 'restart' in the district with the reintroduction of overseas travel following the COVID-19 pandemic
- Supporting a focus on wellbeing tourism
- Continuing to establish a Home Based Business Network and support the group to access support
- Establishing 'free' camping in the district in partnership with selected community and/or commercial entities



A Valued Natural Environment

- Exploring options for a new dog and cat facility
- Undertaking high level studies of:
 - Introducing a fee incentive for use of the kerbside bin service
 - The benefits of providing a weekly green organic bin collection, and
 - Voluntary fortnightly waste collection
- These studies will identify focus areas for Council to provide the best environmental and financial outcomes for Council and the community
- Investing in resilient community facilities and open spaces



A Progressive Organisation

- Assisting the Electoral Commission of SA in conducting the 2022 Local Government Election
- Further developing the Council's new website to provide more streamlined customer services and access to information commonly sought by the community
- Undertaking a community perception survey to drive further improvement in the range and delivery of services provided to the community
- Improving our IT systems in areas of HR, Payroll and Finance

Our Governance

Governance refers to the rules, practices and processes by which Council is directed and controlled. Adelaide Hills Council continuously strives for best practice in Governance by being:

- Accountable, transparent and responsive,
- Effective and efficient,
- Participatory, equitable and responsible, and
- By meeting legislative obligations.

The following information reports on our governance activity during 2021-22.

Good Governance is accountable, transparent and responsive

Council Meetings

Council is the ultimate decision-making body of the organisation; it consists of the Mayor and 12 Councillors. Council meetings were held on the fourth Tuesday of every month. All Council and Council Committee meetings are open to the public unless specific provisions in the *Local Government Act 1999* are satisfied to require the closing of the meeting under a confidentiality order.

Council meetings held in 2021-22:

- 12 ordinary meetings
- 6 special meetings

Council Committee meetings held in 2021-22:

- 6 Audit Committee meetings
- 5 CEO Performance Review Panel meetings

The attendance of the Mayor and Councillors at 2021-22 Council meetings is detailed in the table to the left.

Council Meeting Type	Ordinary Council		Special Council	
	P	A	P	A
Total Meetings Held	12		6	
Mayor Jan-Claire Wisdom	11	1	3	3
Cr Nathan Daniell	12	0	5	1
Cr Ian Bailey	12	0	5	1
Cr Kirrilee Boyd	11	1	5	1
Cr Pauline Gill	4	8	4	2
Cr Chris Grant	12	0	6	0
Cr Linda Green	12	0	6	0
Cr Malcolm Herrmann	12	0	6	0
Cr John Kemp	10	2	5	1
Cr Leith Mudge	11	1	5	1
Cr Mark Osterstock	12	0	4	2
Cr Kirsty Parkin	12	0	4	2
Cr Andrew Stratford	10	2	5	1

P = Present (number of meetings attended)
A = Apology (number of meetings not attended)

Good Governance is effective and efficient

Council Member training and development

Council is committed to providing training and development activities for Council Members and recognises the responsibility to develop and adopt a policy for this purpose under Section 80A of the *Local Government Act 1999*.

Monthly professional development training sessions have been held for Council Members. Professional development sessions conducted in-house are Closed Informal Gatherings for the purposes of the *Informal Gatherings and Discussions Policy*. The dates and venues for these sessions are publicly documented in agendas for Ordinary Council meetings and are posted on the Council's website.

Good Governance is participatory, equitable and responsible

Allowance paid to Council Members

Council Members are entitled to receive an annual allowance, as determined by the Remuneration Tribunal pursuant to Section 76 of the *Local Government Act 1999* (the Act) for performing and discharging their official functions and duties.

Pursuant to the Remuneration Tribunal's determination, the following amounts were prescribed for Council Members for 2021-22:

	Remuneration
Mayor/Principal member	\$74,212
Deputy Mayor/Presiding member of a prescribed committee*	\$23,171
Other Council Members	\$18,533

*Council's Prescribed Committees are the Audit Committee, and the CEO Performance Review Panel.

In addition to the allowance paid under section 76 of the *Local Government Act 1999*, Council Members were entitled to receive the following under the Council Member Allowances and Benefit Policy.

- Reimbursement for traveling within/outside the area of Council and child/dependent care expenses associated with attendance at a Prescribed Meeting or undertaking a function or activity on the business of Council.
- Provision of an annual Travel Time Payment for Members residing greater than 30km from the Principal Office.
- Reimbursement of other expenses including:
 - Phone costs (call charges only)
 - Conference, seminar and training course fees and associated travel expenses.
- Provision of the following to assist Members in performing their official functions:
 - An iPad (or similar tablet computer), associated software and 4G connection for document management (including Council Agenda and Minutes), communication and research (both Council workspace and internet)
 - A Council email address and mobile phone (including SIM)
 - Reams of paper for printing and stationery (such as pads, pens, diaries, etc.)
 - Meals and beverages provided in association with attendance at prescribed meetings.

Notwithstanding their entitlement under the Policy, not all of these provisions were accessed by all Council Members.

In addition to these, Council resolved to make available to the Mayor (or Deputy Mayor during the Mayor's absence) the following additional facilities and support to assist them in performing and discharging their official functions and duties:

- Laptop computer with appropriate software
- Supply and maintenance of a motor vehicle (not allocated in 2020/21)
- Mayoral Office accessible 24/7 providing desk and meeting facilities
- Provision of media and communications support
- Access to administrative officer services.

The Chief Executive Officer maintains a Register of Allowances and Benefits provided to Council Members which is available to the public online or in our service centres.

Council Member Interstate and International Travel

During 2021-22, the following interstate and international travel was conducted by Council Members:

Event	Date	Location	Travel Expenses
National General Assembly Conference	June 2022	Canberra	\$1,768

Local Government Act 1999 Section 41 Committees

The Adelaide Hills Council has two Section 41 (Council) Committees which operate under Terms of Reference determined by Council.

2. Audit Committee, and
3. CEO Performance Review Panel.

Audit Committee

The Audit Committee was established by Council in 2005 in accordance with Section 126 of the Local Government Act 1999 (the Act).

The Audit Committee's role is to assist Council in the discharge of its responsibilities for financial reporting, maintain a reliable system of internal controls, risk management and asset management, liaise with the external auditor, and foster the organisation's ethical development.

There are five members of the Audit Committee, three independent members and two Council Members. The membership and attendance during the financial year was:

Committee Member name	No. of meetings present	No. of meetings absent or apology
Cr Malcolm Herrmann (Presiding Member)	6	0
Cr Leith Mudge	5	1
Peter Brass (Independent member)	6	0
Natalie Johnston (Independent member)	6	0
David Moffatt (Independent member)	5	1

Six (6) ordinary meetings were held during 2021-22. Sitting fees were paid to independent members of the Audit Committee. The Presiding Member receives an allowance equivalent to that received by Presiding Members of Prescribed Committees in accordance with the Remuneration Tribunal's determination.

Sitting fees paid up until 1 June 2022:

- Independent Presiding Member: \$550 per meeting(not utilised in 2021-22).
- Independent Member: \$400 per meeting.

Sitting fees paid after 1 June 2022:

- Independent Presiding Member: \$575 per meeting(not utilised in 2021-22).
- Independent Member: \$450 per meeting.

Chief Executive Officer Performance Review Panel

The Chief Executive Officer Performance Review Panel (CEOPRP) was established in 2014 to provide advice to Council on matters related to the Chief Executive Officer (CEO) and their performance.

In 2021-22, a process was undertaken to review the CEO's performance against the position description requirements and the agreed set of key performance indicators for the year. External advice was also received on the remuneration package payable.

Membership and attendance during the financial year was:

Member name	No. of meetings present	No. of meetings absent or apology
Cr Mark Osterstock (Presiding Member)	5	0
Mayor Jan-Claire Wisdom	4	1
Cr Nathan Daniell	5	0
Cr Chris Grant	5	0
Ms Janet Miller (Independent member)	5	0

Five (5) ordinary meetings were held in 2021-22. The Presiding Member receives an allowance equivalent to that received by Presiding Members of Prescribed Committees in accordance with the Remuneration Tribunal's determination.

Sitting fees paid up until 1 June 2022:

- Independent Presiding Member: \$550 per meeting(not utilised in 2021-22).
- Independent Member: \$400 per meeting.
- Sitting fees paid after 1 June 2022:
- Independent Presiding Member: \$575 per meeting(not utilised in 2021-22).
- Independent Member: \$450 per meeting.

Council's Assessment Panel (CAP)

As a result of the State Government's roll-out of the Planning Reform for South Australia Adelaide Hills Council established a Council Assessment Panel (CAP) as required by Sections 82 and 83 of the Planning, *Development and Infrastructure Act 2016* (PDI Act). This CAP replaced the former Council Development Assessment Panel and membership comprises one Council member and four Independent members (which includes an Independent Presiding member).

Membership and attendance during the financial year was:

Member name	No. of meetings present	No. of meetings absent or apology
Geoff Parsons (Independent Presiding Member)	13	0
Ross Bateup (Independent Member)	13	0
David Brown (Independent Member ceased 1 June 2022)	11	0
Myles Somers (Independent Member commenced 1 June 2022)	2	0
Paul Mickan (Independent Member)	13	0
Cr John Kemp (Council Member)	13	0

The Panel considers certain development applications (i.e. requests from people wishing to construct buildings or undertake other developments in the area) which cannot be decided upon by staff under delegation. It also hears submissions lodged in relation to publicly notified development applications. CAP meetings are generally held in Stirling on the second Wednesday of each month from 6:30pm. In 2021-22, 13 meetings of the Panel were held.

Sitting fees paid to independent members of the CAP up until 1 June 2022 were:

- Independent Presiding Member: \$500 per meeting
- Independent Ordinary Member: \$380 per meeting
- Council Member: \$190 per meeting

Sitting fees paid to independent members of the CAP after 1 June 2022 were:

- Independent Presiding Member: \$550 per meeting
- Independent Ordinary Member: \$420 per meeting
- Council Member: \$293 per meeting

Council Advisory (Working) Groups

Advisory Groups, operating under their own terms of reference, provide advice and support to Council's administration.

Adelaide Hills Council's Advisory (Working) Groups are:

- Biodiversity Advisory Group
- Bushfire Advisory Group
- Cemetery Advisory Group
- Property Advisory Group
- Rural Land Management Advisory Group
- Sustainability Advisory Group
- Community & Recreation Facility Framework Internal Working Group
- AHC Reconciliation Working Group

These Groups do not report directly to Council however they provide advice to the Administration which informs Council and Committee decisions.

Building Fire Safety Committee

Council's Building Fire Safety Committee held four meetings during the year to review the adequacy of fire safety for large buildings in the district with an aim of improving the level of fire and life safety. The membership of the Committee was amended halfway through the year with a new Presiding Member joining the Committee with experience in fire safety. Members and attendance for the Committee was:

Member name	No. of meetings present	No. of meetings absent or apology
Peter Harmer (Qualifications in Building Surveying)	2	0
Colin Paton, (CFS Representative)	4	0
Louis Palumbo – Council Staff Member (Experience in Fire Safety)	4	0
Tom Warneke - Council Staff Member (Qualifications in Building Surveyor)	4	0

The Committee conducted 14 inspections and considered 18 buildings during the year, working with building owners to negotiate an improved level of safety for their buildings in relation to fire exits, emergency lighting, fire-fighting equipment, water supply, hydrant coverage, access for fire services, and bushfire survival plans. No new fire safety defect notices were issued during 2022, whilst three of the buildings requiring upgrades, completed the negotiated works enabling the Committee to acknowledge the owners co-operation and works undertaken to improve the fire and life safety of their buildings. Additionally, the Committee progressed the aluminium composite panel (ACP) investigations for the three identified buildings with the ACP removed and replaced in one case and solutions continuing to be negotiated in regards to the other two buildings.

Information or Briefing Sessions

Information or Briefing Sessions (workshops, briefings, and professional development sessions) are held with Council Members twice a month and provide a valuable opportunity to enhance the decision-making process. Council and Committee Members use the gatherings to become better informed on issues, seek further clarification, or explore a topic further in an informal environment.

Information or Briefing Sessions are not used to make decisions; all decision-making is conducted at the formal Council and Section 41 Committee meetings. Information or Briefing Sessions that involve the discussion of matters that will be considered at a formal council or council committee meeting must be open to the public unless the appropriate confidentiality provisions of the Local Government Act 1999 are utilised.

All Information or Briefing Sessions are advertised on the Council website.

Date of Information Gathering	Topic	Type of Session
13/07/2021	Fabrik - History Trust Interpretation Plan	Open
13/07/2021	Accommodation Planning	Confidential
13/07/2021	CEO Report - performance targets and position objectives	Confidential
13/07/2021	CEO Update	Confidential
10/08/2021	Adelaide Hills Tourism Annual Reporting	Open
10/08/2021	Lobethal Bushland Park - Final Draft Masterplan Update	Confidential
10/08/2021	Black Summer Bushfire Recovery Grants Program	Open
10/08/2021	'Free' camping - including RV dump point	Open
10/08/2021	CEO Update	Confidential
17/08/2021	Stirling Business Association	Open
17/08/2021	Local Government Reform – First Tranche Commencement	Open
17/08/2021	Local Government Reform – Mobile Food Vans	Open
17/08/2021	Black Summer Bushfire Recovery Grants Program	Open
17/08/2021	Cat Confinement Community Education	Open
17/08/2021	CEO Update	Open

Date of Information Gathering	Topic	Type of Session
14/09/2021	NBN in the Region	Open
14/09/2021	Single-use plastics MON draft plan	Open
14/09/2021	Woodside Recreation Ground water reuse analysis	Open
14/09/2021	Street Lighting Policy	Open
14/09/2021	CEO Update	Open
21/09/2021	RDA Adelaide Hills, Fleurieu and KI Annual Reporting	Open
21/09/2021	Ashton Landfill Update	Confidential
21/09/2021	White Rock Quarry Road Closure	Open
21/09/2021	CWMS Cost Base Review	Open
21/09/2021	CWMS Network Update	Open
21/09/2021	CEO Update	Confidential
12/10/2021	Youth Leadership Presentation	Open
12/10/2021	Trails & Cycling Routes Framework - Workshop before Community Consultation	Open
12/10/2021	Fabrik Project Update	Open
12/10/2021	Expression of Interest - Station Road Woodside	Confidential
12/10/2021	CEO Update	Open
19/10/2021	Emergency Management	Open
19/10/2021	LG Reform – November 10 commencements	Open
19/10/2021	Council Member Feedback - LGA AGM and OGM Agenda and Minutes Documents	Open
19/10/2021	Ashton Landfill	Confidential
19/10/2021	CEO Update	Open
9/11/2021	Community & Recreation Facility Framework Update	Open
9/11/2021	Adelaide Hills Emergency Relief Fund	Open
9/11/2021	Long Term Financial Plan Assumptions and Parameters	Open
9/11/2021	CEO Update	Confidential
16/11/2021	Council Member Education -Public Integrity Refresher Training	Confidential

Date of Information Gathering	Topic	Type of Session
16/11/2021	Service Review Framework	Open
16/11/2021	CFS Workshop	Open
16/11/2021	CEO Update	Confidential
4/02/2022	LTFP workshop	Open
9/02/2022	Buffers Policy Review	Open
9/02/2022	Sculpture deterioration	Open
9/02/2022	LG Reform - Second Round Proclamation	Open
9/02/2022	CEO Update	Confidential
15/02/2022	Stirling Library Lawn Rotunda Replacement	Open
15/02/2022	Proposed development 160 Longwood Road, Heathfield	Open
15/02/2022	CEO Update	Confidential
8/03/2022	Whiterock Quarry	Confidential
8/03/2022	Roadside Trading Policy review	Confidential
8/03/2022	LRCIP Round 3	Open
8/03/2022	Adelaide Hills Regional Waste Management Authority (AHRWMA) Board Member Nominations	Open
8/03/2022	CEO Update	Confidential
15/03/2022	Waste Workshop	Open
15/03/2022	RTSA - Submission - Council Member Allowances	Open
15/03/2022	Library Services Strategic Plan	Open
15/03/2022	Caretaker	Open
15/03/2022	CEO Update	Open
12/04/2022	Rates Oversight Scheme and CPI Forecasts	Open
12/04/2022	Draft Regional Public Health Plan 2022-27	Open
12/04/2022	Genetically Modified Crops Policy	Open
12/04/2022	Honour Board Concepts	Open
12/04/2022	CEO Update	Open
19/04/2022	Aboriginal culture - use of language	Open

Date of Information Gathering	Topic	Type of Session
19/04/2022	CEO Update	Open
28/04/2022	Annual Business Plan and LTFP	Open
28/04/2022	CEO Update	Open
10/05/2022	Public Forum	Open
10/05/2022	Cox Creek Smart Catchment Project	Open
10/05/2022	Public Art Strategy	Open
10/05/2022	Public Transport Policy Review	Open
10/05/2022	Ashton Landfill	Confidential
9/05/2022	CEO Update	Confidential
17/05/2022	Council Website	Open
17/05/2022	Local Roads and Community Infrastructure Program (LRCIP) - Phase 3 Extension	Confidential
17/05/2022	CEO Update	Open
14/06/2022	Consultant briefs Council on CEO performance review process	Open
14/06/2022	CEO provides update on 2021-22 PTs and position objectives	Open
14/06/2022	Discuss proposed 2022-23 CEO performance targets	Open
14/06/2022	Gifts and Benefits	Open
14/06/2022	CEO Update	Open
21/06/2022	Proposal for Budget Review Committee	Open
21/06/2022	Animal Management Plan development	Open
21/06/2022	CEO Update	Confidential

Ordinary Council Meeting agendas publicly document the dates and venues of regular workshops and professional development sessions. The professional development sessions are reported under Council Member Training and Development and are run as Closed Informal Gatherings.

Agendas and Minutes

All Council, Committee and CAP meeting agendas are placed on public display at least three days prior to the holding of these meetings.

Minutes are placed on display within five days of meetings. Copies of agendas and minutes are available at Council's service centres and libraries, and can be downloaded from the Council's website.

Section 90(2) and 91(7) Requirements - confidentiality orders

During 2021-22, 17 new items were considered in closed session in accordance with Section 90(2) of the *Local Government Act 1999*, and 7 items remained on the register from the previous financial years. Of these, 12 items were released in full and 12 remained in confidence, in accordance with Section 91(7) of the Act as at 30 June 2022.

Date	Council/Committee	Item No.	Title	LGA 1999 Section	New confidentiality recommendation/Date released	Status as at 30 June 2022
22/04/2014	Council	18.2.1	AHRWMA	90(3)(b,d,i)		Retained in confidence
1/08/2018	Special Council	7.2.1	Retirement Village Review	90(3)(b)		Retained in confidence
23/06/2020	Council	18.1.1	Event Opportunity	90(3)(j)		Retained in confidence
27/01/2021	Council	18.2	CWMS Review	90(3)(d)		Retained in confidence
25/05/2021	Ordinary Council	18.1.1	Multi-Year Road Rally Proposal	90(3)(d)	Partial release 08 October 2021. Redaction and Appendices Remain Confidential	Retained in confidence
22/06/2021	Ordinary Council	18.2.1	Event Opportunity - SANTOS TDU 2022	90(3)(j)		Retained in confidence
22/06/2021	Ordinary Council	18.1.1	Cyber Security Plan	90(3)(e)		Retained in confidence
27/07/2021	Council	166/21	46 Mt Barker Road Stirling - Old Stirling Police Station	90(3)(d) & (j)	Released 15 June 2022	Released
24/08/2021	Council	18.1.1	CEO Performance Review & Remuneration Review	90(3)(a)		Released
26/10/2021	Council	18.2	Ashton Landfill	90(3)(i)		Retained in confidence
26/10/2021	Council	18.1	Electricity Procurement Legal Matter	90(3)(h)		Retained in confidence
14/12/2021	Council	18.1	Audit Committee Independent Member Appointment	90(3)(a)	Released 15 December 2021	Released
14/12/2021	Council	18.2	Citizen of the Year Awards 2022	90(3)(o)	Released 26 January 2022	Released
14/12/2021	Council	18.3	East Waste Independent Chair Appointment	90(3)(a)	Released 11 February 2022	Released

Date	Council/Committee	Item No.	Title	LGA 1999 Section	New confidentiality recommendation/Date released	Status as at 30 June 2022
25/01/2022	Ordinary Council	18.1	Audit Committee Independent member Extension of Term - Confidential Item	90(3)(a)	Released 30 January 2022	Released
26/04/2022	Council	11.1.2	Property Lobethal Road, Lenswood - Confidential	90(3)(a)	Minute not confidential	Retained in confidence
26/04/2022	Council	18.1	Appointment of CAP Independent Members	90(3)(a)	Released 26 May 2022	Released
26/04/2022	Council	18.2	Appointment of AHRWMA Chair	90(3)(a)	Released 30 May 2022	Released
17/05/2022	Special Council	8.1.1	Appointment of Consultant to undertake CEO Performance & Remuneration Reviews	90(3)(d)	Released 24 May 2022	Released
28/06/2022	Council	18.4	East Waste Charter Amendment	90(3)(k)	Released 19 September 2022	Released
28/06/2022	Council	18.1	Warren Road Birdwood Blackspot	90(3)(d)		Retained in confidence
28/06/2022	Council	18.2	Santos Tour Down Under Event Opportunity	90(3)(j)	Released 16 September 2022	Released
28/06/2022	Council	18.3	Ashton Landfill	90(3)(i)		Retained in confidence
28/06/2022	Council	18.5	Fabrik Tender & Contract	90(3)(d)	Released 19 August 2022	Released

Council's Representation Quota

The Adelaide Hills Council's total representation quota (the number of electors for each Council Member including Mayor) in 2021-22 is 1 for every 2,343 electors. The total number of electors is 30,462.

The Adelaide Hills Council's representation quota is comparable with councils of similar populations (albeit different numbers of Council Members):

- City of Holdfast Bay (electors 28,895) = 1:2,222
- City of Norwood Payneham and St Peters (electors 26,261) = 1:1,875
- Burnside (electors 32,398) = 1:2,492
- City of Unley (electors 28,044) = 1:2,157.

(Information provided by the Electoral Commission of SA, current as at 30 June 2022)

The next representation review is scheduled to commence April 2024, at which time electors will be advised of the process to make submissions on representation under the *Local Government Act 1999*.

Public involvement in Council business

Members of the public may put forward their views to Council in a number of ways.

Public Forum

Any member of the public is allocated up to five minutes at each Council meeting to address the Members with comments or questions.

Deputations

With the permission of the Mayor or Committee Presiding Member, a member of the public can address a Committee or the Council personally or on behalf of a group of residents as a deputation. Each deputation is usually limited to a maximum of ten minutes. People wishing to access this opportunity should make prior arrangements through the Mayor's Office on (08) 8408 0438.

Petitions

Written petitions can be addressed to Council or a Committee on any issue within the Council's jurisdiction and these are presented at the next meeting of Council or Committee following receipt. Petitions must be in the format set out in legislation; Council's Petitions Policy provides guidelines on these requirements as well as on submission.

Written Requests

A member of the public can write to the Council about any Council service, activity or policy via post or email.

Chief Executive Officer
Adelaide Hills Council
63 Mt Barker Rd Stirling SA 5152
mail@ahc.sa.gov.au

Community Engagement

The Adelaide Hills Council engages with local residents about many issues that may affect their neighbourhoods. Formal consultations are guided by Council's Public Consultation Policy. Everyone is encouraged to contribute to projects via the Your Say website at engage.ahc.sa.gov.au, by emailing engage@ahc.sa.gov.au, post, calling 8400 0400 or attending online or face to face drop in sessions. Over the last financial year there were 12,300 visits to the Your Say website and 37 community engagement projects for contributions or information.

Community Forums

Local community members and groups are invited to attend Community Forums across the district and to address Council on new initiatives or topics of concern. Holding the forums in different townships in the Council area is an important method of providing residents with opportunities to speak in person with Council Members and senior staff.

Four Community Forums were held in 2021-22
(separate from Ordinary Council Meetings):

- Montacute: 31 May 2022 | Montacute Institute Community Hall | Attendance: 50
- Birdwood: 29 March 2022 | Birdwood Institute | Attendance: 58
- Gumeracha: 30 November 2021 | Gumeracha Town Hall | Attendance: 45
- Basket Range: 31 August 2021 | Basket Range Community Hall | Attendance: 63

Internal review of Council decisions

The Council's Internal Review of Council Decisions Policy provides a process pursuant to Section 270 of the *Local Government Act 1999* for people to request a formal internal review of a decision made by Council (including by staff acting under delegation).

Formal reviews are normally the final avenue for a complainant before raising the matter with external agencies such as the South Australian Ombudsman. Formal internal reviews are distinct from routine complaint handling processes in that they involve a higher degree of scrutiny of the decision making process and merit and are conducted by a person who was not involved in the original decision.

Internal reviews in progress at 1 July 2021:	1
Internal review requests received in 2021-22:	3
Internal reviews closed in 2021-22:	2
Internal reviews in progress at 30 June 2022:	2

Internal review subject	Lodged	Closed	Outcome
Decision to not remove trees	1 June 2021	12 August 2021	Original decision upheld
Decision by Council at its meeting held on 25 May 2021 to support the conduct of the Adelaide Rally within the district for a period 2021 to 2023 and to acknowledge that the CEO will use the delegation already provided to him to consider consent for road closures on an annual basis	23 August 2021	14 December 2021	Original decision upheld
Decision by Council (staff) to deny use of unmade road reserve to the rear of applicant's property for vehicular access	12 October 2021		Still open at 30 June 2022 ¹
Decision by Council (staff) to not issue a permit over the use of unmade road reserve to the rear of applicants' property	27 February 2022		Still open at 30 June 2022 ²

1. Review still underway at 11 November 2022
2. Closed 2 September 2022, original decision upheld

Freedom of Information requests

Freedom of Information (FOI) applications can be submitted using an FOI Application form, available from the State Records website, Council's website, or any of Council's Service Centres or by way of a request in writing. An application fee (in accordance with Council's Fees and Charges Policy) must accompany the application.

The State Records website provides detailed information on the FOI process or you can contact Council's FOI Officer. Requests should be forwarded to:

Freedom of Information Officer
Adelaide Hills Council
63 Mount Barker Road, STIRLING SA 5152

The Freedom of Information Statement is reviewed and published annually on our website in accordance with the requirements of the *Freedom of Information Act 1991*.

Annual Reporting is provided to State Records of South Australia at the end of each financial year, below outlines 2021-22 outcomes for Adelaide Hills Council.

FOI Requests	Total
Outstanding from previous period	Four
New applications	Nineteen
Total to be processed	Twenty-Three
Transferred in full	Nil
Determined - Full release	Five
Determined - Partial release	Ten
Determined - Refused	One
Withdrawn	Two
No records available	One
Information previously provided	One
Outstanding at the end of the period	Three
Internal review completed	Three
External review completed	Two

Amendment to Council Records

Any member of the public may inspect Council documents relating to their personal affairs with a request under Part 4 Division 2 of the *Freedom of Information Act 1991*. Access to the records is possible through the completion of a Freedom of Information Request Form.

A member of the public may then request a correction to any information about themselves that is incomplete, incorrect, misleading or out-of-date. Amendments to Council records must be requested using a Freedom of Information Amendment of Records Form.

Fraud and corruption prevention

Council recognises that fraud and corruption have the potential to cause significant financial and non-financial harm, and that the prevention and control of fraud and corruption should feature predominantly within the systems and procedures of a responsible council.

Council is committed to acting in the best interest of the community and to upholding the principles of honesty, integrity and transparency; the key components of good governance. A *Fraud and Corruption Prevention Policy* has been adopted by Council to provide guidance in managing these risks.

Council adopted a *Public Interest Disclosure Policy* to facilitate the disclosure of public interest information and provide guidance on the management and investigation of disclosures. This Policy and associated procedures have been developed in accordance with the *Public Interest Disclosures Act 2018* which replaced the *Whistleblowers Protection Act 1993* from 1 July 2019.

Delegations and sub-delegations

The Chief Executive Officer and other officers have the delegated authority from Council (in accordance with Section 44 and 101 of the *Local Government Act 1999*) to make decisions on a number of specified administrative and operational matters.

The Register of Delegations reflects the delegated authority from Council to the Chief Executive Officer (and subsequently any sub-delegations) and this is visible on Council's website. As a minimum, delegations are reviewed annually.



Good Governance involves meeting our legislative obligations

Registers, codes and policies

Documents available for public inspection are as follows.

Registers

- LG Act Section 63 | Gifts and Benefits Register – Council Members and Staff
- LG Act Section 68 | Council Members' Register of Interests
- LG Act Section 79 | Council Members' Register of Allowances and Benefits
- LG Act Section 90 | Confidential Items
- LG Act Section 105 | Council Employees Register of Salaries
- LG Act Section 188 | Fees and Charges
- LG Act Section 196 | Community Land Management Plans
- LG Act Section 207 | Community Land
- LG Act Section 231 | Public Roads
- LG Act Section 252 | By-laws
- Development Regulations 2008 Regulation 98 | Development Applications Register

Codes and Policies

Administration

- LG Act Section 110 | Mandatory Code of Conduct for Council Employees

Community

- Acknowledgment and Welcome to Country
- Arts and Heritage Collection
- Cemetery Operating
- Burials Outside Cemeteries
- Community Group Use of Photocopiers
- Community Information Display
- Community Loans
- Festivals & Events
- Flags Policy
- Grant Giving
- Memorials within Council Cemeteries
- Outdoor Dining
- Play Space
- Public Consultation
- Public Transport
- Safe Environments
- School Parking and Associated Facilities
- Sport and Recreation
- Tributes for Commemorative Services
- Volunteer Engagement
- Wastewater System Application Fee Refunds

Corporate Governance

- Advisory Group Operation and Conduct
- Caretaker
- LG Act Section 92 | Code of Practice for Access to Council & Council Committee Meetings and Documents
- Code of Practice for Meeting Procedures
- Complaint Handling
- Enforcement
- Fraud Corruption Misconduct & Maladministration
- Information or Briefing sessions
- Internal Audit
- Internal Review of Council Decisions
- Order Making
- Petitions
- Public Interest Disclosure
- Public Interest Disclosure Procedure
- Procurement
- Prudential Management
- Records and Information Management
- Request for Services
- Risk Management
- Unreasonable Complainant Conduct

Council Member

- LG Act Section 63 | Council Member Conduct
- Council Member Training & Development
- Council Member Allowances and Support
- Mayor Seeking Legal Advice
- One Team Communication Protocols

Development and Engineering

- Access to Development Application Documents
- Accredited Professionals Buffers
- Council Assessment Panel Review of Decisions of the Assessment Manager
- Delegations Policy for the Determination of Development Applications by CAP
- Development Application Fee Refunds
- Development Application Fee Waiver Policy 2020
- Development Applications Involving Regulated Trees
- Management of Built Heritage
- Models for Major Development
- Privately Funded (Council-led) Code Amendments

- Public Place & Road Naming
- Unsealed Roads

Environment & Open Space

- Directional Signage
- Burning Permit
- Genetically Modified Crops
- Telecommunications Installation Small Cell Stobie Pole Mounted Antennae
- Tree Management

Finance

- Debt Recovery (inc. CWMS Customer Hardship Policy)
- Disposal of Assets
- Grant & External Funding (Acceptance) Policy
- Rating
- Treasury

Infrastructure & Assets

- Alteration and Occupation of Public Roads
- Asset Management
- Occasional Hiring of Council Meeting Rooms
- Roadside Trading
- Street Lighting
- Trails and Cycling Routes Management
- Waste and Resource Recovery Services

The policies, codes and registers detailed are available at Council's Service Centres for inspection and/or purchase by members of the public for a fee as set out in Council's Fees and Charges Policy.

Many of these documents can be accessed on Council's website for no charge.

Community Land Management Plans

A new Community Land Management Plan was adopted by Council on 24 September 2019. The plan has been prepared for each category of community land, defining ownership details, location, area, principal usage and user groups.

Data verification of community land has been completed with all community land assigned to the appropriate category in the Community Lands Register. It lists community lands and does not include any lands revoked or excluded under the *Local Government Act 1999*.

Competitive tendering

In 2021-22 Council determined that a number of services it provides could be more efficiently provided by external contractors. Where services are outsourced a tender process is used to achieve best value for Council.

Details of the tendering process can be found in Council's Procurement Policy. In 2021-22, 64 services were subjected to a competitive bidding process.

Purchase of local goods and services

When goods and services are required by Council, local suppliers are invited to tender.

All tenders are considered on an equal basis in accordance with the principles of fair trading and the requirements of National Competition Policy and the *Competition and Consumer Act 2010*.

When paying for purchases, employees are encouraged under Council's Procurement Policy to utilise purchase cards as one of the most cost effective payment methods. During 2021-22, purchase cards were used for a total of \$401,482.18 of Council expenses.

National Competition Policy

Principles of competitive neutrality are designed to neutralise any net competitive advantage that a government or local government agency engaged in significant business activities would otherwise have, by virtue of its control by the government or local government, over private businesses operating in the same market.

Council has a complaints mechanism in place and in 2021-22 no complaints were received through this process with regard to competitive neutrality.

Our people

Council's success relies on the experience and skills of staff to provide services to the community. As at 30 June 2022, Council's workforce consisted of 199 FTE (full-time equivalent) people managing a diverse range of services and programs.

Employee turnover levels remain within a healthy range between 7-15 percent, with a turnover during 2021-22 of 11.2% percent.

Employees continue to focus on customer experience and service improvement across the organisation and continually review and refine processes to enable a better experience for our community.

Employee Travel

One of the ways Council supports employees is through the provision of travel to attend events to represent Council and/or that are relevant to the employees development. In 2021-22, the following employee travel occurred:

Event/Activity	Date	Location	Travel Expenses
Presenting at the Australian Museums and Galleries Association National Conference	June 2022	Perth	\$1,650
Pre-Build Inspection for Elevated Work Platform (EWP)	May 2022	Melbourne	\$554.45

Employee Performance

For half the year we continued to manage COVID-19 restrictions that impacted on the way we undertake our work. The focus has been on progressing strategic and planned work as a priority, and making changes to programs and services to be responsive to our community while meeting health requirements. As the year progressed we settled into the new working norm with flexible arrangements allowing our people to continue to provide services to our community.

Leadership Development

Leadership development sessions are provided to our People Leaders which are anyone who manages employees as part of their role.

Supporting People Leaders in managing a more flexible workforce as an ongoing practice has been undertaken as more people returned to an AHC site in an ongoing way.

Diversity and inclusion

Council has continued its journey towards being a diverse and inclusive organisation. Processes continue to be reviewed with the aim of improving our ability to be responsive to individual needs whilst managing expectations and successful outcomes for each role.

Our Recruitment Processes

Council facilitates merit-based selection processes to ensure that it provides equal opportunity for people to be employed. Our recruitment processes have continued to improve as we utilise systems to enable us to manage more effectively and with less waste. We continue to advertise our positions through Disability Employment Service providers to enable better access to those people living with a disability.

Council recognises that selecting the right person for each role has a significant impact on their team, the effectiveness of work undertaken, and services provided to our community. Effective and fair recruitment is critically important.

Work Health and Safety and Injury Management

Work Health and Safety (WHS) and Injury Management (IM) will always be of high importance and therefore many activities and improvements are undertaken regularly to ensure Council is managing its due diligence requirements and maintaining safe systems of work.

The Executive Leadership Team, with the Health and Safety Committee, promotes safe work practices that focus on delivering and maintaining a work environment that is safe, where hazards are identified and risks are managed, resulting in low injury rates.

A focus for this year has been on further developing and refining our Training Needs Analysis (TNA). This provides more accurate and timely data to our People Leaders and enables them to manage and take action on required training for their people.

The WHS Action Plan (developed as a result of Audit processes), monitored by the Local Government Association Workers Compensation Scheme has continued to be worked on and actions closed out. An annual rebate is available where activities from the Action Plan are assessed as complete.

Executive Leadership Team Arrangements

Council has an Executive Leadership Team that operates under the direction of the Chief Executive Officer.

	No of positions	Salary Range as at 30 June 2022
CEO	1	\$241,244
Director	4	\$189,000 - \$200,500
Executive Manager	2	\$128,500 - \$158,000

The Executive Leadership Team have Total Remuneration Packages that incorporates salary (as above), compulsory superannuation and the provision of a motor vehicle for business and private use. Other benefits available to the Executive Team may include the provision of ICT equipment (a mobile telephone and tablet) and paid memberships for up to two professional bodies. No other bonuses or allowances are paid.

Remuneration payable to Council's auditor

Remuneration payable for the audit of the Adelaide Hills Council Internal Financial Controls and Annual Financial Statements for 2021-22 was \$24,890.

No other remuneration was paid to the auditors for non-audit services.



Appendix One

Financial Statements

Adelaide Hills Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2022



General Purpose Financial Statements

for the year ended 30 June 2022

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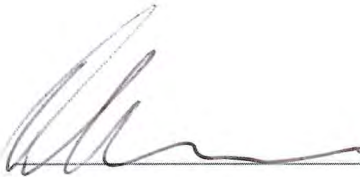
General Purpose Financial Statements
for the year ended 30 June 2022

Certification of Financial Statements

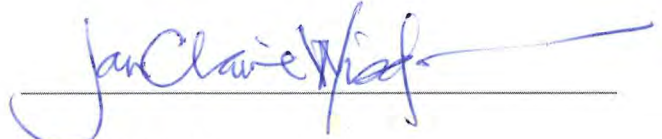
We have been authorised by the Council to certify the financial statements in their final form.

In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards,
- the financial statements present a true and fair view of the Council's financial position at 30 June 2022 and the results of its operations and cash flows for the financial year,
- internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year,
- the financial statements accurately reflect the Council's accounting and other records.



David Waters
Acting Chief Executive Officer



Jan-Claire Wisdom
Mayor

Date 1/11/2022

Statement of Comprehensive Income

for the year ended 30 June 2022

\$ '000	Notes	2022	2021
Income			
Rates	2a	41,504	40,110
Statutory Charges	2b	1,430	1,489
User Charges	2c	884	705
Grants, Subsidies and Contributions	2g	7,667	8,219
Investment Income	2d	59	22
Reimbursements	2e	197	235
Other income	2f	583	637
Net Gain - Equity Accounted Council Businesses	19(a)	133	764
Total Income		52,457	52,181
Expenses			
Employee costs	3a	19,608	18,644
Materials, Contracts and Other Expenses	3b	21,515	21,101
Depreciation, Amortisation and Impairment	3c	9,820	9,451
Finance Costs	3d	306	615
Net loss - Equity Accounted Council Businesses	19(a)	66	13
Total Expenses		51,315	49,824
Operating Surplus / (Deficit)		1,142	2,357
Physical Resources Received Free of Charge	2h	4,072	1,884
Asset Disposal & Fair Value Adjustments	4	(1,693)	(2,045)
Amounts Received Specifically for New or Upgraded Assets	2g	1,905	1,108
Net Surplus / (Deficit)		5,426	3,304
Other Comprehensive Income			
Changes in Revaluation Surplus - I,PP&E	9a	2,814	7,811
Share of Other Comprehensive Income - Equity Accounted Council Businesses	19	1	31
Other Equity Adjustments - Equity Accounted Council Businesses	19(a)i	6	69
Total Other Comprehensive Income		2,821	7,911
Total Comprehensive Income		8,247	11,215

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

as at 30 June 2022

\$ '000	Notes	2022	2021
ASSETS			
Current assets			
Cash & Cash Equivalent Assets	5a	3,215	637
Trade & Other Receivables	5b	3,025	3,225
Inventories	5c	32	23
<u>Subtotal</u>		<u>6,272</u>	<u>3,885</u>
Total current assets		<u>6,272</u>	<u>3,885</u>
Non-current assets			
Equity Accounted Investments in Council Businesses	6	2,416	2,342
Infrastructure, Property, Plant & Equipment	7a(i)	445,461	433,592
Total non-current assets		<u>447,877</u>	<u>435,934</u>
TOTAL ASSETS		<u>454,149</u>	<u>439,819</u>
LIABILITIES			
Current Liabilities			
Trade & Other Payables	8a	9,651	7,734
Borrowings	8b	9,581	5,523
Provisions	8c	4,072	3,963
<u>Subtotal</u>		<u>23,304</u>	<u>17,220</u>
Total Current Liabilities		<u>23,304</u>	<u>17,220</u>
Non-Current Liabilities			
Borrowings	8b	5,200	5,425
Provisions	8c	1,751	1,527
Total Non-Current Liabilities		<u>6,951</u>	<u>6,952</u>
TOTAL LIABILITIES		<u>30,255</u>	<u>24,172</u>
<u>Net Assets</u>		<u>423,894</u>	<u>415,647</u>
EQUITY			
Accumulated surplus		147,964	142,182
Asset revaluation reserves	9a	275,831	273,017
Other reserves	9b	99	448
Total Council Equity		<u>423,894</u>	<u>415,647</u>
<u>Total Equity</u>		<u>423,894</u>	<u>415,647</u>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

for the year ended 30 June 2022

\$ '000	Notes	Accumulated surplus	Asset revaluation reserve	Other reserves	Total equity
2022					
Balance at the end of previous reporting period		142,182	273,017	448	415,647
Net Surplus / (Deficit) for Year		5,426	–	–	5,426
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	9a	–	2,814	–	2,814
Share of OCI - Equity Accounted Council Businesses		1	–	–	1
Other Equity Adjustments - Equity Accounted Council Businesses	19(a)i	6	–	–	6
Other comprehensive income		7	2,814	–	2,821
Total comprehensive income		5,433	2,814	–	8,247
Transfers between Reserves		349	–	(349)	–
Balance at the end of period		147,964	275,831	99	423,894
2021					
Balance at the end of previous reporting period		138,645	265,206	581	404,432
Net Surplus / (Deficit) for Year		3,304	–	–	3,304
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	9a	–	7,811	–	7,811
Share of OCI - Equity Accounted Council Businesses		31	–	–	31
Other Equity Adjustments - Equity Accounted Council Businesses	19(a)i	69	–	–	69
Other comprehensive income		100	7,811	–	7,911
Total comprehensive income		3,404	7,811	–	11,215
Transfers between Reserves		133	–	(133)	–
Balance at the end of period		142,182	273,017	448	415,647

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

for the year ended 30 June 2022

\$ '000	Notes	2022	2021
Cash flows from operating activities			
<u>Receipts</u>			
Rates Receipts		41,289	39,969
Statutory Charges		1,430	1,489
User Charges		884	705
Grants, Subsidies and Contributions (operating purpose)		8,225	7,857
Investment Receipts		59	4
Reimbursements		197	235
Other Receipts		292	988
<u>Payments</u>			
Finance Payments		(306)	(615)
Payments to Employees		(19,191)	(18,410)
Payments for Materials, Contracts & Other Expenses		(19,972)	(19,610)
Net cash provided by (or used in) Operating Activities	11b	<u>12,907</u>	<u>12,612</u>
Cash flows from investing activities			
<u>Receipts</u>			
Amounts Received Specifically for New/Upgraded Assets		2,552	2,409
Sale of Replaced Assets		756	604
Sale of Surplus Assets		9	17
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets		(12,337)	(7,823)
Expenditure on New/Upgraded Assets		(4,839)	(5,372)
Net cash provided (or used in) investing activities		<u>(13,859)</u>	<u>(10,165)</u>
Cash flows from financing activities			
<u>Payments</u>			
Repayments of Borrowings		-	(5,000)
Repayment of Lease Liabilities		(400)	(336)
Repayment of Aged Care Facility Deposits		(76)	(192)
Net Cash provided by (or used in) Financing Activities		<u>(476)</u>	<u>(5,528)</u>
Net Increase (Decrease) in Cash Held		<u>(1,428)</u>	<u>(3,081)</u>
plus: Cash & Cash Equivalents at beginning of period		(4,563)	(1,482)
Cash and cash equivalents held at end of period	11a	<u>(5,991)</u>	<u>(4,563)</u>

Additional Information:

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Contents of the Notes accompanying the General Purpose Financial Statements

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 1. Summary of Significant Accounting Policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

(1) Basis of Preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared on a going concern basis using the historical cost convention in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011* dated 30 April 2022.

1.2 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying Council's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

1.3 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

1.4 Estimates and assumptions

COVID-19 is not expected to have a material financial impact on Council operations. It is expected that there may be some minor financial impacts flowing into the 2022-23 financial year but these have been largely taken into account during the development of the budget process for 2022-23. The budget for 2022-23 assumes that no further restrictions will be put in place by the Government. However, Council has determined that there is no material uncertainty that casts doubt on Council's ability to continue as a going concern.

(2) The Local Government Reporting Entity

Adelaide Hills Council is incorporated under the South Australian Local Government Act 1999 and has its principal place of business at 63 Mount Barker Road, Stirling. These financial statements include the Council's direct operations and all entities through which Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

Other entities in which Council has an interest but does not control are reported in Note 19.

(3) Income Recognition

Income Recognition

Income is measured at the fair value of the consideration received or receivable. Income is recognised when the Council obtains control over the assets comprising the income, or when the amount due constitutes an enforceable debt, whichever first occurs.

The Council recognises revenue under *AASB 1058 Income of Not-for-Profit Entities* (AASB 1058) or *AASB 15 Revenue from Contracts with Customers* (AASB 15) when appropriate.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Council expects to be entitled in a contract with a customer.

In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 1. Summary of Significant Accounting Policies (continued)

where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the council. In this case, the council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

In recent years the payment of untied financial assistance grants has varied from the annual allocation as shown in the table below:

	Cash Payment Received	Annual Allocation	Difference
2019-20	\$1,640,046	\$1,564,152	+\$75,894
2020-21	\$1,516,052	\$1,581,658	-\$65,606
2021-22	\$2,304,241	\$1,661,744	+\$642,497

Because these grants are untied, the Australian Accounting Standards require that payments be recognised upon receipt. Accordingly, the operating results of these periods have been distorted compared to those that would have been reported had the grants been paid in the year to which they were allocated.

The Operating Surplus Ratio disclosed in Note 15 has also been calculated after adjusting for the distortions resulting from the differences between the actual grants received and the grants entitlements allocated.

Construction Contracts

Construction works undertaken by Council for third parties are generally on an agency basis where the third party reimburses Council for actual costs incurred, and usually do not extend beyond the reporting period. Reimbursements not received are recognised as receivables and reimbursements received in advance are recognised as "payments received in advance".

For works undertaken on a fixed price contract basis, revenues are recognised over time using the input method, with costs incurred compared to total expected costs used as a measure of progress. When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognised as an expense immediately.

(4) Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at Council's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the Local Government Act 1999. Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments forms part of Note 13.

(5) Inventories

Inventories held in respect of stores have been valued by using the weighted average cost on a continual basis, after adjustment for loss of service potential. Inventories held in respect of business undertakings have been valued at the lower of cost and net realisable value.

5.1 Real Estate Assets Developments

Real Estate Assets developments have been classified as Inventory in accordance with AASB 102 and are valued at the lower of cost or net realisable value. Cost includes the costs of acquisition, development, borrowing and other costs incurred on financing of that acquisition and up to the time of sale. Any amount by which cost exceeds the net realisable value has been recognised as an expense.

Revenues arising from the sale of property are recognised in the operating statement when settlement is completed.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 1. Summary of Significant Accounting Policies (continued)

5.2 Other Real Estate Held for Resale

Properties not acquired for development, but which Council has decided to sell as surplus to requirements, are recognised at the carrying value at the time of that decision.

Certain properties, auctioned for non-payment of rates in accordance with the Local Government Act but which failed to meet the reserve set by Council and are available for sale by private treaty, are recorded at the lower of the unpaid rates and charges at the time of auction or the reserve set by Council. Holding costs in relation to these properties are recognised as an expense when incurred.

(6) Infrastructure, Property, Plant & Equipment

6.1 Initial Recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

6.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life.

Examples of capitalisation thresholds applied during the year are given below. No capitalisation threshold is applied to the acquisition of land or interests in land.

Furniture & Fittings and Plant & Equipment for Retirement Villages	\$1,000
Office Furniture & Fittings	\$3,000
Other Plant & Equipment	\$3,000
Building Fixture and Fittings	\$5,000
Building Structures	\$5,000
Paving & Footpaths, Kerb & Gutter	\$5,000
Road construction & reconstruction	\$5,000
Stormwater, Gravity mains and Culverts	\$5,000
All Other Assets	\$5,000
Artworks	\$5,000

6.3 Subsequent Recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties, and of existing valuations, methods and valuers are provided at Note 7.

6.4 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of Council, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 1. Summary of Significant Accounting Policies (continued)

Major depreciation periods for each class of asset are listed below. Depreciation periods for infrastructure assets have been estimated based on the best information available to Council, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

Plant, Furniture & Equipment

Office Furniture and Equipment	5 to 10 years
Vehicles and Heavy Plant	8 to 16 years
Other Plant & Equipment	5 to 10 years

Building & Other Structures

Buildings – masonry	50 to 100 years
Buildings – other construction	20 to 40 years
Benches, seats, etc	10 to 20 years
Park Structures – masonry	50 to 100 years
Park Structures – other construction	20 to 40 years
Playground equipment	5 to 15 years

Infrastructure

Bores	20 to 40 years
Bridges	80 to 100 years
Culverts	50 to 75 years
CWMS Pipes	70 to 80 years
Dams and Lagoons	80 to 100 years
Flood Detention Systems	80 to 100 years
Irrigation Pipes and Systems	25 to 75 years
Paving & Footpaths, Kerb & Gutter	40 to 100 years
Pumps & Telemetry	15 to 25 years
Road Pavement	65 to 180 years
Sealed Roads – Surface	15 to 25 years
Stormwater and Gravity Mains	80 to 100 years
Unsealed Roads	10 to 20 years

Other Assets

Artworks	indefinite
Right-of-Use Assets	2 to 5 years

6.5 Impairment

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

6.6 Borrowing Costs

Borrowing costs in relation to qualifying assets (net of offsetting investment revenue) have been capitalised in accordance with AASB 123 "Borrowing Costs". The amounts of borrowing costs recognised as an expense or as part of the carrying amount of qualifying assets are disclosed in Note 3, and the amount (if any) of interest revenue offset against borrowing costs in Note 2.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 1. Summary of Significant Accounting Policies (continued)

(7) Payables

7.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7.2 Payments Received in Advance & Deposits

Amounts other than grants received from external parties in advance of service delivery, and security deposits held against possible damage to Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

(8) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred and are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of "Payables"

(9) Employee Benefits

9.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

9.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Statewide Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 18.

(10) Provisions for Reinstatement, Restoration and Rehabilitation

Close down and restoration costs include the dismantling and demolition of infrastructure and the removal of residual materials and remediation and rehabilitation of disturbed areas. Estimated close down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs and are carried at the net present value of estimated future costs.

Although estimated future costs are based on a closure plan, such plans are based on current environmental requirements which may change. Council's policy to maximise recycling is extending the operational life of these facilities, and significant uncertainty exists in the estimation of the future closure date.

(11) Leases

Accounting policy applicable from 01 July 2019

The Council assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

11.1 Council as a lessee

The Council recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 1. Summary of Significant Accounting Policies (continued)

i) Right-of-Use-Assets

The Council recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and the estimate of costs to be incurred to restore the leased asset. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Computers & IT Equipment	3 to 5 years
Building Occupancy	Up to 3 years

The right-of-use assets are also subject to impairment. Refer to the accounting policies above - Impairment of non-financial assets.

ii) Lease Liabilities

At the commencement date of the lease, the Council recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the Council uses its incremental borrowing rate or the interest rate implicit in the lease.

iii) Short-term leases and leases of low-value assets

The Council applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date). It also applies the low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

(12) Equity Accounted Council Businesses

Council participates in cooperative arrangements with other Councils for the provision of services and facilities. Council's interests in cooperative arrangements, which are only recognised if material, are accounted for in accordance with AASB 128 and set out in detail in Note 19.

(13) GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a net basis.

(14) New accounting standards and UIG interpretations

In the current year, Council adopted where relevant, all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has not resulted in any material changes to Council's accounting policies.

(15) Comparative Figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(16) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 2. Income

\$ '000	2022	2021
(a) Rates		
General Rates		
General Rates	39,123	37,495
Less: Mandatory Rebates	(300)	(288)
Less: Discretionary Rebates, Remissions & Write Offs	(274)	(118)
Total General Rates	38,549	37,089
Other Rates (Including Service Charges)		
Community Wastewater Management Systems	1,676	1,777
Landscape Levy	970	958
Separate & Special Rates	5	5
Stirling Business Association Separate Rate	97	95
Total Other Rates (Including Service Charges)	2,748	2,835
Other Charges		
Penalties for Late Payment	204	186
Legal & Other Costs Recovered	3	–
Total Other Charges	207	186
Total Rates	41,504	40,110
(b) Statutory Charges		
Animal Registration Fees & Fines	465	454
Development Act Fees	731	774
Health & Septic Tank Inspection Fees	101	127
Other Licences, Fees & Fines	31	27
Parking Fines / Expiation Fees	36	30
Searches	66	77
Total Statutory Charges	1,430	1,489
(c) User Charges		
Cemetery Fees	418	322
Community Centres	97	94
Lobethal Woollen Mill Precinct	142	137
Retirement Villages	32	34
Sundry	195	118
Total User Charges	884	705
(d) Investment Income		
Interest on Investments		
- Local Government Finance Authority	1	1
- Banks & Other	4	7
Unwinding of Premiums & Discounts	54	14
Total Investment Income	59	22

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 2. Income (continued)

\$ '000	2022	2021
(e) Reimbursements		
Lobethal Woollen Mill Precinct	172	192
Other Properties	13	19
Private Works	11	7
Other	1	17
<u>Total Reimbursements</u>	<u>197</u>	<u>235</u>
(f) Other income		
Insurance & Other Recoupments - Infrastructure, IPP&E	309	224
Insurance & Other Recoupments - Bushfire Events	–	175
Sundry	274	238
<u>Total Other income</u>	<u>583</u>	<u>637</u>
(g) Grants, Subsidies, Contributions		
Amounts Received Specifically for New or Upgraded Assets	1,905	1,108
Total Amounts Received Specifically for New or Upgraded Assets	<u>1,905</u>	<u>1,108</u>
Annual		
Community Home Support Program Grants	953	957
Community Wastewater Management Systems Contributions	37	113
Library and Communications	273	289
Roads to Recovery	699	699
Sundry	288	316
Supplementary Local Roads Funding	344	–
Untied - Financial Assistance Grant	2,304	1,516
Ad hoc / One Off		
Community Recovery Grants	36	177
Community Resilience Grants	186	83
Local Roads & Community Infrastructure Program	1,410	1,489
Natural Disaster Recovery Funding	–	2,532
Open Space Biodiversity Grants	371	48
Sport & Recreation Community Facilities Grants	766	–
<u>Total Other Grants, Subsidies and Contributions</u>	<u>7,667</u>	<u>8,219</u>
<u>Total Grants, Subsidies, Contributions</u>	<u>9,572</u>	<u>9,327</u>

The functions to which these grants relate are shown in Note 12.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 2. Income (continued)

\$ '000	2022	2021
(i) Sources of grants		
Commonwealth Government	6,405	5,003
State Government	2,544	4,175
Other	623	149
Total	<u>9,572</u>	<u>9,327</u>
(ii) Individually Significant Items		
Grant Commission (FAG) Grant received in advance recognised as Income	1,488	846
 (h) Physical Resources Received Free of Charge		
Land & Improvements	4,072	1,884
Total Physical Resources Received Free of Charge	<u>4,072</u>	<u>1,884</u>

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 3. Expenses

\$ '000	Notes	2022	2021
(a) Employee costs			
Salaries and Wages		15,071	15,261
Employee Leave Expense		2,907	2,348
Superannuation - Defined Contribution Plan Contributions	18	1,589	1,361
Superannuation - Defined Benefit Plan Contributions	18	216	224
Personal Income Protection Insurance		302	260
Workers' Compensation Insurance		475	423
Other Employee Related Costs		729	285
Less: Capitalised and Distributed Costs		(1,681)	(1,518)
Total Operating Employee Costs		19,608	18,644
Total Number of Employees (full time equivalent at end of reporting period)		199	197
(b) Materials, Contracts and Other Expenses			
(i) Materials, Contracts and Expenses			
Bank Fees		89	88
Contractors		4,351	4,190
Contractors - Bushfire Recovery		-	1,609
Contractors - Cleaning		329	356
Contractors - Tree Management		975	864
Contributions & Donations		785	742
Contract Labour		587	601
Energy		451	510
Grant Related Expenditure		452	120
Gumeracha PLEC Contribution		-	563
Heathfield High School Contribution		1,123	75
Insurance		712	630
Landfill Remediation		739	321
Legal Expenses		183	186
Levies - Other		232	309
Levies Paid to Government - Landscape Levy		968	959
Licencing - ICT		775	618
Pandemic Response		21	151
Parts, Accessories & Consumables		2,064	1,974
Professional Services		66	86
Return of LGA CWMS Contribution		348	-
Stirling Business Association		95	95
Sundry		409	398
Telephone (incl data)		293	269
Water		221	198
Waste		4,461	4,450
Work-in-Progress Write-off		230	278
Less: Capitalised and Distributed Costs		(87)	(86)
Subtotal - Material, Contracts & Expenses		20,872	20,554

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 3. Expenses (continued)

\$ '000	2022	2021
(ii) Prescribed Expenses		
Auditor's Remuneration		
- Auditing the Financial Reports	24	22
- Other Auditors	23	35
Elected Members' Expenses	456	428
Election Expenses	13	13
Lease Expense - Low Value Assets / Short Term Leases	127	49
Subtotal - Prescribed Expenses	643	547
Total Materials, Contracts and Other Expenses	21,515	21,101

(c) Depreciation, Amortisation and Impairment

Depreciation and Amortisation

Buildings	1,082	1,113
Infrastructure		
- Bridges	293	282
- Cemeteries	33	30
- Community Wastewater Management Systems	411	397
- Footpaths	338	322
- Guardrails	99	86
- Kerb & Gutter	528	402
- Playgrounds	100	87
- Retaining Walls	169	163
- Roads	4,334	4,201
- Sport & Recreation	324	330
- Stormwater	591	461
- Street Furniture	86	94
- Traffic Controls	36	26
Right-of-use Assets	402	341
Plant & Equipment	928	1,052
Furniture & Fittings	66	64
Total Depreciation, Amortisation and Impairment	9,820	9,451

(d) Finance Costs

Interest on Overdraft and Short-Term Drawdown	60	30
Interest on Loans	230	568
Charges on Finance Leases	16	17
Total Finance Costs	306	615

Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 4. Asset Disposal & Fair Value Adjustments

\$ '000	2022	2021
Infrastructure, Property, Plant & Equipment		
(i) Assets Renewed or Directly Replaced		
Proceeds from Disposal	756	604
Less: Carrying Amount of Assets Sold or Disposed of	(2,367)	(2,415)
Gain (Loss) on Disposal	(1,611)	(1,811)
(ii) Assets Surplus to Requirements		
Proceeds from Disposal	9	17
Less: Carrying Amount of Assets Sold or Disposed of	–	(57)
Less: Other Amounts Relating to the Sale of Surplus Assets	(91)	(1)
Gain (Loss) on Disposal	(82)	(41)
Fair Value Adjustments		
Revaluation Decrements Expensed	–	(193)
Total Fair Value Adjustments	–	(193)
Net Gain (Loss) on Disposal or Revaluation of Assets	(1,693)	(2,045)

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 5. Current Assets

\$ '000	2022	2021
(a) Cash & Cash Equivalent Assets		
Cash on Hand at Bank	2,845	269
Short Term Deposits	370	368
<u>Total Cash & Cash Equivalent Assets</u>	<u>3,215</u>	<u>637</u>

(b) Trade & Other Receivables

Rates - General & Other	1,714	1,535
Council Rates Postponement Scheme	165	129
Accrued Revenues	262	51
Debtors - General	269	56
Other Levels of Government	–	836
GST Recoupment	463	336
Prepayments	152	282
<u>Total Trade & Other Receivables</u>	<u>3,025</u>	<u>3,225</u>

(c) Inventories

Stores & Materials	32	23
<u>Total Inventories</u>	<u>32</u>	<u>23</u>

Note 6. Non-Current Assets

\$ '000	Notes	2022	2021
Equity Accounted Investments in Council Businesses			
Gawler River Floodplain Management Authority (GRFMA)	19i	1,054	993
Eastern Waste Management Authority (EWMA)	19i	121	241
Adelaide Hills Regional Waste Management Authority (AHRWMA)	19i	1,241	1,108
<u>Total Equity Accounted Investments in Council Businesses</u>		<u>2,416</u>	<u>2,342</u>

Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 7. Infrastructure, Property, Plant & Equipment

(a(i)) Infrastructure, Property, Plant & Equipment

	Fair Value Level	as at 30/06/21				Asset movements during the reporting period											as at 30/06/22				
		At Fair Value	At Cost	Accumulated Depreciation	Carrying amount	Asset Additions New / Upgrade	Asset Additions Renewals	WDV of Asset Disposals	Depreciation Expense (Note 3c)	Impairment Loss (recognised in Equity) (Note 9)	WIP Transfers	Adjustments & Transfers	Other Physical Resources Free of Charge	Revaluation Decrements to P&L (Note 4)	Revaluation Decrements to Equity (ARR) (Note 9)	Revaluation Increments to Equity (ARR) (Note 9)	At Fair Value	At Cost	Accumulated Depreciation	Carrying amount	
Capital Work in Progress		-	4,051	-	4,051	4,839	12,337	-	-	(15,263)	(230)	-	-	-	-	-	-	5,733	-	5,733	
Land - Community	3	87,922	-	-	87,922	-	-	-	-	11	-	-	-	-	-	47	87,980	-	-	87,980	
Buildings	3	65,569	-	(26,299)	39,270	-	-	(511)	(1,082)	2,357	35	-	-	(1,021)	-	62,977	-	(23,928)	39,049		
Infrastructure																					
- Bridges	3	21,615	-	(12,111)	9,504	-	-	-	(293)	68	-	-	-	(223)	-	21,351	-	(12,296)	9,055		
- Cemeteries	3	1,977	-	(954)	1,023	-	-	(20)	(33)	-	-	-	-	(6)	-	1,934	-	(969)	965		
- Community Wastewater Management Systems	3	21,065	-	(6,938)	14,127	-	-	(33)	(411)	127	-	46	-	-	45	21,036	-	(7,135)	13,901		
- Footpaths	3	16,399	-	(6,747)	9,652	-	-	(237)	(338)	2,608	-	1,036	-	-	-	19,468	-	(6,747)	12,721		
- Guardrails	3	5,063	-	(1,326)	3,737	-	-	(85)	(99)	56	-	-	-	-	54	5,040	-	(1,378)	3,662		
- Kerb & Gutter	3	42,335	-	(18,834)	23,501	-	-	(112)	(528)	273	-	843	-	-	-	43,204	-	(19,227)	23,977		
- Playgrounds	3	2,168	-	(809)	1,359	-	-	(26)	(100)	-	-	-	-	-	-	2,070	-	(837)	1,233		
- Retaining Walls	3	12,598	-	(4,021)	8,577	-	-	-	(169)	116	-	609	-	(568)	-	12,242	-	(3,678)	8,564		
- Roads	3	272,570	-	(92,887)	179,683	-	-	(473)	(4,334)	3,133	-	28	-	(162)	-	272,069	-	(94,194)	177,875		
- Sport & Recreation	3	17,156	-	(9,835)	7,321	-	-	(156)	(324)	3,717	-	-	-	(43)	-	20,340	-	(9,826)	10,514		
- Stormwater	3	43,807	-	(13,560)	30,247	-	-	-	(591)	526	-	1,510	-	-	4,691	58,475	-	(22,091)	36,384		
- Street Furniture	3	2,716	-	(957)	1,759	-	-	(157)	(86)	150	(2)	-	-	-	-	2,538	-	(872)	1,666		
- Traffic Controls	3	2,030	-	(577)	1,453	-	-	-	(36)	-	-	-	-	-	-	2,030	-	(613)	1,417		
- Other Infrastructure	3	-	2,196	(628)	1,568	-	-	-	-	-	-	-	-	-	-	-	2,196	(628)	1,568		
Right-of-Use Assets		-	1,294	(554)	740	-	-	-	(402)	-	-	227	-	-	-	-	1,521	(956)	565		
Plant & Equipment		-	12,757	(5,063)	7,694	-	-	(557)	(928)	2,055	(35)	-	-	-	-	-	13,615	(5,387)	8,228		
Furniture & Fittings		-	626	(222)	404	-	-	-	(66)	66	-	-	-	-	-	-	692	(288)	404		
Total Infrastructure, Property, Plant & Equipment		614,990	20,924	(202,322)	433,592	4,839	12,337	(2,367)	(9,820)	-	-	(232)	4,072	227	-	(2,023)	4,837	632,754	23,757	(211,050)	445,461
Comparatives		591,609	23,239	(192,103)	422,745	5,372	7,823	(2,472)	(9,451)	-	-	(278)	1,884	353	(193)	(1,665)	9,476	614,990	20,924	(202,322)	433,592

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 7. Infrastructure, Property, Plant & Equipment (continued)

(b) Valuation of Infrastructure, Property, Plant & Equipment

Valuation of Assets

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Refer to Note 7a for the disclosure of the Fair Value Levels of Infrastructure, Property, Plant and Equipment Assets.

Information on Valuations

Valuations of Crown land, community land and land subject to other restrictions on use or disposal, shown above as being based on fair value hierarchy level 3 valuation inputs, are based on prices for similar assets in an active market, but include adjustments for specific advantages or disadvantages attaching to the particular asset that are not directly or indirectly observable in that market, or the number and / or amount of observable adjustments of which are so great that the valuation is more fairly described as being based on level 3 valuation inputs.

There is no known market for buildings, infrastructure and other assets. These assets are valued at depreciated current replacement cost. This method involves:

- The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate.
- The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by Council.

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques.

Other Information

At 1 July 2004 upon the transition to AIFRS, Council elected pursuant to AASB 1.D5 to retain a previously established deemed cost under GAAP as its deemed cost. With subsequent addition at cost, this remains as the basis of recognition of non-material asset classes.

Upon revaluation, the current new replacement cost and accumulated depreciation are re-stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 Fair Value Measurement: accumulated depreciation is taken to be the difference between current new replacement cost and fair value. In the case of land, current replacement cost is taken to be the fair value.

Highest and best use

All of Council's non financial assets are considered as being utilised for their highest and best use.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 7. Infrastructure, Property, Plant & Equipment (continued)

Transition to AASB 13 - Fair Value Measurement

The requirements of AASB 13 Fair Value Measurement have been applied to all valuations undertaken since 1 July 2013 as shown by the valuation dates by individual asset classes below.

Land & Land Improvements

Council being of the opinion that it is not possible to attribute value sufficiently reliably to qualify for recognition, land under roads has not been recognised in these reports.

Land - Level 3: Crown Land which is subject to restriction for its use or sale has been valued by Council officers based on the Valuer General's site values as at 1 January 2018 less allowances for the restriction on sale (requiring Ministerial consent) which are unobservable inputs that have a significant effect on valuation.

Buildings & Other Structures

- Basis of valuation: Fair Value
- Date of valuation: 1 July 2017
- Valuer: APV Valuers & Asset Management

Council discloses Buildings as a separate class of Infrastructure Assets for the purposes of AASB 13 Fair Value Measurement, and the level of fair value hierarchy to be Level 3, as no relevant observable inputs (Markets) are available.

- There were no assets valued where it was considered that the highest and best use was other than its current use.
- Since the detailed valuation undertaken at 1 July 2017, valuations have been updated annually by Council Officers at depreciated current replacement cost based on Australia Bureau of Statistics Time Series data, Tables 17 (Construction Industries) movements specific to Adelaide for the period since valuation to July 2021.

Infrastructure

Council discloses Infrastructure Assets for the purpose of AASB 13 Fair Value Measurement as level 3 as no relevant observable inputs (markets) are available.

- There were no assets valued where it was considered that the highest and best use was other than its current use.

Bridges

- Basis of valuation: Valuation was undertaken using modern equivalent asset principles as per the International Infrastructure Management Manual (IIMM 6th edition, 2020) and included a condition audit
- Date of valuation: June 2021
- Valuer: ARRB Group

Community Wastewater Management Systems (CWMS)

- Basis of valuation: Fair Value
- Date of valuation: 1 July 2017 noting that effective date of valuation as per APV Valuers is 30 June 2017
- Valuer: APV Valuers & Asset Management
- Since the detailed valuation undertaken at 1 July 2017, valuations have been updated annually by Council Officers at depreciated current replacement cost based on Australia Bureau of Statistics Time Series data, Table 17 (Construction Industries) movements specific to Adelaide for the period since valuation to July 2021.

Footpaths & Retaining Walls

- Valuations were derived as at June 2019 referencing individual rates in Rawlinsons and Council Contracts to determine an overall rate for Council assets including footpaths and retaining walls by Steve Walker, Principal, Asset Engineering.
- Footpath rates were established by using rates from Council's schedule of rates contract to establish rates for brick paved, asphaltic concrete and concrete.
- Retaining Wall rates were established by using rates from Rawlinsons for retaining walls on a square metre basis for differing heights and referenced against Council's actual constructions in previous years
- Since the detailed valuation undertaken at June 2019, valuations have been updated by Council Officers at depreciated current replacement cost based on Australia Bureau of Statistics Time Series data, Table 17 (Construction Industries) movements specific to Adelaide for the period since valuation to July 2021.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 7. Infrastructure, Property, Plant & Equipment (continued)

Kerb & Gutter and Guardrails (safety barriers)

- Valuations were derived as at June 2020 referencing individual rates in Rawlinsons and Council Contracts to determine an overall rate for Council assets for kerb & gutter and safety barriers including guard rails by Steve Walker, Principal, Asset Engineering.
- Rates from Councils 2018 schedule of rates contract have been used to establish rates for barrier kerb, semi mountable, pinned semi mountable kerb with stone inlay. A BPI rate of 1.06 has been used to adjust rates from 2018 to 2020.
- Since the detailed valuation using unit rates undertaken at June 2020, valuations have been updated by Council Officers at depreciated current replacement cost based on Australia Bureau of Statistics Time Series data, Table 17 (Construction Industries) movements specific to Adelaide for the period since valuation to July 2021.

Roads

- Valuations were derived as at June 2019 referencing individual rates in Rawlinsons and Council Contracts to determine an overall rate for Council assets including road seal and road pavement by Steve Walker, Principal, Asset Engineering.
- Road Seals rates were established by using Council's recent contract rates for resealing which includes profiling, raising top stones, supply and laying of asphaltic concrete and supply and laying of spray seal
- Road Pavement rates were established by using rates from Rawlinsons applicable to the reconstruction of road pavements and compared against Council's actual costs
- During 2019-20 Council undertook a review of its sealed road components following an external review by Jeff Roorda, TechnologyOne, regarding components for road pavements. The assessment resulted in road pavement being componentised into a pavement base-course (layer immediately under the seal component) and a sub-base (bottom layer of road pavement). The base course layer retained the same useful life and the sub-base useful life was increased based on industry knowledge and standards. Given this useful life change, the sub-base was subsequently revalued from the asset construction date and hence the written down value of the assets adjusted downwards. As part of this process, the overall unit rate was also reallocated between the base-course and sub-base components.
- Since the detailed valuation using unit rates undertaken at June 2019, valuations have been updated by Council Officers at depreciated current replacement cost based on Australia Bureau of Statistics Time Series data, Table 17 (Construction Industries) movements specific to Adelaide for the period since valuation to July 2021.

Stormwater

- During 2021-22 extensive validation of stormwater asset data was undertaken to cross reference historic datasets and details contained within the asset register.
- Valuations were then derived at July 2021 based on this validated dataset. The valuation referenced individual unit rates in Rawlinson and Council contracts to determine an overall unit rate for Council stormwater assets including pits, pipes and culverts by Steve Walker, Principal, Asset Engineering Pty Ltd.
- Unit rates were derived for various pit types as per each unit rate.
- Unit rates per metre were determined for the various full range of standard pipes and culvert sizes.

Cemeteries, Playgrounds, Sport and Recreation Facilities (S&R), Street Furniture, Stormwater and Traffic Controls

- Valuations were performed by Council Officers at depreciated current replacement cost as at 30 June 2021 based on Australia Bureau of Statistics Time Series data, Tables 17 (Construction Industries) specific to Adelaide for July 2021.

Plant & Equipment

- Basis of valuation: Historic Cost

Furniture & Fittings

- Basis of valuation: Historic Cost

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 8. Liabilities

\$ '000	2022 Current	2022 Non Current	2021 Current	2021 Non Current
(a) Trade and Other Payables				
Goods & Services	4,172	–	3,894	–
Payments Received in Advance	2,989	–	2,360	–
Accrued Expenses - Employee Entitlements	925	–	652	–
Accrued Expenses - Other	1,044	–	231	–
Aged Care Facility Deposits	514	–	590	–
Deposits, Retentions & Bonds	7	–	7	–
<u>Total Trade and Other Payables</u>	<u>9,651</u>	<u>–</u>	<u>7,734</u>	<u>–</u>

\$ '000	Notes	2022 Current	2022 Non Current	2021 Current	2021 Non Current
(b) Borrowings					
Bank Overdraft		9,206	–	5,200	–
Loans		–	5,000	–	5,000
Lease Liabilities	17b	375	200	323	425
<u>Total Borrowings</u>		<u>9,581</u>	<u>5,200</u>	<u>5,523</u>	<u>5,425</u>

All interest bearing liabilities are secured over the future revenues of the Council

(c) Provisions

Employee Entitlements (including oncosts)	3,669	235	3,633	127
Future Reinstatement / Restoration, etc	403	1,516	330	1,400
<u>Total Provisions</u>	<u>4,072</u>	<u>1,751</u>	<u>3,963</u>	<u>1,527</u>

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 9. Reserves

\$ '000	as at 30/06/21		Transfers	Impairments	as at 30/06/22	
	Opening Balance	Increments (Decrements)			Closing Balance	
(a) Asset Revaluation Reserve						
Land - Community	60,767	47	–	–		60,814
Buildings	31,801	(1,021)	–	–		30,780
Infrastructure						
- Bridges	4,278	(223)	–	–		4,055
- Cemeteries	2,208	(6)	–	–		2,202
- Community Wastewater Management Systems	6,003	45	–	–		6,048
- Footpaths	–	–	–	–		–
- Guardrails	1,720	54	–	–		1,774
- Kerb & Gutter	21,743	–	–	–		21,743
- Playgrounds	124	–	–	–		124
- Retaining Walls	5,519	(568)	–	–		4,951
- Roads	114,820	(162)	–	–		114,658
- Sport & Recreation	2,248	(43)	–	–		2,205
- Stormwater	19,961	4,691	–	–		24,652
- Street Furniture	1,040	–	–	–		1,040
- Traffic Controls	557	–	–	–		557
JV's / Associates - Other Comprehensive Income	228	–	–	–		228
Total Asset Revaluation Reserve	273,017	2,814	–	–		275,831
Comparatives	265,206	7,811	–	–		273,017

\$ '000	as at 30/06/21		Tfrs to Reserve	Tfrs from Reserve	Other Movements	as at 30/06/22	
	Opening Balance					Closing Balance	
(b) Other Reserves							
Community Wastewater Management Systems	338	–	–	(338)	–		–
Torrens Valley Community Centre	101	–	–	(8)	–		93
Scott Creek Progress Association	6	–	–	(5)	–		1
Significant Trees Reserve	3	2	–	–	–		5
Total Other Reserves	448	2	–	(351)	–		99
Comparatives	581	46	–	(179)	–		448

Purposes of Reserves

Asset Revaluation Reserves

The asset revaluation reserve is used to record increments and decrements arising from changes in fair value of non current assets (less any subsequent impairment losses, where applicable).

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 10. Assets Subject to Restrictions

\$ '000	2022	2021
<p>The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.</p>		
Cash & Financial Assets		
Community Wastewater Management Systems Investigations	348	347
Total Cash & Financial Assets	348	347
Total Assets Subject to Externally Imposed Restrictions	348	347

Note 11. Reconciliation to Statement of Cash Flows

\$ '000	Notes	2022	2021
(a) Reconciliation of Cash			
<p>Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:</p>			
Total Cash & Equivalent Assets	5	3,215	637
Less: Short-Term Borrowings	8	(9,206)	(5,200)
Balances per Statement of Cash Flows		(5,991)	(4,563)

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 11. Reconciliation to Statement of Cash Flows (continued)

\$ '000	Notes	2022	2021
(b) Reconciliation of Change in Net Assets to Cash from Operating Activities			
Net Surplus/(Deficit)		5,426	3,304
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		9,820	9,451
Fair Value Adjustments		–	193
Equity Movements in Equity Accounted Investments (Increase)/Decrease		(67)	(751)
Premiums & Discounts Recognised & Unwound		(54)	(14)
Non-Cash Asset Acquisitions		(4,072)	(1,884)
Grants for capital acquisitions treated as Investing Activity		(1,905)	(1,108)
Net (Gain) Loss on Disposals		1,693	1,852
Other		(375)	293
		<u>10,466</u>	<u>11,336</u>
Add (Less): Changes in Net Current Assets			
Net (Increase)/Decrease in Receivables		200	(464)
Net (Increase)/Decrease in Inventories		(9)	(5)
Net Increase/(Decrease) in Trade & Other Payables		1,917	1,371
Net Increase/(Decrease) in Unpaid Employee Benefits		144	293
Net Increase/(Decrease) in Other Provisions		189	81
Net Cash provided by (or used in) operations		<u>12,907</u>	<u>12,612</u>
(c) Non-Cash Financing and Investing Activities			
Acquisition of assets by means of:			
Physical Resources Received Free of Charge	2h	4,072	1,884
Amounts recognised in Income Statement		<u>4,072</u>	<u>1,884</u>
Total Non-Cash Financing and Investing Activities		<u>4,072</u>	<u>1,884</u>
(d) Financing Arrangements			
Unrestricted access was available at balance date to the following lines of credit:			
Bank Overdrafts		200	200
Corporate Credit Cards		180	180
Asset Finance - Leasing		750	750
LGFA Cash Advance Debenture Facility		14,800	14,800
Westpac Bank Bill Business Loan		10,000	–

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 12(a). Functions

Income, Expenses and Assets have been directly attributed to the following Functions / Activities.
Details of these Functions/Activities are provided in Note 12(b).

\$ '000	INCOME		EXPENSES		OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Functions/Activities										
Council	–	–	–	–	–	–	–	–	454,149	439,819
Community Capacity	1,970	4,783	7,424	9,324	(5,454)	(4,541)	1,698	4,317	–	–
Corporate Services	42,853	40,954	10,411	8,902	32,442	32,052	1,872	822	–	–
Infrastructure & Operations	6,198	4,943	29,476	27,881	(23,278)	(22,938)	4,059	3,043	–	–
Development & Regulatory Services	1,436	1,501	4,004	3,717	(2,568)	(2,216)	38	37	–	–
Total Functions/Activities	52,457	52,181	51,315	49,824	1,142	2,357	7,667	8,219	454,149	439,819

Revenues and expenses exclude net gain (loss) on disposal or revaluation of assets, amounts received specifically for new or upgraded assets and physical resources received free of charge.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 12(b). Components of Functions

The activities relating to Council functions are as follows:

COMMUNITY CAPACITY

Communications, Engagement & Events, Community Capacity Director's Office, Community Development, Community Programs, Community Resilience, Cultural Development, Customer Experience, Customer Service, Economic Development, FABRIK Arts and Heritage Hub, Library Services, Positive Ageing (Home and Social Support), Positive Ageing Project (Collaborative), The Summit Community Centre, Torrens Valley Community Centre, Volunteering and Youth Development.

CORPORATE SERVICES

Cemeteries, Corporate Services Director's Office, Financial Services, Governance & CEO Office, Information Services, Lobethal Woollen Mill Precinct, Organisational Development & Work Health & Safety, Property Management, Retirement Villages and Sport & Recreation.

INFRASTRUCTURE & OPERATIONS

Civil Services, Community Wastewater Management System (CWMS), Emergency Management, Infrastructure & Operations Director's Office, Open Space Biodiversity, Open Space Operations, Sustainability, Strategic Assets and Waste.

DEVELOPMENT & REGULATORY SERVICES

Animal Management, Development Assessment & Compliance, Development & Regulatory Services Director's Office, Fire Prevention, Parking and By-Laws, Policy Planning and Public Health.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 13. Financial Instruments

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost; interest is recognised when earned.

Terms & Conditions:

Deposits are returning fixed interest rates between 1.05% and 1.35% (2021: 0.30% and 0.60%).

Carrying Amount:

Approximates fair value due to the short term to maturity.

Receivables - Rates & Associated Charges

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Secured over the subject land, arrears attract interest of 5.05% (2021: 5.2%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables - Fees & Other Charges

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Unsecured, and do not bear interest. Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables - Other Levels of Government

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of State and Federal Governments.

Carrying Amount:

Approximates fair value.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 13. Financial Instruments (continued)

Receivables - Retirement Home Contributions**Accounting Policy:**

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Amounts due have been calculated in accordance with the terms and conditions of the respective legislation.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Liabilities - Creditors and Accruals**Accounting Policy:**

Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.

Terms & Conditions:

Liabilities are normally settled on 30 day terms.

Carrying Amount:

Approximates fair value.

Liabilities - Retirement Home Contributions**Accounting Policy:**

To avoid inconvenience when complying with the separate audit requirements imposed by the relevant legislation, amounts are carried at nominal values.

Terms & Conditions:

Pursuant to Commonwealth legislation certain intending residents are required to contribute amounts on an interest free basis. The amounts are subject to certain deductions as prescribed by the legislation, the balance being repaid on termination of tenancy.

Carrying Amount:

Approximates fair value for short tenancies; may be non-materially overstated for longer tenancies.

Liabilities - Interest Bearing Borrowings**Accounting Policy:**

Initially recognised at fair value and subsequently at amortised cost using the effective interest rate.

Terms & Conditions:

Secured over future revenues. Borrowings are repayable upon maturity. Interest is charged at a fixed rate **4.6%** (2021: **4.6%**) and paid bi-annually.

Carrying Amount:

Approximates fair value.

Liabilities - Leases**Accounting Policy:**

Accounted for in accordance with AASB 16 as stated in Note 17.

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 13. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets and Liabilities					
2022					
Financial Assets					
Cash & Cash Equivalents	3,216	–	–	3,216	3,215
Receivables	2,874	–	–	2,874	2,873
Total Financial Assets	6,090	–	–	6,090	6,088
Financial Liabilities					
Payables	5,735	–	–	5,735	5,737
Current Borrowings	9,206	–	–	9,206	9,206
Non-Current Borrowings	230	5,460	–	5,690	5,000
Total Financial Liabilities	15,171	5,460	–	20,631	19,943
2021					
Financial Assets					
Cash & Cash Equivalents	635	–	–	635	637
Receivables	3,354	–	–	3,354	2,943
Total Financial Assets	3,989	–	–	3,989	3,580
Financial Liabilities					
Payables	4,726	–	–	4,726	4,722
Current Borrowings	5,537	–	–	5,537	5,200
Non-Current Borrowings	230	6,123	–	6,353	5,000
Total Financial Liabilities	10,493	6,123	–	16,616	14,922

The following interest rates were applicable to Council's Borrowings at balance date:

\$ '000	2022		2021	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Overdraft	1.10%	9,206	1.68%	5,200
Fixed Interest Rates	4.60%	5,575	4.60%	5,425
		14,781		10,625

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Council.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 13. Financial Instruments (continued)

Risk Exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any impairment. All Council investments are made with the SA Local Government Finance Authority and NAB. Except as detailed in Notes 5 & 6 in relation to individual classes of receivables, exposure is concentrated within the Council's boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of Council's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor **currency risk** apply.

Liquidity Risk is the risk that Council will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. Council also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Council has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 14. Capital Expenditure and Investment Property Commitments

\$ '000	2022	2021
Capital Commitments		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Infrastructure	317	985
Plant & Equipment	798	532
	<u>1,115</u>	<u>1,517</u>
These expenditures are payable:		
Not later than one year	1,115	1,517
	<u>1,115</u>	<u>1,517</u>

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 15. Financial Indicators

\$ '000	Amounts 2022	Indicator 2022	Indicators 2021 2020	
Financial Indicators overview				
<i>These Financial Indicators have been calculated in accordance with Information paper 9 - Local Government Financial Indicators prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.</i>				
1. Operating Surplus Ratio				
Operating Surplus	1,142	2.2%	4.5%	(5.5)%
Total Operating Income	52,457			
<i>This ratio expresses the operating surplus as a percentage of total operating revenue.</i>				
2. Net Financial Liabilities Ratio				
Net Financial Liabilities	24,015	46%	39%	43%
Total Operating Income	52,457			
<i>Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.</i>				
Adjusted Operating Surplus Ratio				
Operating Surplus	500	1.0%	5.3%	(4.9)%
Total Operating Income	51,815			
Adjustments to Ratios				
<i>In recent years the Federal Government has made advance payments prior to 30th June from future year allocations of financial assistance grants, as explained in Note 1. These Adjusted Ratios correct for the resulting distortion in key ratios for each year and provide a more accurate basis for comparison.</i>				
Adjusted Net Financial Liabilities Ratio				
Net Financial Liabilities	25,503	49%	39%	42%
Total Operating Income	51,815			
3. Asset Renewal Funding Ratio				
Asset Renewals	12,337	114%	85%	106%
Infrastructure & Asset Management Plan required expenditure	10,775			
<i>Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.</i>				

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 16. Uniform Presentation of Finances

\$ '000	2022	2021
<p>The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.</p> <p>All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.</p> <p>The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.</p>		
Income	52,457	52,181
less Expenses	(51,315)	(49,824)
Operating Surplus / (Deficit)	1,142	2,357
Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	(12,337)	(7,823)
add back Depreciation, Amortisation and Impairment	9,820	9,451
add back Proceeds from Sale of Replaced Assets	756	604
	(1,761)	2,232
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(4,839)	(5,372)
add back Amounts Received Specifically for New and Upgraded Assets	2,552	2,409
add back Proceeds from Sale of Surplus Assets (including investment property, real estate developments & non-current assets held for resale)	9	17
	(2,278)	(2,946)
Net Lending / (Borrowing) for Financial Year	(2,897)	1,643

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 17. Leases

(i) Council as a lessee

Set out below are the carrying amounts of right-of-use assets recognised within Infrastructure, Property, Plant and Equipment and the movements during the period:

(a) Right of use assets

\$ '000	ICT Equipment Leases	Property Leases	Total
2022			
Opening balance	595	145	740
Transfer from leased assets (former finance leases)	–	–	–
Additions to right-of-use assets	–	235	235
Adjustments to right-of-use assets due to re-measurement of lease liability	–	(8)	(8)
Depreciation charge	(270)	(132)	(402)
Other	–	–	–
Balance at 30 June	325	240	565
2021			
Opening balance	685	43	728
Transfer from leased assets (former finance leases)	–	–	–
Additions to right-of-use assets	186	167	353
Adjustments to right-of-use assets due to re-measurement of lease liability	–	–	–
Depreciation charge	(276)	(65)	(341)
Other	–	–	–
Balance at 30 June	595	145	740

(b) Lease liabilities

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the period:

\$ '000	2022	2021
Balance at 1 July	748	732
Additions	227	352
Accretion of interest	16	17
Payments	(416)	(353)
Balance at 30 June	575	748
Classified as:		
Current	375	323
Non Current	200	425

The maturity analysis of lease liabilities is included in Note 13.

Council had total cash outflows for leases of \$480k.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 17. Leases (continued)

\$ '000	2022	2021
The following are the amounts recognised in profit or loss:		
Depreciation expense of Right-of-Use Assets	402	341
Interest expense on lease liabilities	16	17
Expense relating to short term leases	127	49
Total amount recognised in profit or loss	545	407

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 18. Superannuation

The Council makes employer superannuation contributions in respect of its employees to Statewide Super (formerly Local Government Superannuation Scheme). There are two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

Accumulation only Members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (10.00% in 2021-22; 9.50% in 2020-21). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) Members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. Council makes employer contributions to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2020-21) of "superannuation" salary.

In addition, Council makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.34(a), Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 2021. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council's contribution rates at some future time.

Contributions to Other Superannuation Schemes

Council also makes contributions to other superannuation schemes selected by employees under the "choice of fund" legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Council.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 19. Interests in Other Entities

All joint ventures and associates are required to prepare Annual Financial Statements that comply with the SA Local Government Model Financial Statements.

\$ '000	Council's Share of Net Income		Council's Share of Net Assets	
	2022	2021	2022	2021
Council's Share of Net Income				
Joint Ventures	67	751	2,416	2,342
Total Council's Share of Net Income	67	751	2,416	2,342

((a)i) Joint Ventures, Associates and Joint Operations**(a) Carrying Amounts**

\$ '000	Principal Activity	2022	2021
Eastern Waste Management Authority	Waste Management	121	241
Gawler River Floodplain Management Authority	Floodplain Management	1,054	993
Adelaide Hills Regional Waste Management Authority	Waste Management	1,241	1,108
Total Carrying Amounts - Joint Ventures & Associates		2,416	2,342

Eastern Waste Management Authority

Eastern Waste is a regional subsidiary pursuant to S.43 of the Local Government Act 1999. Council has an interest in the assets and liabilities of Eastern Waste. The other member Councils are Burnside, Campbelltown, Mitcham, Norwood, Payneham & St. Peters, Prospect and Walkerville.

Gawler River Floodplain Management Authority

Gawler River Floodplain Management Authority is a regional subsidiary pursuant to S.43 of the Local Government Act 1999. Council has an interest in the assets and liabilities of Gawler River Floodplain Management Authority. Other members are Barossa, Gawler, Light, Adelaide Plains and Playford Councils.

Adelaide Hills Regional Waste Management Authority

Adelaide Hills Regional Waste Management Authority is a regional subsidiary pursuant to S.43 of the Local Government Act 1999. Council has an interest in the assets and liabilities of Adelaide Hills Regional Waste Management Authority. Other members are Alexandrina, Mt. Barker and Murray Bridge Councils.

(b) Relevant Interests

	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2022	2021	2022	2021	2022	2021
Eastern Waste Management Authority	14.29%	14.29%	14.29%	14.29%	14.29%	14.29%
Gawler River Floodplain Management Authority	4.87%	4.54%	4.54%	4.54%	16.67%	16.67%
Adelaide Hills Regional Waste Management Authority	34.63%	35.78%	37.10%	37.40%	25.00%	25.00%

Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 19. Interests in Other Entities (continued)

(c) Movement in Investment in Joint Venture or Associate

\$ '000	Eastern Waste Management Authority		Gawler River Floodplain Management Authority		Adelaide Hills Regional Waste Management Authority	
	2022	2021	2022	2021	2022	2021
Opening Balance	241	138	993	937	1,108	416
Share in Operating Result	(54)	89	(12)	(13)	133	675
Share in Other						
Comprehensive Income	1	14	–	–	–	17
Adjustments to Equity	(67)	–	73	69	1	–
Council's Equity Share in the Joint Venture or Associate	121	241	1,054	993	1,242	1,108

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 20. Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. Land under roads

As reported in the Financial Statements, Council is of the opinion that it is not possible to attribute a value sufficiently reliably for these assets to qualify for recognition, and accordingly land under roads has not been recognised in the reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

2. Potential insurance losses

Council is a multi-purpose organisation providing a large range of building, parks infrastructure, playgrounds and other facilities accessible to the public. At any time, it is likely that claims will have been made against Council that remain unsettled.

Council insures against all known insurable risks using a range of insurance policies, each of which is subject to deductible "insurance excesses", the amount of which varies according to the class of insurance.

Council has recognised the potential losses arising from claims known at reporting date based on average historical net cost (including insurance excess) of similar types of claims. Other potential claims not reported to Council may have existed at reporting date.

3. Legal expenses

Council was the planning consent authority for development applications lodged prior to 19 March 2021 under the *Development Act 1993*. From 19 March 2021, the Council Assessment Panel (CAP) and the Council Assessment Manager are the relevant authorities under the *Planning Development & Infrastructure Act 2016* for most types of planning consents. The Building Fire Safety Committee is the relevant authority which issues building fire safety notices and the administration have delegations to issue enforcement notices. Pursuant to the legislation, applicants and certain persons designated under the legislation may lodge an appeal in the Environment, Resource and Development Court against a planning decision, an enforcement notice or, building fire safety notice.

At 30 June 2022, Council was managing one on-going enforcement appeal. All costs have been recognised, however, anticipated legal costs associated with Council's involvement in this appeal will continue into 2022-23. In relation to enforcement matters, Council seeks to have costs reimbursed from the offending party where the unlawful development is proven through the appeal process.

The CAP appeal and building fire safety appeal from 30 June 2021 were resolved in October 2021.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 21. Events after the Balance Sheet Date

Events that occur after the reporting date of 30 June 2022, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

COVID-19 has been classified as a global pandemic by the World Health Organisation and has developed rapidly in the last couple of years. Measures taken by the Federal and State governments have affected South Australia's economic activity and Council's operations.

At this stage, Council expects that the financial impacts on Council's operations to flow into the 2022-23 financial year will not be material. We refer to Note 1.4 which provides details of the financial impacts caused by COVID-19 during the 2021-22 financial year.

Council is aware of the following "non adjusting event" that merit disclosure;

Retirement Villages

In August 2018, Council resolved to sell its Retirement Village portfolio to Clayton Church Homes (CCH). As a result of contract negotiations and due diligence it was discovered that a portion of the Bridgewater Village is the subject of an unregistered charitable trust and is Community Land. As such, it was necessary to excise the Bridgewater village from the transaction at that time. However, Council has provided CCH with a first right of refusal to purchase the Bridgewater Village if the Trust is able to be varied and the community land classification revoked.

As a result, there is a number of contractual conditions precedent still to be fulfilled prior to the sale of Bridgewater Village being unconditional. Given the highly restrictive definition of a non-current assets held for resale these assets have remained within the land and buildings categories under Infrastructure, Property Plant & Equipment in the Statement for Financial Position.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 22. Related Party Transactions

Key Management Personnel

Transactions with Key Management Personnel

The Key Management Personnel of the Council include the Mayor, Councillors, CEO and certain prescribed officers under section 112 of the Local Government Act 1999. In all, 21 persons were paid the following total compensation.

\$ '000	2022	2021
The compensation paid to Key Management Personnel comprises:		
Short-Term Employee Benefits	1,744	1,595
Long-Term Benefits	132	118
Total	1,876	1,713

Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.

Receipts from Key Management Personnel comprise:

Other than amounts paid as ratepayers or residents (e.g. rates), Council received the following amounts in total:

Planning and Building Application Fees	6	2
Total	6	2

Elected Members are members of the management committees of the following organisations:

- Adelaide Hills (War Memorial) Swimming Centre Inc
- Adelaide Hills Climate Action Group
- Adelaide Hills Reconciliation Working Group
- Adelaide Hills Regional Waste Management Authority (AHRWMA)
- AHC Biodiversity Advisory Group
- AHC Sustainability Advisory Group
- Aldgate Primary School Governing Council
- Australian Labour Party (SA) - Heysen sub-branch & Mayo Federal Electoral Council
- Cemetery Advisory Group
- Eastern Waste Management Authority (East Waste)
- Gawler River Floodplain Management Authority
- Gumeracha & Districts Town Hall
- Heathfield High School Governing Council
- Lenswood Centennial Hall Committee
- Property Advisory Group
- Piccadilly CFS
- Piccadilly Valley Community Recreation Centre
- Southern & Hills Local Government Association (SHLGA)
- Stirling RSL
- The Hut Community Centre Inc.
- Torrens Valley Celebration Committee
- Woodside Hall Committee
- Woodside Recreation Grounds Committee Inc.

Council made payments totalling \$5,550,910 to the above organisations for the period ending 30 June 2022.

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 22. Related Party Transactions (continued)

The most material payments were made to:

- Eastern Waste Management Authority (\$3.525m) for the collection and disposal of waste and recycling materials.
- Adelaide Hills Regional Waste Management Authority (\$1.628m) for the collection and disposal of waste and associated services.
- The Hut Community Centre (\$195k) for the provision of Community Home Support Programs, operating funding, volunteers and event expenditure.

Employees are members of the following Boards/Management Committees

- Adelaide Hills Tourism
- Southern & Hills Local Government Association (SHLGA)

Council made payments totalling \$173,415 to the above organisations for the period ending 30 June 2022.

All Elected Members and employees manage their conflict of interest obligations regarding related parties in accordance with the applicable provisions of the *Local Government Act 1999*.

INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL REPORT

To the members of Adelaide Hills Council

Opinion

We have audited the accompanying financial report of Adelaide Hills Council (the Council), which comprises the statement of financial position as at 30 June 2022, the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Council Certificate of Adelaide Hills Council.

In our opinion, the accompanying financial report presents fairly, in all material respects, the financial position of the Council as at 30 June 2022, and its financial performance and its cash flows for the year then ended in accordance with the Australian Accounting Standards, *Local Government Act 1999* and *Local Government (Financial Management) Regulations 2011*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110: *Code of Ethics for Professional Accountants (Including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Council's responsibility for the financial report

Council is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations), the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as Council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, Council is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Council either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Council's financial reporting process.

Auditor's responsibility for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report

Mount Gambier

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Galpins Trading Pty Ltd
ABN: 89 656 702 886

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As part of an audit of the financial report in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS



Tim Muhlhausler CA, Registered Company Auditor
Partner

01 November 2022

**To the members of Adelaide Hills Council****Opinion**

We have audited the compliance of Adelaide Hills Council (the Council) with the requirements of Section 125 of the *Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2021 to 30 June 2022 have been conducted properly and in accordance with law.

In our opinion, Adelaide Hills Council has complied, in all material respects, with *Section 125 of the Local Government Act 1999* in relation to Internal Controls established by the Council in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with law for the period 1 July 2021 to 30 June 2022.

Basis for opinion

We conducted our engagement in accordance with applicable Australian Standards on Assurance Engagement ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2021 to 30 June 2022. ASAE 3000 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

The Council's responsibility for internal controls

The Council is responsible for implementing and maintaining an adequate system of internal controls, in accordance with Section 125 of the *Local Government Act 1999* to ensure that the receipt, expenditure and investment of money, acquisition and disposal of property, and incurring of liabilities have been conducted properly and in accordance with law.

Our independence and quality control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and apply Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements* in undertaking this assurance engagement.

Auditor's responsibility

Our responsibility is to express an opinion on the Council's compliance with Section 125 of the *Local Government Act 1999* in relation only to the internal controls established by the Council to ensure that financial transactions relating to receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities have been conducted properly and in accordance with law, based on our procedures. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2021 to 30 June 2022. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.

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Limitations of controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved so that fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

Limitation of use

This report has been prepared for the members of the Council in Accordance with Section 129 of the *Local Government Act 1999* in relation to the internal controls specified above. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the members of the Council, or for any purpose other than that for which it was prepared.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

Tim Muhlhausler CA, Registered Company Auditor
Partner

01 November 2022

Adelaide Hills Council

Financial Statements 2022

General Purpose Financial Statements
for the year ended 30 June 2022

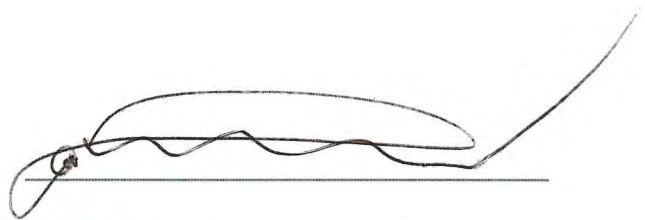
Certification of Auditor Independence

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Adelaide Hills Council for the year ended 30 June 2022, the Council's Auditor, Galpins has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.



David Waters
Acting Chief Executive Officer



Malcolm Herrmann
Presiding Member Audit Committee

Date: 17/10/22



GENERAL PURPOSE FINANCIAL STATEMENTS

For the year ended 30 June 2022

Statement by Auditor

I confirm that, for the audit of the financial statements of Adelaide Hills Council for the year ended 30 June 2022, I have maintained my independence in accordance with the requirements of APES 110 – *Code of Ethics for Professional Accountants (including Independence Standards)*, Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011*.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

A handwritten signature in blue ink, appearing to read 'Tim Muhlhausler'.

Tim Muhlhausler CA, Registered Company Auditor
Partner

Date: 12 October 2022

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Appendix Two

Subsidiary Annual Reports



AHRWMA

ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY

2021-22

ANNUAL REPORT



A scenic landscape featuring a calm pond in the foreground. On the sandy shore, a large, hollowed-out log lies horizontally. Two white seagulls are perched on top of the log. The water reflects the surrounding greenery and the sky. In the background, there are lush green trees and a grassy field under a clear blue sky. A circular graphic with a teal border is overlaid on the right side of the image, containing the text.

**Sustainable
Waste Management
Through Shared
Services**

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ABOUT AHRWMA

The Adelaide Hills Region Waste Management Authority (the Authority) is a Local Government Regional Subsidiary established by its Constituent Councils – Adelaide Hills Council, Alexandrina Council, Mount Barker District Council and Rural City of Murray Bridge.

Waste management and recycling services for local ratepayers, residents and visitors is a key Local Government function.

The Constituent Councils resolved to work together via the Authority to coordinate waste management and recycling within the region.

The Authority undertakes landfill operations, resource recovery centre management, hook-lift truck transport services and mobile concrete crushing for the benefit of its Constituent Councils. The Authority provides an avenue for Constituent Councils to be represented in relevant forums and provides technical waste and resource management advice to Constituent Councils when required, along with coordinated education services to Constituent Council communities.

The Authority recently completed a review of its Charter and in accordance with the revised Charter established a new five-member Board with an independent Chair. The first meeting of the new Board was held on 16th June 2022.

The Authority continues to focus on optimising and evaluating waste and recycling services throughout the region to determine where it can add value to Constituent Councils by applying a resource sharing model.

AHRWMA CONSTITUENT COUNCILS MAP



REPORT FROM THE CHAIR



Firstly, I would like to thank our Constituent Councils for their continuing support throughout the year, and particularly for their involvement and input during of the charter review process.

I wish to acknowledge the ongoing commitment that the Authority's Executive Officer, Leah Maxwell, and Board Members hold in striving to achieve the best outcomes for the Authority and its Constituent Councils. I am pleased to have seen the increasing efficiency of our operation at the Brinkley landfill site. Our staff have demonstrated their commitment by achieving higher compaction rates through improved practices.

The Authority continues to focus on improved governance and risk management across all areas of operation while assisting its Constituent Councils in delivering efficient and effective waste and resource management services. Beyond these core services the Authority maintains a productive engagement with the wider industry where it continues to represent its Constituent Councils in relevant forums.

The 2021/22 period has been yet another challenging, and successful year for the Authority:

- The Authority has continued to successfully navigate the COVID-19 pandemic, ensuring that all operations were maintained and has also assisted Local Government in coordinating its waste sector response to the pandemic.
- Continued assistance to Constituent Councils with managing the impacts of the China Sword Policy and recycling services.
- Commenced a new contract with the Mount Barker District Council for the provision of hook-lift bins at the Windmill Hill Transfer Station and transport of waste streams off site for processing.
- In line with the Asset Management Plan purchased three new hook-lift bins fitted with individual roll-back tarping systems and carried out a tender process for the replacement of the backhoe loader utilised at the Heathfield Resource Recovery Centre, with the replacement machine scheduled for delivery in September 2022.
- Authority staff continue to navigate changing EPA Legislation and ensure systems are in place to meet requirements, such as Mass Balance Reporting. As Federal legislation continues to evolve in response to both external and international challenges, I am confident that our organisation will continue to respond to these changing conditions appropriately.
- The Authority continues to build a resilient team to ensure we can manage operational needs, meet legislative requirements and the needs of Constituent Councils, while remaining focussed on the delivery of an efficient and timely service to ratepayers and non-constituent councils.

Following the charter review process being finalised, the new Board structure came into effect June 2022, and the previous Board was dissolved. I wish to thank all members of this Board, both current and past, for their support of and commitment to the Authority over many years. Finally, on behalf of this outgoing Board I wish to congratulate the members and Chair of the new Board appointed under the new Charter. We wish them, and all involved with the Authority, continued success in serving their communities in this often-underrated role.

CR HARRY SEAGER
Chair



THE VISION

“Sustainable Waste Management through Shared Services for the communities of Adelaide Hills, Alexandrina, Mt Barker and Murray Bridge”



THE MISSION

- To meet resource recovery targets across the region where economically and environmentally justified.
- To continue to develop and manage the Authority’s landfill as an EPA compliant regional landfill, that provides the most cost-effective disposal option for Constituent Councils and commercial customers.
- To educate the regional community on responsible waste choices that enhance and maintain their environment.

THE OBJECTIVES

The Authority’s vision and mission will be achieved through five key objectives:

1. To take a leadership role in resource recovery and community education.
2. Responsibly develop and manage the Authority’s landfill to be a model regional landfill meeting all legislative requirements and operating benchmarks.
3. Financial sustainability in waste services for Constituent Councils by pursuing a shared services model.
4. Advocate, research and promote best practice waste management and actively represent Constituent Councils in all forums.
5. A fully compliant regional subsidiary that meets the highest standards in governance, financial and human resource management.

GOVERNANCE

BOARD

The Authority is administered by a Board in accordance with the *Local Government Act (1999)* and the Authority's Charter.

During 2021/22 the Board consisted of eight Members, being one Elected Member appointed by each Constituent Council and one employee appointed by each Constituent Council. Each Constituent Council also appoints a Deputy Board Member. The Chairperson and Deputy Chairperson of the Board were elected by ballot of the whole Board from those Board Members who are Elected Members. This Board held six meeting during the 2021/22 financial year.

The Authority undertook a review of its Charter and with the introduction of the Authority's revised Charter a new Board was established in June 2022, consisting of five members appointed by the Constituent Councils, including an Independent Chair.

The Board is responsible for managing all activities of the Authority, ensuring that the Authority acts in accordance with its Charter. The Board's responsibilities include development of strategic and business directions and strategies aimed at improving the business of the Authority. The Board appoints an Executive Officer responsible for implementing the decisions made by the Board and managing the day-to-day operations of the Authority.

2021/22 BOARD MEMBERS

RURAL CITY OF MURRAY BRIDGE

Heather Barclay

General Manager Assets & Infrastructure

Cr Fred Toogood

Sue Reynolds

Manager City Assets, Deputy Board Member

MOUNT BARKER DISTRICT COUNCIL

Greg Parker

Executive Officer to the Summit Sport and Recreation Park Board

Cr Harry Seager

Chairperson

Cr Simon Westwood

Deputy Board Member

ALEXANDRINA COUNCIL

Elizabeth Williams

General Manager Resources

Cr Mike Farrier

Cr John Carter

Deputy Board Member

ADELAIDE HILLS COUNCIL

Marc Salver

Executive and Strategic Policy Planner (resigned April 2022)

Cr Ian Bailey

Deputy Chairperson

2021/22 BOARD MEMBERS

The new Board commenced June 2022.



CR HARRY SEAGER
Chair
Attended 5 of 6



CR IAN BAILEY
Deputy Chair
Attended 5 of 6



CR MIKE FARRIER
Attended 5 of 6



CR FRED TOOGOOD
Attended 3 of 6



CR SIMON WESTWOOD
Deputy Member



CR JOHN CARTER
Deputy Member



HEATHER BARCLAY
General Manager
Assets & Infrastructure
Attended 4 of 6



GREG PARKER
General Manager
Community Services
Attended 6 of 6



MARC SALVER
Director Development
& Regulatory Services
Attended 3 of 5



ELIZABETH WILLIAMS
General Manager
Resources
Attended 4 of 6



SUE REYNOLDS
Deputy Member
Manager City Assets
Attended 1 of 1

AUDIT COMMITTEE

In accordance with the *Local Government Act (1999)* the Authority has an Audit Committee.

The principal objective of the Audit Committee is to add value to and improve the Authority's operations, by assisting the Board to meet its legislative and probity requirements as required by the *Local Government Act (1999)* and other relevant legislation, standards and codes. During 2021/22 the Audit Committee comprised of two Board Members as determined by resolution of the Board and one Independent Member, who is also the Chair:

INDEPENDENT MEMBER:

Peter Brass

Attended 5 of 5 meetings

BOARD MEMBERS:

Greg Parker

Mount Barker District Council

Attended 5 of 5 meetings

Elizabeth Williams

Alexandrina Council

Attended 4 of 5 meetings

The Audit Committee meets as required and at least once every four months, prior to Board Meetings. The Audit Committee held 5 meetings during the 2021/22 financial year.





2021/22

ACHIEVEMENTS

- Continued to navigate COVID-19 lockdowns and restrictions successfully, ensuring essential waste services were maintained. The Authority's Executive Officer has also assisted the LGA in coordinating its waste sector response to the pandemic.
- Fees and charges have been reviewed and updated, considering the waste disposal levy increases for the period.
- A tender process was carried out for the changeover of the backhoe utilised at the Heathfield Resource Recovery Facility. Despite the order being placed with the successful tenderer in May, due to global market impacts, the machine is not expected to be received until September 2022.
- The mattress stockpile at the Brinkley Landfill was processed, of which approximately 2,100 mattresses were processed in August 2021. This generated 26.56 tonnes of steel for recycling and 38.96 tonnes of flock returned to landfill.
- Overall, 57.7 tonnes of steel were recovered from the landfill during the 2021/22 financial year, generating \$19,870 in revenue when combining the recovered EPA levy with the income from scrap metal recyclers.
- A compaction rate of 0.81t/m³ was achieved at the Brinkley Landfill across Cells 7 and Cell 8/9 for the 2021/22 financial year. While this reflects a drop in compaction on the previous financial year of 0.03t/m³ this is still a positive compaction rate result, considering the volume of waste received into cell 8/9 increased by almost 30% on the previous financial year and 80% of this increase was hard waste which is challenging to compact. The combined compaction rate still exceeded the long running target of 0.8 t/m³.
- The receipt of waste into Cell 7 was put on hold for much of the 2021/22 financial year as a landfill management strategy, to ensure adequate levels and filling rates across the site.
- 1,280 cubic metres of mulch was produced at the Brinkley RRC.
- 4,024 tonnes of concrete were crushed to produce rubble at the Brinkley RRC. This material was tested with the results categorising the material as waste fill suitable for re-use. An additional 100 tonnes of material were reduced in size using the pulveriser.





Pulveriser fitted to excavator – used to size reduce oversized concrete.

- A grant application was submitted to GISA for the acquisition of a waste grapple that can be fitted to the wheel loader to assist with the handling and removal of various waste streams (mattresses, tyres, steel) from the landfill. This application was successful, the order was placed in May 2022 with the grapple arriving in August 2022.
- 8,480m³ of mulch was produced at the Heathfield RRC over four individual processing campaigns.
- The polystyrene melt machine that was installed at the Heathfield RRC in December 2020 is operating 4-5 times per week and produced approximately 480 melted poly blocks with a total weight of roughly 4.25 tonnes. This product is then sold to be reused in the manufacture of other products made of plastic (ie picture frames).
- A landfill gas feasibility study is being undertaken by an external body. This is being completed following the EPA's review of the phyto-cap landfill capping design that was drafted and submitted to the EPA for review and approval. This will provide valuable insight into the preferred type of landfill cap for our site while managing landfill gas.
- Despite several capital items being scheduled for renewal during the 2021/22 financial year (landfill compactor, excavator, E/O vehicle) these were not achieved due to impacts relating to COVID-19.



MAJOR PURCHASES

- 10 hook-lift bins with tarps
 - Waste Grapple
- Replacement backhoe, (machine to be delivered September 2022)

COMPLIANCE

- The Authority's revised Charter was gazetted 9th June 2022. The new board met for the first time on the 16th of June 2022.
- The charter review also included a review of the equity interest calculation methodology and this has been reflected in a 2021/22 CCI schedule.
- The WHS system implementation continued during 2021/22, to formalise WHS requirements and to continually improve WHS.
- A Work Health Safety and Return to Work Plan has been developed, approved and implemented.
- The Authority continues to achieve a high-level of EPA compliance by meeting Solid Waste Levy and Mass Balance Legislation.
- A Competitive Neutrality review was conducted and the report adopted by the Board.
- The Authority continues to review and develop a suite of policies and procedures. This suite supports the Authority's commitment to minimise risk. Among the documents implemented during the year include a reviewed Risk Management Framework, reviewed Procurement Procedure and new Board Member Code of Conduct.
- A Regional Waste and Resource Recovery plan has been drafted.



Waste disposal services are provided at the Brinkley Landfill.

Encouraging food waste composting through the green bin service where available.



VALUE ADD, RESOURCE SHARING AND RESOURCE RECOVERY CENTRES

- Free greens days have been held across the RRCs on behalf of Constituent Councils.
- Hook-lift waste and recycling transport services continue to be provided across the region.
- Through the “Paintback” scheme, 7,675kgs of paint and related product were recovered through the Brinkley RRC and 38,189kgs of paint and related product were recovered through the Heathfield RRC.
- The Heathfield RRC also recovered 87,891kgs of hazardous waste via the on-site “Household Hazardous Waste and Chemical Drop-off Facility” for processing. This is an increase of more than 27% on the previous year.
- The Heathfield RRC received an upgrade to the mulch, waste soil and waste concrete bay area with funding provided by the Adelaide Hills Council.
- The Authority submitted and was awarded the tender to undertake the hook-lift transport services for the Mount Barker District Council. An agreement was established with Mount Barker and the service commenced.
- Positive working relationships have been maintained with Constituent Councils, commercial and non-member local government customers.
- Assistance has continued to be provided to Constituent Councils regarding the recycling market changes resulting from the China Sword Policy and the Authority has ensured Constituent Council representation across all forums.
- The Authority has continued to participate in a high-level education working group assisting Green Industries SA with the implementation of a state-wide education program titled “Which Bin”.
- The Authority has assisted with a joint hard waste tender between Murray Bridge and Mount Barker Councils.

FINANCES

- The audited financials have been completed for the 2021/22 financial year and are attached.
- The year to 30 June 2022 ended with the Authority achieving a total surplus of \$384K compared to a third quarter budget review of net surplus \$102K.
- The Brinkley RRC finished the financial year in line with the budgeted target of a net loss of \$34,000. Processing of material on site occurred in 2021/22 as planned.
- The Heathfield site finished the year with a net loss of \$65,302, compared to a budgeted net loss of \$50,000, a negative variance of \$15,302.
- The Authority will continue to monitor the Resource Recover Centre budgets and adjust operations where required, aiming to minimise the losses across the site. It is recognised that the sites are operated for community benefit and we aim to recover costs at the sites and work towards a break-even position, without significantly increasing user fees.



Household Chemical and Paint Facility at the Heathfield RRC.



6

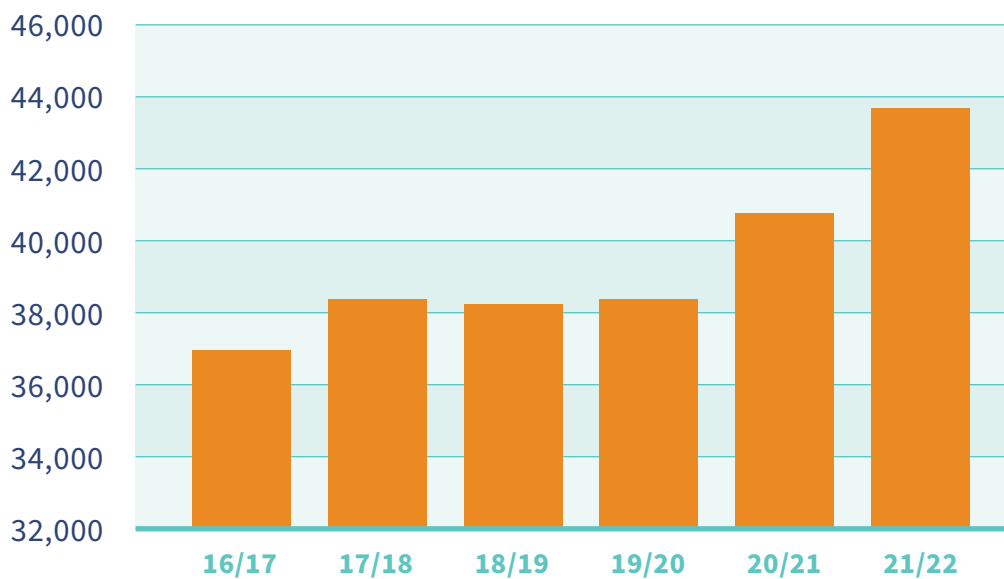
LANDFILL OPERATIONS

BRINKLEY LANDFILL STATISTICS

Waste disposed to landfill increased by 2,866 tonnes in the 2021/22 financial year. Waste tonnes to landfill increased across all sectors.

Constituent Council tonnes increased by 2,516 tonnes, other Local Government increased by 345 tonnes and commercial tonnes increased by 5 tonnes. This increase in waste disposal may be a result of COVID-19 implications along with growth across the regions serviced by the landfill.

WASTE TONNES TO LANDFILL





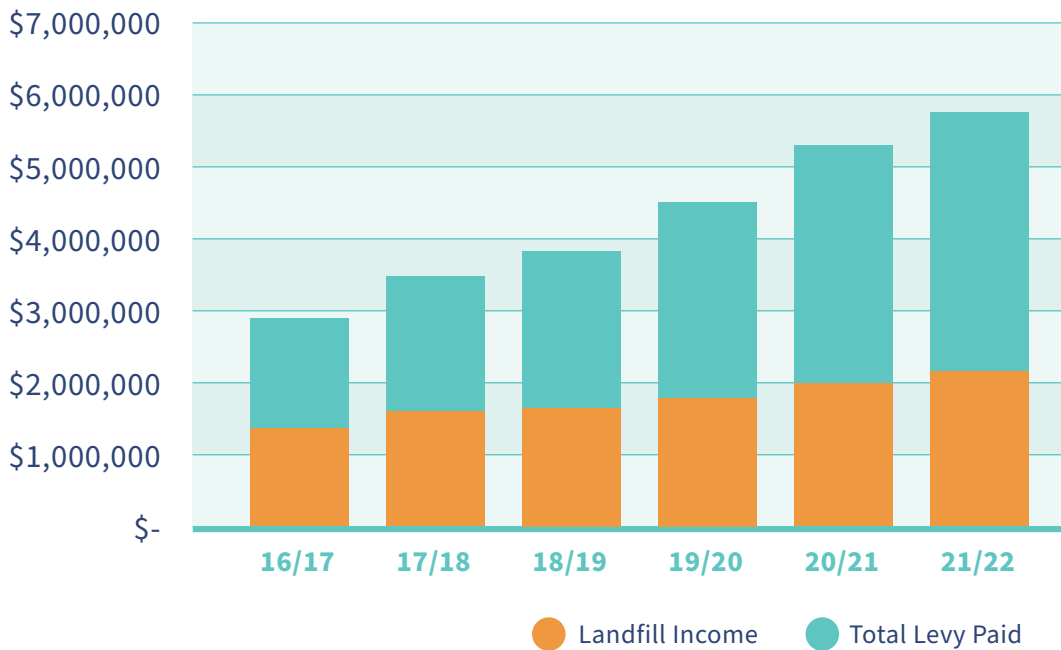
REVENUE

Landfill gross revenue increased in 2021/22 due to increasing tonnes and an increase in the Solid Waste Disposal Levy.

The Authority is required to pay the Solid Waste Disposal Levy for every tonne of waste disposed to landfill and therefore collects the levy from Constituent Councils and landfill customers as part of the landfill gate fees.

In 2021/22 the levy increased from \$71.50 to \$74.50 for non- metropolitan waste and from \$143.00 to \$149.00 for metropolitan waste.

LANDFILL GROSS REVENUE



FINANCIAL INDICATORS

The Authority adopted financial indicators for 2021/22 financial year which are outlined in the table below.

	Budget	Actual	Short Term Adopted Target
Operating Surplus Ratio	6%	5%	>0%
Net Financial Liabilities Ratio	38%	13%	70%
Asset Renewal Funding Ratio	97%	0%	100%



7

RESOURCE RECOVERY CENTRE OPERATIONS

The Authority manages two Resource Recovery Centres (RRCs) on behalf of its Constituent Councils. These sites are the Heathfield RRC, which serves the Adelaide Hills Council area with an approximate population of 40,000 people and the Brinkley RRC, which serves the Rural City of Murray Bridge area with an approximate population of 22,000 people.

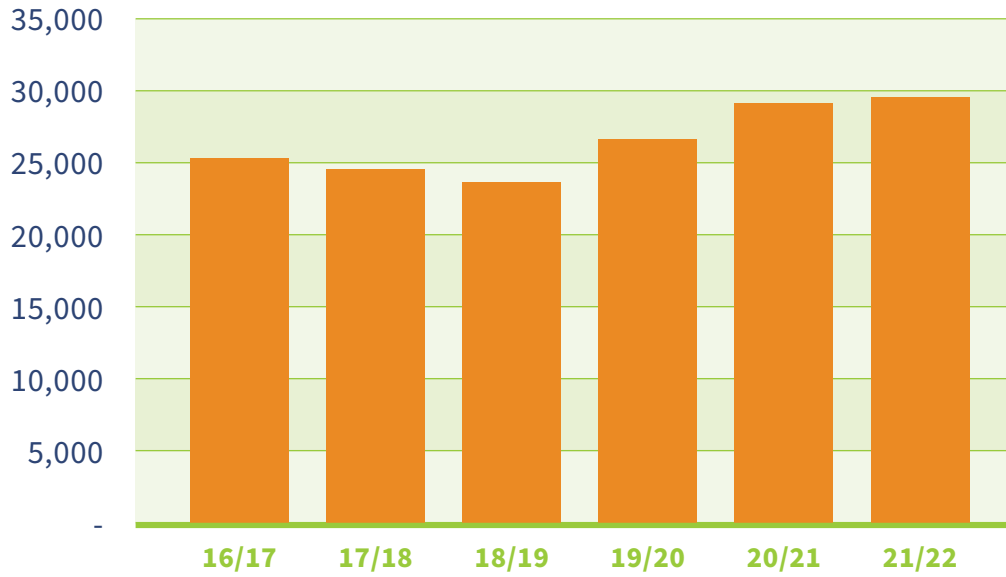
SITE USAGE

Both facilities have shown strong customer growth since the Authority commenced operations. The Heathfield customer numbers have increased over previous years, which is likely a result of increased services, such as the chemical drop off, fire waste disposal and free green organics days. This trend remained steady during 2021/22. The Brinkley RRC customer patronage also remained steady during 2021/22.

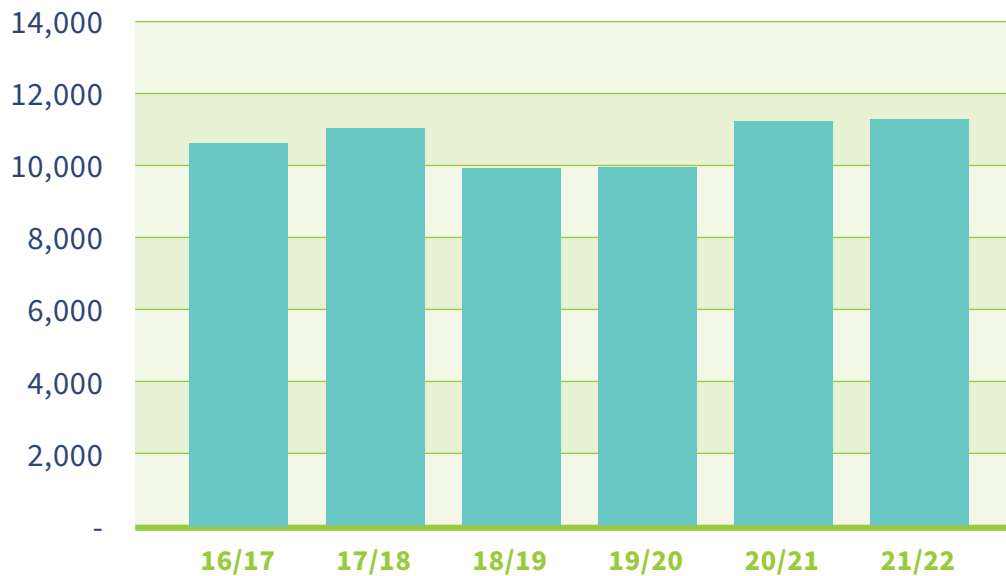
Mattress shredding diverting steel from the landfill.



HEATHFIELD RRC TRANSACTIONS



BRINKLEY RRC TRANSACTIONS







The Authority collects asbestos, Drummuster containers and tyres across our RRCs for recycling or appropriate disposal at licenced facilities.

TONNES TO LANDFILL

The tonnes of waste disposed to landfill from the Brinkley RRC have increased for 2021/22. All material which can be reused, reprocessed, or recycled is removed from the waste stream prior to transportation to landfill. For example, green organics are chipped on site and sold as mulch and construction and demolition material is stored for crushing and reuse.

RESOURCE RECOVERY SITES WASTE TONNES TO LANDFILL

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Heathfield	1,840	1,562	1,533	1,719	1,760	1,940
Brinkley	1,818	1,719	1,623	1,138	1,041	1,137

The Authority creates mulch from greens materials dropped off at our RRCs which is then sold to customers.



2021/22 ANNUAL BUSINESS PLAN

RESPONSES TO THE 2021/22 ANNUAL BUSINESS PLAN, PERFORMANCE TARGETS AND MEASURES



- 1 Embrace the waste hierarchy and circular economy principles - the Authority will aim to assist and positively influence the recycling markets as much as possible via its operations and services.**
- 2 Represent Constituent Councils in the waste and resource recovery sector.**

The Authority has continued to represent Constituent Councils in the waste and resource recovery sector while embracing the waste hierarchy and circular economy principals via its operations and services.
- 3 Finalise the charter review.**

The charter review was finalised, gazetted and a new Board established, including an Independent Chair.
- 4 Develop a regional waste and resources management plan.**

A regional waste and resources management plan was drafted and circulated to the Board.
- 5 Finalise the 10-year Strategic Plan.**

The 10-year Strategic Plan is not yet finalised as this was delayed due to a new Board being established. A strategic planning workshop has been undertaken with the new Board. The reviewed capping and closure plan for Cell 6 has been delayed pending the findings and recommendations from the Landfill Gas feasibility study which is underway.
- 6 Implement staged capping and closure of Brinkley landfill cells in accordance with capping and closure plan.**

Cell 7 is receiving “solid inert” waste in line with directions from the EPA, while all putrescible waste is deposited in cell 8/9.

- 7 Continue to manage the Brinkley Landfill site and cell construction to maintain adequate airspace for waste disposal needs.**
- 8 Manage the Brinkley Landfill as a compliant facility.**
The final stage of cell 8/9 is currently being excavated, this process also generates “daily cover” required for landfill compliance and operating cost minimisation. The completion of this final stage is scheduled for the 2022/23 financial year.
- 9 Establish the landfill to be a model and leading-edge regional facility. Utilise the landfill and transfer stations as educational tools where possible.**
The landfill continues to operate and evolve in line with best-practise filling techniques utilising industry leading plant and equipment.
- 10 Continue to establish itself as an expert in the field of waste and resource management and act as an information source for Constituent Councils and their communities.**
The Authority continues to provide up-to-date waste and resource management industry advice and information to its Constituent Councils by regularly attending/participating in industry focussed forums.
- 11 Continue to implement media and advertising programs aiming to increase education across the region.**
Filming was carried out at the Brinkley Landfill site in June 2021 at the request of Adelaide Hills Council to be uploaded and featured on their website as an educational tool.
- 12 In conjunction with Constituent Councils continue services across Constituent Councils via the Strategic Resource Recovery Coordinator role and implement an additional shared resource across the Members that require this service.**
The Constituent Councils decided to discontinue the Strategic Resource Recovery Coordinator role. A new Authority position is proposed for 2022/23.
- 13 Continue to explore options to coordinate Constituent Council waste services where cost savings can be identified and progressively implement approved shared services across Constituent Councils.**
A combined “Hard Waste Collection Service” tender has been prepared on behalf of two Constituent Councils.
- 14 Maintain quarterly meetings with key senior staff from each of the Constituent Councils to consider Constituent Council priorities.**
Quarterly meetings with key senior staff from Constituent Councils were difficult to complete due to COVID-19 impacts however communication lines remained open.
- 15 Maintain and conduct at least two catch up meetings between Constituent Council CEO's and the Authority EO.**
The EO met with CEOs as required and presented to Constituent Councils at Councils discretion.
- 16 Continue to provide quarterly key outcomes summary to Constituent Councils, following Board Meetings.**
Quarterly key outcomes were provided to Constituent Councils following Board meetings.
- 17 Continue to operate the Resource Recovery Centres efficiently, with a focus on resource recovery, waste hierarchy and cost effectiveness.**
The Resource Recovery Centres continue to operate efficiently and effectively with a focus on maximising resource recovery wherever possible.
- 18 Review and update WHS policies and systems.**
- 19 Work with the LGA Mutual Liability Scheme to ensure the Authority is meeting requirements.**
WHS policies and procedures have continued to be reviewed and implemented where required, along with some new systems and processes with a focus on continual improvement, while working with the guidance of the LGA Mutual Liability Scheme to ensure the Authority is meeting its requirements.
- 20 Undertake a customer and charging review.**
A review of customers and relevant charges was undertaken to ensure relevant discounts were being applied appropriately and accordingly.
- 21 Work with Constituent Councils to consider upcoming opportunities for kerbside collection and recycling contracts – particularly across Mount Barker and Murray Bridge Councils.**
See 13 response.

ORGANISATION CHART

2021/22



2021-22

AUDITED FINANCIAL STATEMENTS

**GENERAL PURPOSE
FINANCIAL REPORTS
FOR THE YEAR
ENDED 30 JUNE 2022**

**Adelaide Hills Region Waste Management Authority
General Purpose Financial Reports
for the year ended 30 June 2022**

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**Adelaide Hills Region Waste Management Authority
Annual Financial Statements
for the year ended 30 June 2022**

CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the Authority to certify the financial statements in their final form. In our opinion:

- the accompanying financial statements comply with the Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and Australian Accounting Standards.
- the financial statements present a true and fair view of the Authority's financial position at 30 June 2022 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Authority's accounting and other records.



Ben Tume
ACTING EXECUTIVE OFFICER

Date: 21 September 2022



Adrian Skull
CHAIRPERSON

Adelaide Hills Region Waste Management Authority
Statement of Comprehensive Income
for the year ended 30 June 2022

	Notes	2022 \$	2021 \$
INCOME			
User charges	2	5,725,347	5,300,030
Grants, subsidies and contributions	2	20,000	-
Investment income	2	915	16
Other income	2	2,509,049	3,991,821
Total Income		8,255,311	9,291,867
EXPENSES			
Employee costs	3	1,608,869	1,388,354
Materials, contracts & other expenses	3	5,567,723	5,371,434
Depreciation, amortisation & impairment	3	680,098	612,849
Finance costs	3	14,485	32,143
Total Expenses		7,871,175	7,404,780
OPERATING SURPLUS / (DEFICIT)		384,136	1,887,087
Asset disposal & fair value adjustments	4	-	47,052
NET SURPLUS / (DEFICIT) (transferred to Equity Statement)		384,136	1,934,139
TOTAL COMPREHENSIVE INCOME		384,136	1,934,139

This Statement is to be read in conjunction with the attached Notes.

Adelaide Hills Region Waste Management Authority
Statement of Financial Position
as at 30 June 2022

	Notes	2022 \$	2021 \$
ASSETS			
Current Assets			
Cash and cash equivalents	5	1,051,069	264,637
Trade & other receivables	5	1,355,484	1,788,975
Inventories	5	9,153	1,958
Total Current Assets		<u>2,415,706</u>	<u>2,055,570</u>
Non-current Assets			
Infrastructure, property, plant & equipment	6	4,373,956	4,744,650
Total Non-current Assets		<u>4,373,956</u>	<u>4,744,650</u>
Total Assets		<u>6,789,662</u>	<u>6,800,220</u>
LIABILITIES			
Current Liabilities			
Trade & other payables	7	847,330	853,291
Borrowings	7	224,073	671,808
Provisions	7	338,649	308,568
Total Current Liabilities		<u>1,410,052</u>	<u>1,833,667</u>
Non-current Liabilities			
Borrowings	7	141,604	190,429
Provisions	7	1,893,306	1,815,560
Total Non-current Liabilities		<u>2,034,910</u>	<u>2,005,989</u>
Total Liabilities		<u>3,444,962</u>	<u>3,839,656</u>
NET ASSETS		<u>3,344,700</u>	<u>2,960,564</u>
EQUITY			
Accumulated Surplus		3,344,700	2,960,564
TOTAL EQUITY		<u>3,344,700</u>	<u>2,960,564</u>

This Statement is to be read in conjunction with the attached Notes.

Adelaide Hills Region Waste Management Authority
Statement of Changes in Equity
for the year ended 30 June 2022

		Accumulated Surplus	TOTAL EQUITY
2022	Notes	\$	\$
Balance at end of previous reporting period		2,960,564	2,960,564
Net Surplus / (Deficit) for Year		<u>384,136</u>	<u>384,136</u>
Balance at end of period		<u>3,344,700</u>	<u>3,344,700</u>
2021			
Balance at end of previous reporting period		1,026,425	1,026,425
Net Surplus / (Deficit) for Year		<u>1,934,139</u>	<u>1,934,139</u>
Balance at end of period		<u>2,960,564</u>	<u>2,960,564</u>

This Statement is to be read in conjunction with the attached Notes

Adelaide Hills Region Waste Management Authority

Statement of Cash Flows for the year ended 30 June 2022

		2022	2021
CASH FLOWS FROM OPERATING ACTIVITIES	Notes	\$	\$
Receipts:			
User charges		5,669,183	5,812,283
Investment receipts		359	16
Grants utilised for operating purposes		20,000	-
Other revenues		2,994,261	2,899,094
Payments:			
Employee costs		(1,550,030)	(1,348,408)
Materials, contracts & other expenses		(5,597,961)	(5,985,112)
Finance payments		(17,954)	(37,033)
Net Cash provided by (or used in) Operating Activities		1,517,858	1,340,840
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts:			
Sale of replaced assets		-	80,780
Payments:			
Expenditure on renewal/replacement of assets		-	(514,300)
Expenditure on new/upgraded assets		(234,866)	(64,200)
Net Cash provided by (or used in) Investing Activities		(234,866)	(497,720)
Payments:			
Repayments of borrowings		(450,000)	(801,607)
Repayment of principal portion of lease liabilities		(46,560)	(44,373)
Net Cash provided by (or used in) Financing Activities		(496,560)	(845,980)
Net Increase (Decrease) in cash held		786,432	(2,860)
Cash & cash equivalents at beginning of period	8	264,637	267,497
Cash & cash equivalents at end of period	8	1,051,069	264,637

This Statement is to be read in conjunction with the attached Notes

Adelaide Hills Region Waste Management Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 1 - Significant Accounting Policies

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The Authority is a Local Government Authority Section 43 regional subsidiary under the control of Adelaide Hills Council, Alexandrina Council, Mount Barker District Council and Rural City of Murray Bridge.

1.2 Historical Cost Convention

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying the Authority's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this Note.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest dollar.

2 The Local Government Reporting Entity

Adelaide Hills Region Waste Management Authority operates as a regional subsidiary pursuant to Section 43 of the Local Government Act 1999 & Section 25 of the Local Government Implementation Act 1999, and has its principal place of business at c/-of Mount Barker District Council, 6 Dutton Road, Mt Barker. These financial statements have been prepared for use by Constituent Councils of the Authority.

3 Income recognition

Income is measured at the fair value of the consideration received or receivable. Income is recognised when the Authority obtains control over the assets comprising the income, or when the amount due constitutes an enforceable debt, whichever first occurs.

4 Cash, Cash Equivalents and Other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at the Authority's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

4.2 Other Financial Instruments

Receivables are generally unsecured and do not bear interest. All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policy applied to financial instruments forms part of Note 9.

5 Inventories

Inventories held in respect of stores have been valued by using the weighted average cost on a continual basis, after adjustment for loss of service potential. Inventories held in respect of business undertakings have been valued at the lower of cost and net realisable value.

6 Infrastructure, Property, Plant & Equipment

6.1 Initial Recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 1 - Significant Accounting Policies

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Authority includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

6.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by the Authority for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. Examples of capitalisation thresholds applied during the year are as follows. No capitalisation threshold is applied to the acquisition of land or interests in land.

Office Furniture & Equipment \$1,000

Other Plant & Equipment \$1,000

Landfill Assets \$1,000

Road Construction & Reconstruction \$10,000

6.3 Subsequent Recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties, and of existing valuations, methods and valuers are provided at Note 7.

6.4 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets.

Depreciation is recognised on a straight-line basis. Major depreciation periods for each class of asset are shown below. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Authority, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

Plant, Furniture & Equipment

Office Equipment 3 - 5 years

Other Plant & Equipment 3 - 10 years

Infrastructure

Unsealed Roads 15 years

Fencing 15 years

Water Tanks 30 years

Litter Fence 5 years

Pumps 5 years

Monitor Bore 10 years

Buildings 20 years

Roads 25 years

6.5 Impairment

Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

Adelaide Hills Region Waste Management Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 1 - Significant Accounting Policies

6.6 Borrowing Costs

Borrowing costs in relation to qualifying assets (net of offsetting investment revenue) have been capitalised in accordance with the allowed alternative treatment in AASB 123 Borrowing Costs. The amounts of borrowing costs recognised as an expense or as part of the carrying amount of qualifying assets are disclosed in Note 3, and the amount (if any) of interest revenue offset against borrowing costs in Note 2.

7 Payables

7.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7.2 Payments Received in Advance & Deposits

Amounts received from external parties in advance of service delivery, and security deposits held against possible damage to Authority assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

8 Borrowings

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of "Payables".

9 Provisions

9.1 Employee Benefits

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

No accrual is made for sick leave as experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. The Authority does not make payment for untaken sick leave.

9.2 Superannuation

The Authority makes superannuation contributions in respect of its employees to the Hostplus Scheme. The Scheme has two types of membership, each of which is funded differently. Details of the accounting policy and the Authority's involvement with the scheme are reported in Note 13.

9.3 Provision for reinstatement, restoration and rehabilitation

Expenditures relating to ongoing rehabilitation and restoration reduce any provision previously established.

The Authority recognises a capping liability for all past and present active landfill cell operational areas. For which capping rehabilitation works have not yet been completed.

The Authority recognises a capping liability for a historical cell given it is believed that it will be responsible for capping this area in future years and has accordingly recognised a liability. The Authority however is not presently obligated to undertake this work given the liability to cap the cell resides with the existing owners of the site.

The Authority has calculated the liability based on an alternate capping design being accepted by the Environmental Protection Authority South Australia (EPA) which is in the process of being approved. Should there be an unfavourable outcome from the alternate capping plan application process, this may result in further increases to the liability needing to be recorded in future periods.

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 1 - Significant Accounting Policies

The Authority annually monitors the liability recorded for landfill rehabilitation and restoration estimates and make adjustment to the liability as required ensuring an accurate projected cost of the liability is showing in the Statement of Financial Position. The Authority will be undertaking further detailed reviews of all rehabilitation and restoration liability costs in future years with the assistance of external consultants to ensure all projected costs have been independently verified. This was last reviewed and revalued by Golder Associates Ltd on 29 July 2019.

10 Leases

The Authority recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, being the land leased at Brinkley Landfill.

i) Right-of-use assets

The Authority recognises right-of-use assets as at commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and the estimate of costs to be incurred to restore the leased asset. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful life.

ii) Lease liabilities

At the commencement date, the Authority recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the Authority uses its incremental borrowing rate or the interest rate implicit in the lease.

11 Changes to comparative figures

During the financial year, the Authority has reviewed the allocation and classification of some transactions which has been updated in the comparative information presented. Changes in classification has resulted in no change to the previously reported financial performance and position of the Authority.

12 GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 2 - INCOME

	Notes	2022	2021
		\$	\$
USER CHARGES			
Waste processing and disposal fee		<u>5,725,347</u>	5,300,030
		<u>5,725,347</u>	<u>5,300,030</u>
INVESTMENT INCOME			
Interest on investments:			
Interest on investments		<u>915</u>	16
		<u>915</u>	<u>16</u>
OTHER INCOME			
Consultancy service		10,053	14,889
Waste officer contribution		59,588	174,671
Waste transfer station income		1,711,808	1,648,655
Waste transfer station recuperation		99,302	52,773
Transport income		317,837	250,938
Fuel tax rebate		52,185	48,219
Machinery charge out		109,774	123,725
Recycled income		15,745	8,561
Sundry		<u>132,757</u>	1,669,390
		<u>2,509,049</u>	<u>3,991,821</u>
GRANTS, SUBSIDIES, CONTRIBUTIONS			
Sundry		<u>20,000</u>	-
<i>The functions to which these grants relate are shown in Note 12.</i>			
Sources of grants			
Other		<u>20,000</u>	-
		<u>20,000</u>	<u>-</u>

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 3 - EXPENSE

	Notes	2022 \$	2021 \$
EMPLOYEE COSTS			
Salaries and Wages		1,187,834	1,017,531
Employee leave expense		174,725	164,666
Superannuation - defined contribution plan contributions	13	123,126	102,336
Superannuation - defined benefit plan contributions	13	4,595	3,071
Workers' Compensation Insurance		46,358	34,012
Other		72,231	66,738
Total Operating Employee Costs		1,608,869	1,388,354
Total Number of Employees		16	13
<i>(Full time equivalent at end of reporting period)</i>			
MATERIALS, CONTRACTS & OTHER EXPENSES			
<u>Prescribed Expenses</u>			
Auditor's Remuneration			
- Auditing the financial reports		5,289	5,508
Bad and Doubtful Debts		-	812
Subtotal - Prescribed Expenses		5,289	6,320
<u>Other Materials, Contracts & Expenses</u>			
Materials, contractors and other		293,753	364,193
Waste transfer station expenses		1,212,752	1,134,076
Consultants		47,044	52,681
Administration and Board		76,094	71,261
EPA licence fee		9,793	9,611
Repairs and maintenance		201,980	179,075
Insurance and legal		39,978	66,053
EPA waste levy paid		3,394,154	3,311,107
Parts, accessories & consumables		263,237	157,621
Sundry		23,649	19,436
Subtotal - Other Materials, Contracts & Expenses		5,562,434	5,365,114
		5,567,723	5,371,434

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 3 - EXPENSE con't

	2022	2021
Notes	\$	\$
DEPRECIATION, AMORTISATION & IMPAIRMENT		
Depreciation		
Road infrastructure	5,534	5,534
Buildings	15,062	15,012
Vehicles	31,501	29,378
Plant and equipment	317,487	284,909
Landfill cells	144,320	99,583
Leachate pond	8,697	8,697
Landfill rehabilitation	46,121	38,443
Landfill cell capping	62,833	82,750
Right of Use Assets	16 48,543	48,543
	<u>680,098</u>	<u>612,849</u>
FINANCE COSTS		
Interest on overdraft and short-term drawdown	8,323	24,999
Interest on Leases	6,162	7,144
	<u>14,485</u>	<u>32,143</u>

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 4 - ASSET DISPOSALS AND FAIR VALUE ADJUSTMENTS

	Notes	2022 \$	2021 \$
INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT			
<i>Assets renewed or directly replaced</i>			
Proceeds from disposal		-	80,780
Less: Carrying amount of assets sold		-	33,728
NET GAIN (LOSS) ON DISPOSAL OR REVALUATION OF ASSETS		-	47,052

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 5 - CURRENT ASSETS

		2022	2021
CASH & EQUIVALENT ASSETS	Notes	\$	\$
Cash on Hand and at Bank		324,529	264,637
Deposits at Call		726,540	-
		<u>1,051,069</u>	<u>264,637</u>
TRADE & OTHER RECEIVABLES			
Accrued Revenues		705,312	1,209,967
Debtors - general		650,172	579,008
		<u>1,355,484</u>	<u>1,788,975</u>
INVENTORIES			
Stores & Materials		9,153	1,958
		<u>9,153</u>	<u>1,958</u>

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 6 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT (IPP&E)

Fair Value Level	2021 \$'000				2022 \$'000			
	Fair Value	Cost	Acc' Dep'n	Carrying Amount	Fair Value	Cost	Acc' Dep'n	Carrying Amount
Road infrastructure	-	138,352	(44,341)	94,011	-	138,352	(49,875)	88,477
Buildings	-	274,532	(106,182)	168,350	-	277,199	(121,244)	155,955
Vehicles	-	164,768	(55,743)	109,025	-	164,768	(87,244)	77,524
Plant and equipment	-	3,599,055	(1,739,181)	1,859,874	-	3,813,145	(2,056,669)	1,756,476
Landfill cells	-	2,559,142	(1,452,671)	1,106,471	-	2,559,142	(1,596,991)	962,151
Leachate pond	-	173,938	(62,803)	111,135	-	173,938	(71,500)	102,438
Landfill rehabilitation	-	461,321	(243,812)	217,509	-	461,206	(289,933)	171,273
Landfill cell capping	-	1,487,979	(636,241)	851,738	-	1,537,082	(699,074)	838,008
WIP	-	-	-	-	-	43,660	-	43,660
Right of Use Assets	-	323,623	(97,086)	226,537	-	323,623	(145,629)	177,994
Total IPP&E	-	9,182,710	(4,438,060)	4,744,650	-	9,492,115	(5,118,159)	4,373,956
Comparatives	-	8,891,789	(3,955,243)	4,936,546	-	9,182,710	(4,438,060)	4,744,650

This Note continues on the following pages.

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 6 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

	Carrying Amounts Movement During the Year										2022 \$
	\$										
	2021 Carrying Amount	Additions		Disposals	Dep'n	Impair't	Adjustment	Net Reval'n	Carrying Amount		
	New / Upgrade	Renewals									
Road infrastructure	94,011	-	-	-	(5,534)	-	-	-	88,477		
Buildings	168,350	2,667	-	-	(15,062)	-	-	-	155,955		
Vehicles	109,025	-	-	-	(31,501)	-	-	-	77,524		
Plant and equipment	1,859,874	214,089	-	-	(317,487)	-	-	-	1,756,476		
Landfill cells	1,106,471	-	-	-	(144,320)	-	-	-	962,151		
Leachate pond	111,135	-	-	-	(8,697)	-	-	-	102,438		
Landfill rehabilitation	217,509	-	-	-	(46,121)	-	(115)	-	171,273		
Landfill cell capping	851,738	-	-	-	(62,833)	-	49,103	-	838,008		
WIP	-	43,660	-	-	-	-	-	-	43,660		
Right of Use Assets	226,537	-	-	-	(48,543)	-	-	-	177,994		
Total IPP&E	4,744,650	260,416	-	-	(680,098)	-	48,988	-	4,373,956		
Comparatives	4,936,546	64,200	514,300	(33,728)	(612,849)	-	(123,819)	-	4,744,650		

This note continues on the following pages.

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 7 - LIABILITIES

	Notes	2022		2021	
		Current	Non-current	Current	Non-current
TRADE & OTHER PAYABLES					
Goods & Services		744,440	-	768,118	-
Payments received in advance		15,000	-	20,000	-
Accrued expenses - other		765	-	4,234	-
GST Payable		43,173	-	24,262	-
Other Payables		43,952	-	36,677	-
		847,330	-	853,291	-

Amounts included in trade & other payables that are not expected to be settled within 12 months of reporting date.

BORROWINGS

Leases Liabilities	16	48,825	141,604	46,560	190,429
LGFA cash advance debenture facility		175,248	-	625,248	-
		224,073	141,604	671,808	190,429

All interest bearing liabilities are secured over the future revenues of the Council.

PROVISIONS

Employee entitlements (including oncosts)		338,649	51,800	308,568	23,042
Future reinstatement / restoration, etc		-	461,206	-	461,321
Cell capping		-	1,380,300	-	1,331,197
		338,649	1,893,306	308,568	1,815,560

Movements in Landfill Provisions - 2022 year only (current & non-current)

	Future Reinstatement	Cell capping	Total
Opening Balance	461,321	1,331,197	1,792,518
Add (Less) Remeasurement Adjustments	(115)	49,103	48,988
Closing Balance	461,206	1,380,300	1,841,506

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 8 - RECONCILIATION TO CASH FLOW STATEMENT

(a) Reconciliation of Cash

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

		2022	2021
	Notes	\$	\$
Total cash & equivalent assets	5	1,051,069	264,637
(b) Reconciliation of Change in Net Assets to Cash from Operating Activities			
Net Surplus (Deficit)		384,136	1,934,139
Non-cash items in Income Statement			
Depreciation, amortisation & impairment		680,098	612,849
Net increase (decrease) in unpaid employee benefits		58,839	39,946
Net (Gain) Loss on Disposals		-	(47,052)
		<u>1,123,073</u>	<u>2,539,882</u>
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		433,491	(1,174,426)
Net (increase) decrease in inventories		(7,195)	298
Net increase (decrease) in trade & other payables		(31,511)	(24,914)
Net Cash provided by (or used in) operations		<u>1,517,858</u>	<u>1,340,840</u>
(c) Non-Cash Financing and Investing Activities			
Estimated future reinstatement etc. costs		<u>48,988</u>	<u>(123,819)</u>
(d) Financing Arrangements			
Unrestricted access was available at balance date to the following lines of credit:			
Corporate Credit Cards		10,000	10,000
LGFA Cash Advance Debenture facility		1,650,000	1,650,000

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 9 - FINANCIAL INSTRUMENTS

All financial instruments are categorised as *loans and receivables*.

Accounting Policies - Recognised Financial Instruments

Bank, Deposits at Call

Accounting Policy: initially recognised at lower of cost and net realisable value, interest is recognised when earned.

Terms & conditions: deposits at call have an average maturity of 90 days and an average interest rate of 1.55% (2021: 90 days 0.3%)

Carrying amount: approximates fair value due to the short term to maturity.

Receivables - Fees and other charges

Accounting Policy: carried at nominal values less any allowances for doubtful debts.

Liabilities - Creditors and Accruals

Accounting Policy: liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority.

Terms & conditions: liabilities are normally settled on 30 days after the month of invoice.

Carrying amount: approximates fair value.

Liabilities - Interest Bearing Borrowings

Accounting Policy: carried at the principle amounts. Interest is charged as an expense as it accrues.

Terms & conditions: secured over future revenues, interest is payable quarterly and principle due at CAD end date.

Carrying amount: approximates fair value.

Liabilities - Leases

Accounting Policy: accounted for in accordance with AASB 16 as stated in note 1.

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 9 - FINANCIAL INSTRUMENTS (con't)

Liquidity Analysis

2022	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<u>Financial Assets</u>	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Equivalents	1,051,069	-	-	1,051,069	1,051,069
Receivables	1,383,072	-	-	1,383,072	1,355,484
Total	2,434,141	-	-	2,434,141	2,406,553
<u>Financial Liabilities</u>					
Payables	846,565	-	-	846,565	846,565
Current Borrowings	190,407	-	-	190,407	175,248
Lease Liabilities	53,776	148,595	-	202,371	190,429
Total	1,090,748	148,595	-	1,239,343	1,212,242
2021	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<u>Financial Assets</u>	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Equivalents	264,637	-	-	264,637	264,637
Receivables	1,788,975	-	-	1,788,975	1,788,975
Total	2,053,612	-	-	2,053,612	2,053,612
<u>Financial Liabilities</u>					
Payables	849,057	-	-	849,057	849,057
Current Borrowings	633,571	-	-	633,571	625,248
Lease Liabilities	52,722	202,371	-	255,093	236,989
Total	1,535,350	202,371	-	1,737,721	1,711,294

The following interest rates were applicable to Council's borrowings at balance date:

	30 June 2022		30 June 2021	
	Weighted Average Interest Rate	Carrying Value	Weighted Average Interest Rate	Carrying Value
	%	\$'000	%	\$'000
LGFA cash advance debenture	1.75	175,248	2.4	625,248
Non interest bearing		842,728		849,057
		1,017,976		1,474,305

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 9 - FINANCIAL INSTRUMENTS (con't)

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Authority.

Risk Exposures:

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Authority is the carrying amount, net of any impairment. All Authority investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Notes 5 in relation to individual classes of receivables, exposure is concentrated within the Authority's boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Authority's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that the Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. The Authority also has available a range of standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. The Authority has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

Note 10 - EXPENDITURE COMMITMENTS

The Authority as at 30 June 2022 had no obligation for expenditure.

Note 11 - CONTINGENCIES, ASSETS & LIABILITIES NOT RECOGNISED

There were no contingencies, assets or liabilities not recognised subsequent to 30 June 2022 that need to be disclosed in the financial statements.

Note 12 - EVENTS OCCURING AFTER REPORTING DATE

There were no events subsequent to 30 June 2022 that need to be disclosed in the financial statements.

Adelaide Hills Region Waste Management Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2022

Note 13 – SUPERANNUATION

The Authority makes employer superannuation contributions in respect of its employees to Hostplus (formerly Statewide Super). There are two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

Accumulation only Members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (9.5% in 2020-21; 10.0% in 2021-22). No further liability accrues to the Authority as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) Members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. The Authority makes employer contributions to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2020-21) of "superannuation" salary.

In addition, the Authority makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.32(b), the Authority does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 2021. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to the Authority's contribution rates at some future time.

Contributions to Other Superannuation Schemes

The Authority also makes contributions to other superannuation schemes selected by employees under the "choice of fund" legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Authority.

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 14 - FINANCIAL INDICATORS

	2022	2021	2020
Operating Surplus Ratio			
<u>Operating Surplus</u>	4.7%	20.3%	2.0%
Total Operating Income			

This ratio expresses the operating surplus as a percentage of total operating revenue.

Net Financial Liabilities Ratio

<u>Net Financial Liabilities</u>	13%	19%	60%
Total Operating Income			

Net Financial Liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue.

Adjustments to Ratios

In recent years the Federal Government has made advance payments prior to 30th June from future year allocations of financial assistance grants, as explained in Note 1. These **Adjusted Ratios** correct for the resulting distortion in key ratios for each year and provide a more accurate basis for comparison between years.

Adjusted Operating Surplus Ratio	4.7%	20.3%	2.0%
Adjusted Net Financial Liabilities Ratio	13%	19%	60%

Asset Renewal Funding Ratio

<u>Outlays on Existing Assets</u>			
Asset Renewals - IAMP	0%	87%	100%

Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 15 - UNIFORM PRESENTATION OF FINANCES

The following is a high level summary of both operating and capital investment activities of the Authority prepared on a simplified Uniform Presentation Framework basis.

All Authorities in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all Authorities provide a common 'core' of financial information, which enables meaningful comparisons of each Authority's finances.

	2022	2021
	\$	\$
Income	8,255,311	9,291,867
Expenses	<u>(7,871,175)</u>	<u>(7,404,780)</u>
Operating Surplus / (Deficit)	384,136	1,887,087
 Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	-	(514,300)
Add back Depreciation, Amortisation and Impairment	680,098	612,849
Proceeds from Sale of Replaced Assets	<u>-</u>	<u>80,780</u>
	680,098	179,329
 Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets <i>(including investment property & real estate developments)</i>	(234,866)	(64,200)
	<u>(234,866)</u>	<u>(64,200)</u>
Net Lending / (Borrowing) for Financial Year	<u>829,368</u>	<u>2,002,216</u>

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 16 - OPERATING LEASES

The Authority as a Lessee

Right of Use Asset

Set out below are the carrying amounts (written down value) of right of use assets recognised within Infrastructure Property, Plant & Equipment

Carrying Value	Land
At 1 July 2021	226,537
Depreciation Charge	(48,543)
At 30 June 2022	<u>177,994</u>

Set out below are the carrying amounts of lease liabilities (including under interest bearing loans and borrowings) and the movements during the period:

	2022
Opening Balance 1 July 2021	236,989
Accretion of Interest	6,162
Payments	(52,722)
Closing Balance 30 June 2022	<u>190,429</u>
Current	48,825
Non Current	141,604

The maturity analysis of lease liabilities is included in note 9.

Authority and its associated entities (the group) had total cash outflows for leases of \$52,722.

The following are amounts recognised on profit or loss:

Depreciation expense right of use asset	48,543
Interest expense on lease liabilities	6,162
Total amount recognised in profit and loss	<u>54,705</u>

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 17 - RELATED PARTY DISCLOSURES

KEY MANAGEMENT PERSONNEL

The key management personnel of the Authority include the Chair, the Board and the Executive Officer being prescribed officers under section 112 of the Local Government Act 1999. In all, key management personnel were paid the following total compensation:

	2022	2021
	\$	\$
Salaries, allowances & other short term benefits	227,175	214,063
Termination benefits	-	-
TOTAL	242,120	227,632

The following transactions occurred with related parties:

	2022	Outstanding 30 June 2022	2021	Outstanding 30 June 2021
	\$,000	\$,000	\$,000	\$,000
Adelaide Hills Council - provision of waste processing & disposal service	1,481	136	1,380	160
Alexandrina Council - provision of waste processing & disposal service	261	25	276	34
Mount Barker District Council - provision of waste processing & disposal service	1,260	109	1,219	134
Rural City of Murray Bridge - provision of waste processing & disposal service	885	62	781	58
TOTAL	3,887	332	3,656	386

PARTIES RELATED TO KEY MANAGEMENT PERSONNEL

*Comparatives have been updated to include the EPA levy received from the Authority's Constituent Councils.

Amounts recorded as outstanding from related parties are recorded in trade and other receivables in Note 5.

The related parties disclosed above are equity owners of the Authority and are referred to as Constituent Councils. Constituent Councils have equal representation on the Board of the Authority and accordingly have significant influence on the financial operating decisions of the Authority. No one Constituent Council individually has control of the policies.

Adelaide Hills Region Waste Management Authority

Certification of Auditor Independence for the year ending 30 June 2022

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Adelaide Hills Region Waste Management Authority for the year ended 30 June 2022, the Authority's Auditor, Dean Newbery & Partners Chartered Accountants, has maintained its independence in accordance with the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2011.



.....
Andrew Aitken
CHIEF EXECUTIVE OFFICER
Adelaide Hills Council

Date: 12 July 2022

Adelaide Hills Region Waste Management Authority

Certification of Auditor Independence for the year ending 30 June 2022

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Adelaide Hills Region Waste Management Authority for the year ended 30 June 2022, the Authority's Auditor, Dean Newbery & Partners Chartered Accountants, has maintained its independence in accordance with the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2011.



.....
Nigel Morris
CHIEF EXECUTIVE OFFICER
Alexandrina Council

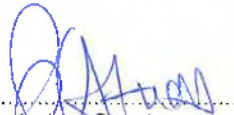
Date: 11 July 2022

Adelaide Hills Region Waste Management Authority

Certification of Auditor Independence for the year ending 30 June 2022

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Adelaide Hills Region Waste Management Authority for the year ended 30 June 2022, the Authority's Auditor, Dean Newbery & Partners Chartered Accountants, has maintained its independence in accordance with the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2011.



.....
Andrew Stuart
CHIEF EXECUTIVE OFFICER
Mount Barker District Council

Date: 19 July 2022

ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2022

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Adelaide Hills Region Waste Management Authority for the year ended 30 June 2022, the Authority's Auditor, Dean Newbery & Partners Chartered Accountants, has maintained its independence in accordance with the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2011.


Michael Sedgman
CHIEF EXECUTIVE OFFICER
Rural City of Murray Bridge

Date: 12.07.2022

Adelaide Hills Region Waste Management Authority
Annual Financial Statements
for the year ended 30 June 2022

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Adelaide Hills Region Waste Management Authority for the year ended 30 June 2022, the Authority's Auditor, Dean Newbery & Partners Chartered Accountants, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.


.....
Adrian Skull
CHAIRPERSON
Adelaide Hills Region Waste Management Authority

Date: 21 September 2022

Certification of Auditor's Independence

I confirm that, for the audit of the financial statements of the Adelaide Hills Region Waste Management Authority for the year ended 30 June 2022, I have maintained my independence in accordance with the requirements of APES 110 - *Code of Ethics for Professional Accountants (including Independence Standards)*, Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011*.



SAMANTHA CRETEN

Partner

DEAN NEWBERY

Dated this 4th day of July 2022

**We focus on
optimising and
evaluating waste
and recycling
services**



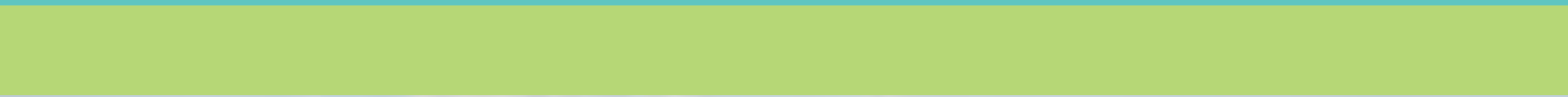


AHRWMA

ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY

8532 6385
WWW.AHRWMA.COM

LANDFILL,
527 BRINKLEY RD,
BRINKLEY SA 5253



ANNUAL REPORT 2021-2022





Why waste it? BUCHER
Let's sort it.



EastWaste



EAST WASTE IS A LEADER IN THE BEHAVIOUR CHANGE AND EDUCATION SPACE IN SOUTH AUSTRALIA AND HAS ESTABLISHED ON-GOING PARTNERSHIPS WITH A NUMBER OF ORGANISATIONS TO ENSURE THAT WE ARE DRIVING CHANGE THROUGH THE COMMUNITIES THAT WE SERVE.

CHAIRPERSON'S REPORT	5
GENERAL MANAGER'S REPORT	9
GOVERNANCE	13
FINANCIAL STATEMENTS	15



Social Activities

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FOOD SCRAPS

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REARRESTARY

DEFIBRILLATOR

ca.tjahn.org.au/130



Dairy Products
(Cheese & Yoghurt)



Garden Clippings



NO Bricks, Rocks,
Dirt or Building
Materials

Hoses,
Garden Tools

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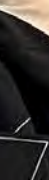
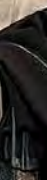
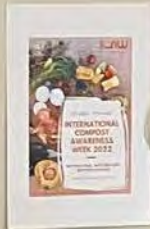
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Garden Tools

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Chairperson's Report

I am happy to have contributed to and commend my third Annual report for East Waste. My appointment as the independent chairperson in February 2020 coincided with the onset of the COVID-19 pandemic and I would never have imagined that industries, communities, and the world would still be feeling the impacts of the Pandemic more than 2 and a half years later.

Notwithstanding, I am really proud of how East Waste has been able to continue to provide services to our Member Councils and their communities and adapt to the ever changing environment.

East Waste's Audit and Risk Committee have played an integral role in ensuring that East Waste has been well positioned to continue operating as a Leader in the Waste industry.

The advice and guidance that they continue to provide to the Board in all areas of the organisation including risk, financials and governance cannot be underestimated and is a significant contributing factor to why East Waste has been able to continue to operate successfully, despite some of the unprecedented challenges faced throughout the year.

I would like to take this opportunity to thank all Committee members for their ongoing support and contribution, including Cr Mike Stock who ceased as a committee member in November

2021 and Emma Hinchey who commenced as the Chair of the Committee in February 2022.

During the past year, we completed a successful review of the East Waste Charter as well as a review of several of our key contracts and Policies to ensure that we are continuing to meet the requirements of our Member Councils. In reviewing the Charter, we took a collaborative approach and engaged with all Member Councils to seek their views and assess their needs for the future.

The Charter provides the key framework for how East Waste operates and by successfully engaging with the Member Councils, we were able to ensure that we continue to meet the needs of our members, whilst also ensuring good governance.

East Waste is a leader in the behaviour change and education space in South Australia and has established on-going partnerships with a number of organisations to ensure that we are





driving change through the communities that we serve. The one constant in the Waste industry is change.

To help ensure that East Waste are always ahead of the game, we have developed key partnerships with Green Industries, The Fight Food Waste Cooperative and KESAB. These relationships enable East Waste to continue to be an advocate for change and help us provide the Communities we serve with accurate and timely information.

The key partnerships will also help East Waste to achieve the stretch targets set in our 2030 Strategic Plan.

With ever increasing financial pressures, including unprecedented volatility with fuel prices, the East Waste Board has had to make several difficult decisions throughout the year. Their support, guidance and extensive knowledge is key to ensuring that East Waste continues to operate effectively and efficiently, whilst providing a high level and necessary service to our community. Throughout the year, we saw a couple of changes to our Board and

I would like to take this opportunity to thank all Board Members for their contributions, and welcome our newest Board Member, Cr Jenny Turnbull who commenced in January 2022.

In closing, I would like to say that I enjoy my role as the Chair of East Waste. Having been involved in the waste industry for more than 25 years, I appreciate the ever-changing environment and am looking forward to being actively involved in East Waste as we continue to lead, evolve and grow.



● **Fraser Bell**
Independent Chairperson

FOOD SCRAPS? WHICH BIN?

FEED 'EM TO
THE GREEN BIN

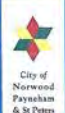


WHICH BIN
SA.GOV.AU



Government
of South Australia
Green Industries SA

EastWaste



City of
Norwood
Farnham
& St Peters

EastWaste

In 2021-2022 East Waste...



113,332 TOTAL TONNAGES
COLLECTED



8,500,000+ ANNUAL BIN
COLLECTIONS



2,960 HARD WASTE TONNES
CONVERTED TO FUEL



56% OF MATERIAL DIVERTED
FROM LANDFILL



45 COLLECTION VEHICLES



7,004 BIN REPAIRS UNDERTAKEN
BY THE MOBILE TEAM



6,538 BIN DELIVERIES
UNDERTAKEN



80,860 ENQUIRIES RECEIVED
& RESOLVED

General Manager's Report

Prior to writing this report I took a moment to reflect on everything that has occurred over the last twelve months and it would be fair to say that East Waste faced a number of challenges throughout the year. However, I couldn't be more grateful for how we have responded to the challenges and continued to grow as an organisation.

I would like to take this opportunity to recognise all the East Waste Staff Members for their contributions and commitment to ensuring that East Waste continued to provide a good level of service to our Member Councils and their ratepayers.

Through effective management and industry leading initiatives East Waste has continued to provide reliable services to the residents of our Member Councils despite the ongoing impacts of the COVID pandemic. In a time where other organisations in the industry are having difficulty providing the agreed services, East Waste has been able to meet and exceed expectation whilst also providing additional support to some of our Member Councils to ensure their residents are not negatively impacted. Furthermore, the WHS measures that East Waste have implemented have helped to support and protect our staff and their families.

We took the opportunity of the cyclic review requirements of the East Waste Charter to undertake a detailed engagement with Member Councils and understand their views and needs going forward. As the key document underpinning our activities and processes it is important that it provides the appropriate confidence and governance rigour to our Member Councils, whilst providing suitable flexibility for the Organisation to adapt to the changing waste environment. East Waste was able to achieve this in several ways, including strengthening the independent voice on the Audit & Risk Management Committee.

East Waste has been at the forefront of waste education for several years and this year was no exception. Throughout the year we have continued to be proactive in the education and behaviour change space with our lead educator attending numerous community events, running





promotional activities through member Councils and via Social Media. This combined with the education and behaviour change programs delivered through schools will continue to ensure that East Waste is more than a logistics company and is actively assisting the greater community to achieve better environmental outcomes.

East Waste successfully conducted a kerbside Waste Audit which incorporated all of our member councils waste streams. The data gathered from this Audit is still being finalised however, the outcomes will help to provide direction and guide future promotions and education in our communities as we look to improve waste diversion rates and ultimately reduce the amount of waste going to landfill.

Coupled with the above audit, our successful partnership with the Fight Food Waste CRC and the University of Adelaide has advanced our knowledge around the Community's food waste behaviours and with the results released in early 2023, will become a building block for revised education and engagement going forward. This partnership highlights the value and critical need to link and engage with like-minded Organisations to ultimately achieve the

stretch targets listed within the East Waste 2030 Strategic Plan.

In closing I would like again recognise our Staff's efforts and commitment to East Waste. We have many exceptional, passionate and committed staff. I would also like to extend a thank you to our Audit and Risk Management Committee, particularly independents Emma Hinchey and Sandra Di Blasio, and our Board who have continued to help guide East Waste through some of the challenges faced over the 2021/2022 financial year. The Committee's feedback has been valuable and helped ensure we continue to grow and add value to our member Councils and the broader community.



● **Rob Gregory**
General Manager



EastWaste

Kerbside Tonnages Collected



Member Council	Recyclables	Organics	Waste
Adelaide Hills Council	3,531	4,796	7,596
City of Burnside	3,983	6,138	7,503
Campbelltown City Council	4,132	7,002	10,269
City of Mitcham ¹	5,663	10,749	11,746
City of Norwood Payneham & St Peters	3,449	5,062	6,958
City of Prospect	1,757	3,231	4,100
Town of Walkerville	641	1,095	1,271

¹ City of Mitcham undertakes the collection of waste for its residents.



East Waste Governance

East Waste is administered by a Board in accordance with the requirements of the Local Government Act, the East Waste Charter, and various other policies and codes.

The membership of the Board comprises of seven directors – one director appointed by each of the Member Councils, and one independent person who acts as Chair. The Board appoints a General Manager who is responsible for

implementing the decisions made by the Board, and running the day-to-day operations of East Waste. The Board held 13 formal meetings over the 2021-2022 financial year. The table below details Board Member attendance.

BOARD MEMBER	MEETINGS
Mr Fraser Bell (Chair)	13/13
Cr Linda Green (Adelaide Hills Council)	10/13
Mr Vincent Cammell (City of Prospect) *Ceased 27 June 2022	8/13
Cr Julian Carbone (City of Burnside) *Ceased 31 December 2021	4/5
Mr Paul Di Iulio (Campbelltown City Council)	12/13
Mayor Heather Holmes-Ross (City of Mitcham)	10/13
Cr Mike Stock (City of Norwood, Payneham & St Peters)	10/13
Cr Rob Ashby (Corporation of the Town of Walkerville)	11/13
Cr Jenny Turnbull (City of Burnside) *Appointed 1 January 2022	5/8
DEPUTY DIRECTOR ATTENDANCE	MEETINGS
Mr John McArthur (Adelaide Hills Council)	3/3



Audit and Risk Management Committee

In accordance with the requirements of the *Local Government Act 1999*, East Waste has an established Audit and Risk Management Committee (the Audit Committee).

The principal objective of the Audit Committee is to ensure that the East Waste Board meets its

legislative and probity requirements as required by the *Local Government Act 1999* and other relevant legislation, standards and codes.

The Audit Committee held five formal meetings over the 2021-2022 financial year. The table below details Audit Committee Member attendance.

AUDIT & RISK MANAGEMENT COMMITTEE MEMBER	MEETINGS
Mr Fraser Bell (Independent Board Chair)*Ceased as Chair of the Committee 15 February 2022	4/5
Cr Mike Stock (City of Norwood, Payneham & St Peters) *Ceased 25 November 2021	2/2
Cr Linda Green (Adelaide Hills Council)	4/5
Ms Emma Hinchey (Independent Member) *Appointed Chair 15 February 2022	5/5
Ms Sandra Di Blasio (Independent Member)	4/5

The Audited Financial Statements for the year ending 30 June 2022 are provided on the following pages.



EastWaste

FINANCIAL STATEMENTS 2021-2022



Financial Statements

2021-2022

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Financial Statements

2021-2022

CERTIFICATION OF FINANCIAL STATEMENTS

EASTERN WASTE MANAGEMENT AUTHORITY INC

Annual Financial Statements
for the financial year ended 30 June 2022

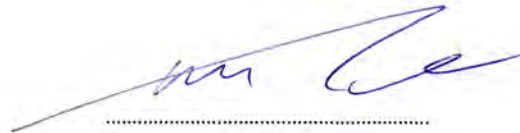
Certification of Financial Statements

We have been authorised by Eastern Waste Management Authority Inc. to certify the financial statements in their final form. In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and Australian Accounting Standards.*
- the financial statements present a true and fair view of the Authority's financial position at 30 June 2022 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Authority's accounting and other records.



Rob Gregory
Executive Officer



Fraser Bell
Chairperson

Date: 28/09/2022

Financial Statements

2021-2022

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2022

	Notes	2022 \$'000	2021 \$'000
INCOME			
User charges	2	16,579	16,707
Investment income	2	10	12
Grants, subsidies and contributions		81	-
Other	2	932	917
Total Income		17,602	17,636
EXPENSES			
Employee costs	3	6,386	6,089
Materials, contracts & other expenses	3	9,303	9,149
Finance costs	3	246	262
Depreciation & amortisation	3	2,043	1,986
Total Expenses		17,978	17,486
OPERATING SURPLUS		(376)	150
Asset disposal & fair value adjustments	4	7	105
NET SURPLUS		(369)	255
Other Comprehensive Income		-	-
Total Other Comprehensive Income		-	-
TOTAL COMPREHENSIVE INCOME		(369)	255

This Statement is to be read in conjunction with the attached Notes.

Financial Statements

2021-2022

STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE 2022

	Notes	2022 \$'000	2021 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	5	2,001	3,168
Trade & other receivables	5	935	661
Inventory		50	-
Total Current Assets		2,986	3,829
Non-current Assets			
Property, Plant & Equipment	6	8,542	8,098
Total Non-current Assets		8,542	8,098
Total Assets		11,528	11,927
LIABILITIES			
Current Liabilities			
Trade & Other Payables	7	1,436	1,609
Provisions	7	778	654
Borrowings	7	1,940	1,925
Total Current Liabilities		4,154	4,188
Non-current Liabilities			
Borrowings	7	6,410	6,423
Provisions	7	114	97
Total Non-current Liabilities		6,524	6,520
Total Liabilities		10,678	10,708
Net Assets		850	1,219
EQUITY			
Accumulated Surplus		850	1,219
Total Equity		850	1,219

This Statement is to be read in conjunction with the attached Notes.

RE-USE

**Why waste it?
When you can re-use it.**

- Crockery and Cutlery
- Cloth Nappies
- Shopping Bags
- Non-Disposable Coffee Cups
- Non-Disposable Lunch Boxes and Food Packaging
- Iron-Lined Clothing, Towels and Bedding

AVOID REDUCE RE-USE RECYCLE

COMPOST

**Why waste it?
When you can compost it.**

- Fruit and Vegetable Scraps (Cooked & Raw)
- Seafood, Meat and Bones (Cooked & Raw)
- Paper Towels and Tissues
- Lawn Clippings
- Woods
- Washed Pots

RECYCLE

**Why waste it?
When you can recycle it.**

- Paper and Cardboard
- Rigid Plastic Bottles and Containers
- Aluminium Cans and Aerosols
- Glass Bottles and jars
- Liquid Paper Board Cartons
- Aluminium Trays and Foil
- Tins and Cans
- NO Polystyrene foam
- NO Food
- NO Clothing and Textiles



Financial Statements

2021-2022

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2022

	Accumulated Surplus \$'000	Total Equity \$'000
Balance at start of period - 1 July 2021	1,219	1,219
Net Surplus for Year	(369)	(369)
Other Comprehensive Income		
Contributed Equity	-	-
Distributions to Member Councils	-	-
Balance at end of period - 30 June 2022	<u>850</u>	<u>850</u>
Balance at start of period - 1 July 2020	964	964
Net Surplus for Year	255	255
Other Comprehensive Income		
Contributed Equity	-	-
Distributions to Member Councils	-	-
Balance at end of period - 30 June 2021	<u>1,219</u>	<u>1,219</u>

This Statement is to be read in conjunction with the attached Notes.

Financial Statements

2021-2022

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2022

	Notes	2022 \$'000	2021 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts		17,400	18,457
Investment receipts		9	7
Employee costs		(6,245)	(6,012)
Materials, contracts & other expenses		(9,613)	(9,243)
Finance payments		(258)	(233)
Net cash provided by operating activities	8	1,293	2,976
CASH FLOWS FROM INVESTING ACTIVITIES			
Sale of replaced assets	4	86	124
Expenditure on renewal/replacement of assets	6	(2,305)	(2,452)
Expenditure on new/upgraded assets	6	(244)	-
Net cash used in investing activities		(2,463)	(2,328)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from Borrowings		2,031	2,284
Repayments of Borrowings		(1,791)	(1,826)
Repayment of lease liabilities		(237)	(260)
Net cash provided by (used in) financing activities		3	198
Net Increase (Decrease) in cash held		(1,167)	846
Cash & cash equivalents at beginning of period	5	3,168	2,322
Cash & cash equivalents at end of period	5	2,001	3,168

This Statement is to be read in conjunction with the attached Notes.

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian equivalents to International Financial Reporting Standards

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the Local Government (Financial Management) Regulations 2011.

The Authority is a Local Government Authority Section 43 Regional Subsidiary under the control of the Adelaide Hills Council, City of Burnside, Campbelltown City Council, City of Mitcham, City of Norwood, Payneham & St Peters, City of Prospect and the Corporation of the Town of Walkerville. The seven Member Councils have an equity share and the Board comprises a Director from each Council and an Independent Chair appointed by the absolute majority of the Member Councils.

1.2 Historical Cost Convention

Except where stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards which requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying the Authority's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this Note.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

2 The Local Government Reporting Entity

Eastern Waste Management Authority Inc. operates as a regional subsidiary and is incorporated under the SA *Local Government Act 1999*. Its principal place of business is at 1 Temple Court Ottoway.

3 Income Recognition

The Authority recognises revenue under AASB 1058 Income of Not-for-Profit Entities (AASB 1058) or AASB 15 Revenue from Contracts with Customers (AASB 15) when appropriate. In cases where there is an 'enforceable' contract with a customer with 'sufficient specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied. Revenue is measured based on the consideration to which the Authority expects to be entitled in a contract with a customer. In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into a transaction where the consideration to acquire the asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives.

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset that has been received to enable the Authority to acquire or construct a recognisable non-financial asset that is to be controlled by the Authority. In this case, the Authority recognises the excess as a liability that is recognised over time in profit and loss when (or as) the Authority satisfies its obligations under the transfer.

4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at the Authority's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Receivables are generally unsecured and do not bear interest. All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 9.

5 Property, Plant & Equipment

5.1 Initial Recognition

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use".

5.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by the Authority for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life.

5.3 Depreciation of Non-Current Assets

Property, plant and equipment assets are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets.

Depreciation is recognised on a straight-line basis. Major depreciation periods for each class of asset are shown below. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Authority, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

Asset Class	Estimated Useful Lives	Capitalisation Threshold
Plant, Machinery & Equipment	3-10 Years	>\$1,000
Buildings & Other Structures	5-20 Years	>\$1,000
Right-of-use-assets	Over period of expected lease	n/a

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

5.4 Impairment

Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash outflows or value in use).

For assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if the Authority were deprived thereof, the value in use is the depreciated replacement cost. In assessing impairment for these assets, a rebuttable assumption is made that the current replacement cost exceeds the original cost of acquisition.

6 Payables

6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7 Employee Benefits

7.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

The Authority recognises a liability for employee benefits relating to rostered day off (RDO) entitlements in Note 7 given entitlements are paid-out on termination of employment. Experience indicates that RDO entitlements are generally taken given there is a cap applied to the level of RDO entitlements allowed to be accrued.

No accrual is made for sick leave as the Authority's experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. The Authority does not make payment for untaken sick leave.

7.2 Superannuation

The Authority makes employer superannuation contributions in respect of its employees to Hostplus (formerly Statewide Super and prior to that the Local Government Superannuation Scheme). The Scheme has two types of membership, each of which is funded differently.

**GRAB A
KITCHEN CADDY
FROM COUNCIL
TODAY**



WHICH BIN
E.A.GOV.AU



EastWaste



Adelaide Hills
COUNCIL



EastWaste

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

Accumulation only Members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with Superannuation Guarantee Legislation (10% in 2021/22; 9.5% in 2020/21). No further liability accrues to the Authority as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) Members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. The Authority makes employer contributions as determined by the Fund's Trustee based on advice for the appointed Actuary. The rate is currently 6.3% (6.3% in 2020/21) of 'superannuation' salary.

In addition, the Authority makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.32(b), the Authority does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 2021. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to the Authority's contribution rates at some future time.

Contributions to Other Superannuation Schemes

The Authority also makes contributions to other superannuation schemes selected by employees under the 'choice of fund' legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the new assets of the scheme, and no further liability attaches to the Authority.

8 Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred and are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method. Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates and is recorded as part of 'Payables'.

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

9 GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

10 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with Australian Accounting Standards.

11 Critical Accounting Estimates and Judgements

The Board evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information.

Estimates assume a reasonable expectation of future events and based on current trends and economic data, obtained both externally and within the Authority.

12 New Accounting Standards

The Authority did not apply any new accounting standards during the financial year. There are no new accounting standards, interpretations or amendments which are expected to have a material impact on the accounting policies on the Authority for future periods.

13 Authority Membership

The City of Unley became a Member Council of the Authority in July 2022 and waste collection services commenced for the Council as from 1 August 2022. As a result of The City of Unley becoming a Member Council, additional staff have been employed and trucks ordered to meet the additional services being provided by the Authority.

An amendment to the Authority's adopted Budget for FY2023 was undertaken with the Board and Member Council's in August 2022 in line with the requirements under the Act and the Authority's Charter.

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 2 - INCOME

	Notes	2022 \$'000	2021 \$'000
USER CHARGES			
Waste Collection Income		12,662	12,372
Waste Processing Income		3,677	4,640
Administration		240	235
Member Council Waste Collection Rebate		-	(540)
		16,579	16,707
INVESTMENT INCOME			
Interest on investments			
Local Government Finance Authority		10	12
		10	12
OTHER INCOME			
Bin Supply		409	254
Replacement Bins		474	642
Sundry		49	21
		932	917
NOTE 3 - EXPENSES			
EMPLOYEE COSTS			
Salaries and Wages		5,115	4,924
Employee leave expense		93	76
Superannuation		443	403
Wages Casual Agency		500	490
Workers' Compensation Insurance		148	113
Other		87	83
Total Employee Costs		6,386	6,089
<i>Number of FTE Employees as at reporting date</i>		61	59

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 3 - EXPENSES (Cont.)

	Notes	2022 \$'000	2021 \$'000
MATERIALS, CONTRACTS & OTHER EXPENSES			
Auditor's Remuneration		9	9
Board Expenses		23	29
Waste Processing Costs		3,676	4,614
Electricity		4	4
Fuel, Gas & Oil		1,529	993
Legal Expenses		91	27
Maintenance		2,323	2,214
Parts, Accessories & Consumables		17	2
Printing, Stationery & Postage		41	36
Professional Services		487	440
Registration & Insurance - Trucks		299	215
Sundry		804	566
		9,303	9,149
FINANCE COSTS			
Interest on Loans		224	234
Interest on Leases		22	28
		246	262
DEPRECIATION & AMORTISATION			
Buildings & Other Structures	6	54	10
Plant, Machinery & Equipment	6	1,733	1,725
Right-of-use assets	6	256	251
		2,043	1,986

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 4 - ASSET DISPOSALS

	2022	2021
Notes	\$'000	\$'000
Proceeds from disposal	86	124
Less: Carrying amount of assets sold	(79)	(19)
Gain (Loss) on disposal	7	105

NOTE 5 - CURRENT ASSETS

CASH & CASH EQUIVALENTS

Cash on Hand and at Bank	1,818	2,995
Deposits at Call	183	173
	2,001	3,168

TRADE & OTHER RECEIVABLES

Debtors - general	901	654
Accrued Income	34	-
Prepaid Expenses	-	7
	935	661

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 6 - PROPERTY, PLANT & EQUIPMENT

	Notes	2022 \$'000	2021 \$'000
Buildings & Other Structures - At Cost		569	325
Accumulated Depreciation		(146)	(92)
		423	233
Plant, Machinery & Equipment - At Cost		18,929	17,227
Accumulated Depreciation		(11,386)	(10,176)
		7,543	7,051
Right-of-use-assets		1,339	1,321
Accumulated Depreciation		(763)	(507)
		576	814
Total Property, Plant & Equipment		8,542	8,098

	2021 \$'000						2022 \$'000
	Carrying Value	Additions		Disposals	Depreciation	Adjustment	Carrying Value
		New/ Upgrade	Renewal				
Buildings & Other Structures	233	244	-	-	(54)	-	423
Plant, Machinery & Equipment	7,051	-	2,304	(79)	(1,733)	-	7,543
Right-of-use-asset	814	-	-	-	(256)	18	576
	8,098	244	2,304	(79)	(2,043)	18	8,542
2021 (\$'000)	7,652	2,475	-	(19)	(1,986)	(24)	8,098

Financial Statements

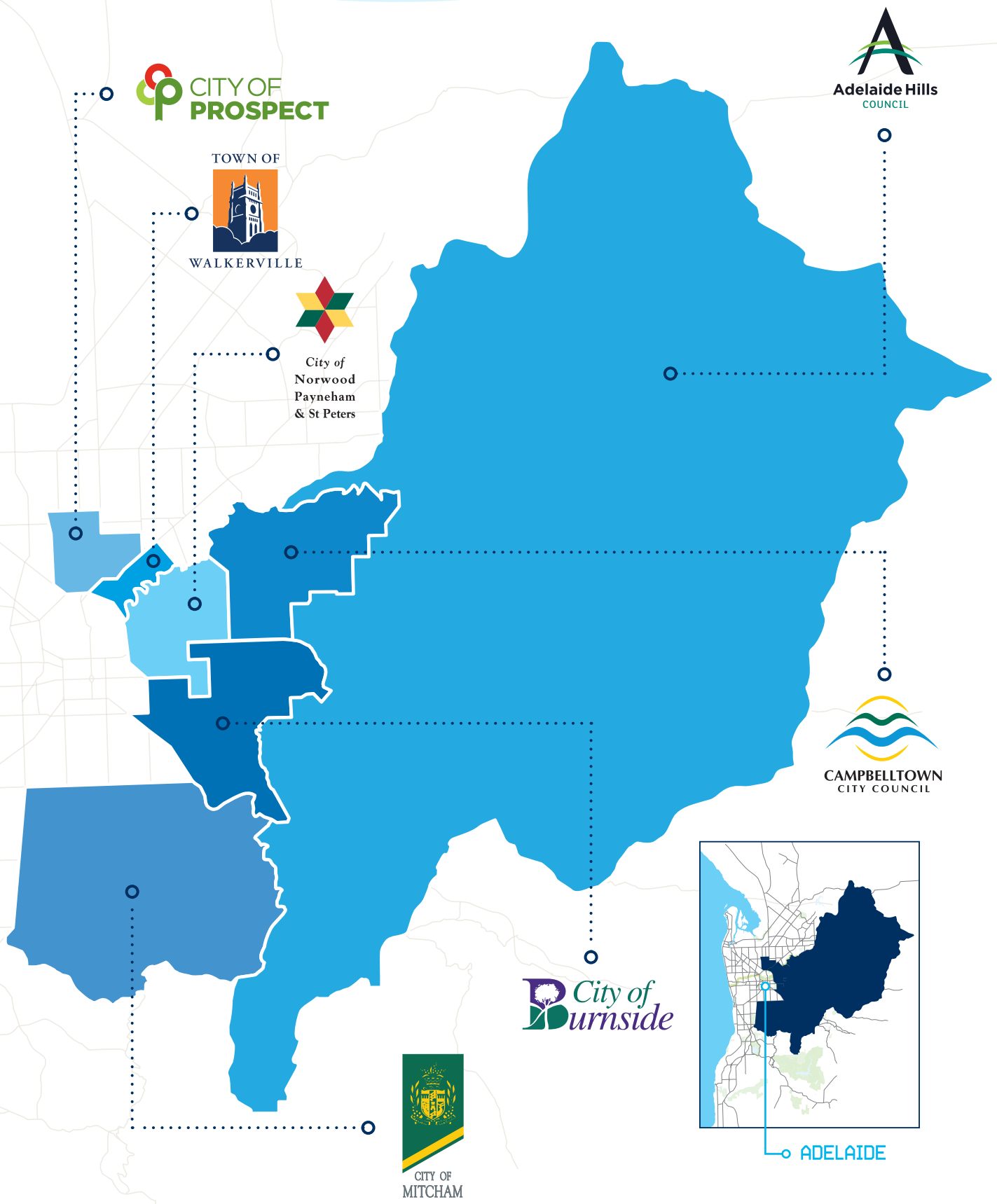
2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 7 - LIABILITIES

	2022		2021	
	\$'000		\$'000	
	Current	Non-current	Current	Non-current
TRADE & OTHER PAYABLES				
Goods & Services	1,047	-	902	-
Payments received in advance	80	-	-	-
Accrued expenses - other	309	-	707	-
	1,436	-	1,609	-
BORROWINGS				
Loans	1,673	6,050	1,679	5,805
Lease Liabilities	267	360	246	618
	1,940	6,410	1,925	6,423
PROVISIONS				
Annual Leave	388	-	302	-
Rostered-Day-Off (RDO)	25	-	51	-
Long Service Leave	365	114	301	97
	778	114	654	97

East Waste Current Service Area



Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 8 - CASH FLOW RECONCILIATION

	2022 \$'000	2021 \$'000
Total cash & equivalent assets	2,001	3,168
Balances per Cash Flow Statement	<u>2,001</u>	<u>3,168</u>

(a) Reconciliation of Change in Net Assets to Cash Flows from Operating Activities

Net Surplus (Deficit)	(369)	255
Non-cash items in Statement of Comprehensive Income		
Depreciation	2,043	1,986
Net increase (decrease) in employee benefits	119	(77)
Net increase (decrease) accrued expenses	(12)	24
(Gain) / Loss on Disposal	(7)	(105)
Lease liability adjustment	(18)	-
Waste Rebates	-	470
	<u>1,756</u>	<u>2,553</u>
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	(235)	363
Net increase (decrease) in trade & other payables	(242)	(94)
Net increase (decrease) in other provisions	14	154
Net Cash provided by (or used in) operations	<u>1,293</u>	<u>2,976</u>

(b) Financing Arrangements

Corporate Credit Cards	15	15
Cash Advance Debenture Facility - LGFA	1,000	1,000

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 9 - FINANCIAL INSTRUMENTS

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy: Initially recognised at fair value and subsequently measured at amortised cost.

Terms & conditions: Deposits on Call do not have a maturity period and have an average interest rates of 1.05% (2021: 0.3%).

Carrying amount: approximates fair value due to the short term to maturity.

Receivables - Waste Collection Fees & Associated Charges

Accounting Policy: Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Carrying amount: approximates fair value (after deduction of any allowance).

Liabilities - Creditors and Accruals

Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority.

Terms & conditions: Liabilities are normally settled on 30 day terms.

Carrying amount: approximates fair value.

Liabilities - Interest bearing borrowings

Accounting Policy: initially recognised at fair value and subsequently at amortised cost. Interest is charged as an expense using the effective interest rate.

Terms & conditions: secured over future revenues and Member Councils, borrowings are repayable on fixed interest terms.

Rates between 1.7% - 5.35% (2021: 1.7% - 4%).

Liabilities - Leases

Accounting Policy: accounted for in accordance with AASB 16 as stated in Note 11.

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Authority.

Risk Exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Authority is the carrying amount, net of any provision for doubtful debts. All investments are made with the SA Local Government Finance Authority and Bank SA. There is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Authority's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that the Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Policy (LGA Information Paper 15), liabilities have a range of maturity dates based on cash inflows. The Authority also has available a range of bank overdraft and short-term draw down facilities that it can access.

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 9 - FINANCIAL INSTRUMENTS (Cont.)

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Most of the Authority's financial instruments are at fixed rates. Any such variations in future cash flows will not be material in effect on either the Authority's incomes or expenditures.

Liquidity Analysis

2022	Maturity			Non-Interest Bearing	Total
	≤ 1 year	> 1 year ≤ 5 years	> 5 years		
<i>Financial Assets</i>	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Equivalents	2,001	-	-	-	2,001
Receivables	-	-	-	901	901
Total	2,001	-	-	901	2,902
<i>Financial Liabilities</i>					
Payables	-	-	-	1,047	1,047
Borrowings	1,940	4,972	1,438	-	8,350
Total	1,940	4,972	1,438	1,047	9,397

2021	Maturity			Non-Interest Bearing	Total
	≤ 1 year	> 1 year ≤ 5 years	> 5 years		
<i>Financial Assets</i>	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Equivalents	3,168	-	-	-	3,168
Receivables	-	-	-	654	654
Total	3,168	-	-	654	3,822
<i>Financial Liabilities</i>					
Payables	-	-	-	902	902
Borrowings	1,925	5,091	1,332	-	8,348
Total	1,925	5,091	1,332	902	9,250

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 10 - CAPITAL EXPENDITURE COMMITMENTS

The Authority has capital expenditure commitments totalling an estimated \$2.02 million as at reporting date.

NOTE 11 - LEASES

Authority as a lessee

Right-of-use-assets

The Authority leases its administrative and depot facilities at Ottoway.

	Buildings & Other Structures \$'000	Total \$'000
At 1 July 2021	814	814
Additions of right-of-use-assets	-	-
Depreciation Charge	(256)	(256)
Adjustments to right-of-use-assets	18	18
At 30 June 2022	576	576

Set out below are the carrying amounts of lease liabilities and the movements during the period:

	2021 \$'000
At 1 July 2021	864
Additions	13
Accretion of interest	22
Payments	(272)
Adjustments to lease liability	-
At 30 June 2022	627
Current	267
Non-Current	360

NOTE 12 - POST BALANCE DATE EVENTS

The City of Unley became a Member Council in July 2022 and waste collection services commenced as from 1 August 2022. As a result of The City of Unley becoming a Member Council, the Authority was required to purchase additional trucks to service the increased number of collection routes. The estimated cost of the new Trucks to be purchased is \$2.5 million.

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 13 - RELATED PARTY TRANSACTIONS

The Key Management Personnel include the Chair of the Board, Chief Executive and other prescribed officers as defined under Section 112 of the *Local Government Act 1999*. In all, 4 persons were paid the following total compensation:

	2022 \$'000	2021 \$'000
Salaries, allowances & other short term benefits	483	462
TOTAL	483	462

Transactions with Related Parties:

The following transactions occurred with Related Parties:

Related Party Entity	Sale of Goods and Services (\$'000)	Amounts Outstanding from Related Parties (\$'000)	Description of Services Provided to Related Parties
Adelaide Hills Council	3,113	160	Provision of kerbside waste collection and hard waste collection services
City of Burnside	2,911	87	Provision of kerbside waste collection and hard waste collection services
City of Mitcham	2,984	312	Provision of kerbside waste collection and hard waste collection services
City of Norwood, Payneham & St Peters	2,841	191	Provision of kerbside waste collection and hard waste collection services
City of Prospect	1,389	67	Provision of kerbside waste collection and hard waste collection services
Corporation of the City of Campbelltown	2,906	66	Provision of kerbside waste collection and hard waste collection services
Corporation of the Town of Walkerville	537	15	Provision of kerbside waste collection and hard waste collection services

Amounts recorded as outstanding from Related Parties are recorded in Trade and other receivables in Note 5. The amounts included in the above total Sale of Goods and Services to Member Councils is net of a rebate paid and settled with Member Councils during 2021/22 totalling \$0.47 million.

The Related Parties disclosed above are equity owners of the Authority and are referred to as Member Councils. Member Councils have equal representation on the Board of the Authority and accordingly have significant influence on the financial and operating decisions of the Authority. No one Member Council individually has control of those policies.

Financial Statements

2021-2022

CERTIFICATION OF AUDITOR INDEPENDENCE



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ABN 43 877 091 903

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Certification of Auditor Independence

I confirm that, for the audit of the financial statements of Eastern Waste Management Authority Inc for the year ended 30 June 2022, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) Local Government (Financial Management) Regulations 2011.

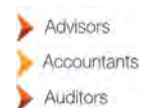
Bentleys SA Audit Partnership

David Papa
Partner

Dated at Adelaide this 7th September 2022



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Financial Statements

2021-2022

INDEPENDENT AUDITOR'S REPORT



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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE EASTERN WASTE MANAGEMENT AUTHORITY INC

Opinion

We have audited the accompanying financial report of the Eastern Waste Management Authority Inc, which comprises the statement of financial position as at 30 June 2022, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and the Certification of the Financial Statements.

In our opinion, the financial report gives a true and fair view of the financial position of the Eastern Waste Management Authority Inc as of 30 June 2022, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards and the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Report

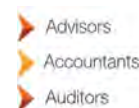
Management is responsible for the preparation of the financial report, which gives a true and fair view in accordance with Australian Accounting Standards and the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*, and for such internal control as the committee and management determines is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the entity's financial reporting process.



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Financial Statements

2021-2022

INDEPENDENT AUDITOR'S REPORT



Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at <http://www.auasb.gov.au/Home.aspx>. This description forms part of our auditor's report.

BENTLEYS SA AUDIT PARTNERSHIP

DAVID PAPA
PARTNER

Dated at Adelaide this 29th day of September 2022



**EAST WASTE IS ON A TRANSFORMATIONAL PATH
MOVING SOLELY FROM A REACTIVE WASTE
COLLECTION LOGISTICS BUSINESS TO A BROADER
RESOURCE MANAGER AND ACTIVE COMMUNITY
BEHAVIOUR CHANGE AGENT.**

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Management Authority

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The Barossa Council

ANNUAL REPORT 2021-22

Gawler River Floodplain Management Authority

Constituent Councils:

Adelaide Hills Council

Adelaide Plains Council

The Barossa Council

Town of Gawler

Light Regional Council

City of Playford

Gawler



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2. Gawler River Floodplain Management Authority (GRFMA)	4
3. Governance	5
4. Evaluation of Performance Against the Business Plan	11
5. Financial Statements 2020-21	16

Acting Chairperson Foreword

The Gawler River Floodplain Management Authority (GRFMA) has heavily advanced a suite of projects and programs throughout the reporting period and, as Acting Chairperson, it is my pleasure to acknowledge the outputs and achievements of the Board through this year's foreword.

Recent flooding events on our nation's eastern seaboard serve to reinforce the importance of investing time, money and resources into flood preparedness and flood mitigation. While the Gawler River has not experienced a flood event since October 2016, we are only too aware that our next flood event may be just a winter away and planning for the inevitable rains that will fall within the catchment has been high on the Board's agenda yet again in 2021/2022.

The GRFMA subsidiary has yet again provided the vehicle for collaborative engagement amongst the six constituent councils over the reporting period and enabled productive engagement with state and federal government agencies and other key stakeholders on a raft of platforms.

Of the significant achievements, I glean upon and report the following:

- Adoption of the inaugural GRFMA Strategic Plan for 2021-2026
- Progression of the Stormwater Management Plan
- Major maintenance of the Bruce Eastick North Para Flood Mitigation Dam
- Advancement of GRFMA Charter Review II (cost contributions model)
- Engagement with State Government on the Gawler River Flood Mitigation Business Case

Suffice to say, it has been a busy yet rewarding period for the Board.

As Acting Chairperson, I take this opportunity to acknowledge the work of our Chairperson, Ian Baldwin (who at the time of preparing the Annual Report was on some well-deserved leave) and our Executive Officer, David Hitchcock. Both Ian and David have served the subsidiary extremely well yet again and I thank them for their contributions to the activities of the Board.

I also wish to acknowledge the valuable contributions of all Board Members and Committee Members throughout the period, including those who have recently retired from the Board in Sam Dilena and Gary Mavrincac; all our members' contributions have again been highly valued and greatly appreciated.

I commend the 2021/2022 Annual Report to you.

Mr James Miller, Acting Chair, Gawler River Floodplain Management Authority

Gawler River Floodplain Management Authority (GRFMA)

The Gawler River

The Gawler River is formed by the confluence of the North Para and South Para in the town of Gawler and is located in the Adelaide Plains district of South Australia. The district surrounding the river produces cereal crops and sheep for both meat and wool, as well as market gardens, almond orchards and vineyards. The farm gate output of the Gawler River Floodplain horticultural areas is estimated to be at least \$225 million.

Purpose of the GRFMA

The GRFMA was formed as a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999 on 22 August 2002. The Constituent Councils are the Adelaide Hills Council, The Adelaide Plains Council, The Barossa Council, The Town of Gawler, Light Regional Council, and the City of Playford.



The Charter sets down the powers, functions, safeguards, accountabilities, and an operational framework.

The Authority has been established for the purpose of coordinating the planning, construction, operation, and maintenance of flood mitigation infrastructure for the Gawler River, and for the following functions:

- to raise finance for the purpose of developing, managing, and operating and maintaining works approved by the Board;
- to provide a forum for the discussion and consideration of topics relating to the Constituent Council's obligations and responsibilities in relation to management of flooding of the Gawler River;
- to advocate on behalf of the Constituent Councils and their communities where required to State and Federal Governments for legislative policy changes on matters related to flood mitigation and management and associated land use planning with Gawler River flood mitigation;
- to facilitate sustainable outcomes to ensure a proper balance between economic, social, environmental, and cultural consideration; and
- to provide advice as appropriate to the Constituent Councils in relation to development applications relevant to the Authority's roles and functions.



Governance

The Board

The Authority is governed by the Board of management. The Board comprises of

- one independent person, who is not an officer, employee, or elected member of a constituent council, to be appointed as the Chairperson of the Board of Management of the GRFMA for a term of three years.
- Two persons appointed from each of the six constituent councils (12 members in total). Council appointees comprise of the Council CEO, or delegate and one Elected Member.
- Deputy Board members as appointed by each constituent council

The Members of the Board are:

Council	Board Members	Deputy Board Members
Chairperson & Independent Member	Mr Ian Baldwin	
Adelaide Hills Council	Cr Malcolm Herrmann Mr Ashley Curtis	Cr Pauline Gill
Adelaide Plains Council	Cr Terry-Anne Keen Mr James Miller	Cr John Lush Ms Sheree Schenk
The Barossa Council	Mayor Bim Lange Mr Gary Mavrinac (resigned 30/6/22)	Cr Russell Johnstone
Town of Gawler	Cr Paul Koch Mr Sam Dilena (resigned 16/6/22)	Cr Nathan Shanks Vacant
Light Regional Council	Cr William Close Mr Brian Carr	Mr Andrew Philpott
City of Playford	Cr Agapios (Peter) Rentoulis Mr Greg Pattinson	Cr Clinton Marsh

Meetings of the Board are held at such time and such place as the Board decides subject only to the requirement that there will be at least one meeting in every two calendar months. A special meeting of the Board may be held at any time and may be called at the request of the Chairperson or at the written request of six members of the Board representing all the Constituent Councils.

Ordinary meetings of the Board are generally held bi-monthly on the third Thursday of the even months commencing at 9.45am: excepting December which is held on the second Thursday. Meetings are hosted by the Constituent Councils on a rotational roster with six Board meetings and two Special Board Meetings held during the year as follows:

Ordinary Board Meetings:

- Thursday 19 August 2021 – Town of Gawler
- Thursday 21 October 2021 – Adelaide Plains Council
- Thursday 9 December 2021 – City of Playford
- Thursday 17 February 2022 – Light Regional Council
- Thursday 14 April 2022 – Adelaide Hills Council
- Thursday 16 June 2022 – The Barossa Council

One Special Board Meeting:

- Monday 27 September 2021 – City of Playford

Technical Assessment Panel

A Technical Assessment Panel has been appointed to support the decision-making processes of the Board with delegated powers to provide advice and manage the technical aspects of the design, assessment, and construction of the various parts of the Scheme.

The Members of the Panel are:

- Mr Ian Baldwin, Independent Chair
- Ms Ingrid Franssen, Manager Flood Management, DEWNR
- Vacant, Principal Engineer Dams, SA Water
- Council representative – Vacant following resignation of Matt Elding, The Barossa Council
- Mr Braden Austin, Playford Council
- Mr David Hitchcock, Executive Officer

Three meetings of the Panel were held during the year

- Monday 5 July 2021
- Wednesday 11 August 2021
- Wednesday 1 September 2021

Email out of session consideration was also undertaken to consider proposed repairs to the Lower Level Outlet Pipe and Baffle Block replacement at the Bruce Eastick North Para Flood Mitigation Dam.

Audit Committee

An Audit Committee has been appointed to review:

- the annual financial statements to ensure that they present fairly the situation of the Board, and
- the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the Board on a regular basis.

The Committee held four (4) meetings during the year:

- Thursday 12 August 2021
- Tuesday 23 November 2021
- Monday 7 February 2022
- Wednesday 1 June 2022

The members of the Committee are:

- Mr Peter Brass, Independent Member
- Mr Greg Pattinson, City of Playford
- Cr Malcolm Herrmann, Adelaide Hills Council

Membership of the GRFMA Audit Committee is for two years (1 July 2020 until 30 June 2022).

Executive Officer

Mr David Hitchcock has been appointed Executive Officer on a contract basis (part time) to 31 December 2023.

External Auditor

Dean Newbery and Partners have been appointed as the external auditor for 2020-2024.

GRFMA Policies

The following Policies have been adopted to provide management guidelines for the day-to-day business of the GRFMA:

- Procurement and Operations Policy
- Grant Policy
- Internal Review of Decisions Policy
- Public Consultation Policy
- Access to Meetings and Documents Policy
- Dam Valuation Policy
- Treasury Management Policy

The purpose of the policies is to provide prudent management guidelines for the day-to-day management of the affairs of the Authority.

Meetings

All meetings of the GRFMA and its committees are open to the public, except for those matters to be considered under Section 90 of the Local Government Act 1999.

No Freedom of Information requests were received during the year.

Forum	Total Resolutions for the year	Resolutions to exclude the Public – S90(3)	Purpose	Order for docs to remain confidential - S91(7)	%
Board	89	7		7	8
Technical Assessment Panel	17	3		0	100
Audit Committee	10	0		0	0

Key Strategic Initiatives 2022

Progressing the Gawler River Stormwater Management Plan

In 2021 the GRFMA (including its Constituent Councils), in partnership with the Stormwater Management Authority of South Australia, the Green Adelaide Board and the Northern and Yorke Landscape Boards and the Department for Environment and Water initiated a project to develop a stormwater management plan (SMP) for the Gawler River.

Stormwater management plans are strategic plans which should provide for the management of stormwater in an integrated and holistic way. They:

- Identify issues, risks and opportunities relating to stormwater management in a catchment.
- Outline the functions and responsibilities of all stakeholders involved in stormwater management, including Local Government authorities and State Government agencies.
- Set objectives for the protection and enhancement of the economic, environmental, social and cultural values in a catchment (as they relate to stormwater quality, water security and flood hazard).

- Identify and prioritise investments and initiatives that contribute to achievement of these objectives and address stormwater issues in a considered and coordinated manner.
- Outline a plan for implementation of the prioritised investments and initiatives.

Development of the plan has progressed throughout 2021-2022 with anticipated completion by the end of September 2022.

Strategic Plan

As a requirement of the Charter Review the GRFMA has now established the inaugural Strategic Plan 2021-2026. The plan consists of a 5-year Strategic Plan (2026) and identifies relevant longer term strategic issues to 2036.

The plan has established 3 key themes.

Theme 1: Design, build, and maintain physical flood mitigation infrastructure

Objective: To have in place an agreed extent of physical flood mitigation infrastructure that is fit for purpose and achieves the targeted levels of performance.

Theme 2: Develop and evolve key relationships

Objective: To maintain key relationships that are most important to the Authority achieving its purpose.

Theme 3: Ensure good governance and ongoing financial sustainability

Objective: To ensure that the Authority meets legislative requirements and contemporary standards of governance and is financially sustainable for the long term.

Bruce Eastick North Para Flood Mitigation Dam (BENPFM) Maintenance

The BENPFM dam was designed as a dry detention basin to provide attenuation during flooding events. The dam attenuates high rainfall flows from the North Para by temporarily storing floodwater and then managing flow volume (downstream) through the dam.

A significant body of maintenance work was undertaken on the dam in early 2022.

This included draining and desludging the stilling basin, new internal coating of the Lower-level outlet pipe, which manages water through the dam, and replacement of four baffle blocks that had been previously dislodged from the basin floor.

Works undertaken ensures the dam is maintained in good condition and continues to operate at required services standards.

Evaluation of Performance Against the Business Plan

Part A: Funding

Performance Targets:	Timings:	To be measured by:	Actual Achievements:
Grant Claims	At all times	Lodge claims monthly for the payment of Commonwealth and State Government Grants.	<input checked="" type="checkbox"/> Claims lodged according to grant conditions
Maintain positive Cash Flow	At all times	Positive bank account balances at all times.	<input checked="" type="checkbox"/> Positive cash flow maintained

Part B: Proposed Flood Mitigation Scheme Works

Gawler River Flood Mitigation Scheme	
One	What will the Mark Two Scheme Include? (Note these steps may occur concurrently and not necessarily in the following order)
Two	Reconfirm with the Constituent Councils that a 1 in 100-year level of protection is the protection standard that is to be pursued in the development of the Gawler River Flood Mitigation Scheme - Mark Two Strategy. N.B. The protection standard does not guarantee full protection for all flood events. <i>The Findings Report 2016 advised the 1 in 100 ARI event is considered to be the minimum desirable level of flood protection for new development as well as for much of the existing floodplain development. GRFMA Strategic Plan Priority action 1.2 - Review, with Constituent Councils and stakeholders, design standards for infrastructure works including costs and benefits. The Findings Report 2016 advised enlarging the existing Bruce Eastick North Para Flood Mitigation Dam on the North Para offers the greatest level of protection with least impacts and is rated as the most favoured structural mitigation option. This option deferred pending completion of the Gawler River Storm Water Management Plan. Noting feasibility of raising the height of the Bruce Eastick Dam is still a strategic consideration. GRFMA Strategic Plan Priority action 1.4 – In conjunction with the Constituent Councils, develop and implement a schedule of flood mitigation infrastructure works for the Gawler River referencing the Gawler River Stormwater Management Plan.</i>

Gawler River Flood Mitigation Scheme

- Three The Gawler River Floodplain Mapping Model should be maintained as the reference tool to demonstrate the level of flood protection and validity of design of land proposed for development as part of the approval process. To achieve this, the model should be upgraded to include recent works such as the Northern Expressway works and the additional floodplain mapping completed as part of the Light River Templers Creek Salt Creek Mapping Study by the Adelaide Plains Council. **Completed.**
- Four To further develop the preliminary assessment of possible local area levees prepared in the 2008 Gawler River Floodplain Mapping Study at Gawler, Angle Vale and Two Wells and develop a levee strategy for Virginia to a robust design standard with a staging plan. Undertake a cost benefit study for each stage of the plan. **Will be a consideration of the Gawler River Stormwater Management Plan 2022.**
- Five Establish a protocol with the Floodplain Councils that where development of land in areas identified as 'at risk of flooding' is planned to proceed by the implementation of a local area levee that mapping of the proposed levees on the Gawler River Floodplain Mapping Study Model will be required. GRFMA Strategic Plan Priority action 1.4 – In conjunction with the Constituent Councils, develop and implement a schedule of flood mitigation infrastructure works for the Gawler River referencing the Gawler River Stormwater Management Plan.
- Six Maintain a working relationship with the Australian Rail Track Corporation to ensure that any changes to Railtrack infrastructure of culverts and rail heights are mapped on the Gawler River Floodplain Mapping Study Model to identify any changes to flooding impacts. **Ongoing – new replacement of the rail bridge completed April 2021.**
- Seven Develop a funding strategy for flood protection that is delivered by local area levees on the questions of who should own and maintain the levees and whether local area levees are regional works that the GRFMA should fund or are they local works that are the responsibility of the local Council. **Will be a consideration of the Gawler River Stormwater Management Plan 2022.**
- Eight Investigate opportunities for funding partners and grants to undertake the necessary assessments and designs. **Ongoing. GRFMA currently working with Department of Environment and Water on the \$9 Mil Gawler River Flood Mitigation projects. GRFMA Strategic Plan Priority action 2.4 – Proactively pursue governance structures and/or management approaches that bring together the various government agencies involved in water management related to the Gawler River to ensure coordinated action is taken to reduce flood risk, while contributing to greater integration of water management.**
- Nine The Scheme will also seek to clarify, through the Local Government Association, the policy and legal framework around maintenance of rivers and creeks where those rivers and creeks are part of the regional flood management plan. Under current legislation a landowner is responsible for the condition of a creek or waterway on private land. **Pending finalisation of the review by Department Environment and Water. GRFMA submission provided.**

Part B: Maintenance of the Scheme

Performance Targets:	Timings:	To be measured By:	Actual Achievements
Six monthly inspection	June and December	Completion of Inspection Report	<input checked="" type="checkbox"/> Routine inspections completed

Part C: Operation of the Regional Subsidiary

Performance Targets:	Timings:	To be measured By:	Actual Achievements
Reports to Stakeholders	Bi-Monthly	Key Outcomes Summary to be published following each Board Meeting	<input checked="" type="checkbox"/> Key Outcomes Summary prepared following GRFMA meetings.
Maintain effective Regional Subsidiary	December	The performance of the Executive Officer be reviewed annually Charter Review	<input checked="" type="checkbox"/> Review conducted in December 2021. <input checked="" type="checkbox"/> GRFMA Charter Review(2nd stage) commenced April 2020 - Materially completed pending finalisation of cost share funding model.
	August	The appointment of Auditor, Bank Operators, levels of insurance, appropriate registrations, delegations and policies be reviewed annually.	<input checked="" type="checkbox"/> New External Auditor appointed 2020 to 2024. <input checked="" type="checkbox"/> Appropriate levels of insurance reviewed in July 2021.
Review of the Business Plan	By 31 st March	Review the Business Plan prior to preparing the Budget Forward to the Councils	<input checked="" type="checkbox"/> June 2021 - Business Plan 2021- 2022 adopted. <input checked="" type="checkbox"/> June 2021 - Achievements against the Business Plan 2021 - 2022 presented.

Performance Targets:	Timings:	To be measured By:	Actual Achievements
Annual Budget	By 31 st March, June, October, December	Adopt for consultation forward to Councils- Adopt Budget – copy to Councils in 5 days- Conduct Budget Reviews	<input checked="" type="checkbox"/> 2022 - 2023 Draft Budget forwarded in March 2022 to consistent councils for consultation. <input checked="" type="checkbox"/> Budget Reviews 1, 2 and 3 reviewed by GRFMA Audit Committee.
Subscriptions	June December	Send half year subscriptions to Council	<input checked="" type="checkbox"/> All first half subscriptions paid. <input checked="" type="checkbox"/> All Second half subscriptions paid.
Report to Constituent Councils	Following each Board meeting By 30 th September	The receipt of the following reports by Councils, Board Meeting Key Outcome Summary Annual Report including Annual Financial Statements	<input checked="" type="checkbox"/> Key Outcomes Summary prepared following meetings. <input checked="" type="checkbox"/> Annual Report forwarded electronically to Councils.
Governance	Ongoing	Policies and new management framework documents developed and reviewed	<input checked="" type="checkbox"/> Independent review of all GRFMA policies initiated December 2021. <input checked="" type="checkbox"/> GRFMA Strategic Plan facilitated and considered at the June 2022 GRFMA Meeting. <input checked="" type="checkbox"/> Draft Asset Management Plan and Long Term Financial Plans facilitated for adoption June 2022. <input type="checkbox"/> Charter Review 2 Funding Model not finalised.

Performance Targets:	Timings:	To be measured By:	Actual Achievements
Annual Operations		<p>Advocacy for construction of Northern Floodway project</p> <p>Dewatering and repair of the low-level inlet pipe and stilling basin</p> <p>Implementation of the Gawler River Stormwater Management Plan</p> <p>Scheduled inspection</p> <p>Environmental management of land associated with the Dams location.</p> <p>GRUMP decision support tool to manage flood risk</p> <p>Revegetate land zone around the Bruce Eastick North Para Flood Mitigation Dam.</p>	<p>Hiatus. Pending completion of the Gawler River Stormwater Management Plan</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> GRFMA currently working with Department of Environment and Water on the \$9 Mil Gawler River Flood Mitigation projects. <input checked="" type="checkbox"/> Major repair works facilitated and completed 30 April 2022. <input checked="" type="checkbox"/> Removal of Graffiti and security chains attached to HLOP screens completed November 2021. <input checked="" type="checkbox"/> Delayed from May 2022. Anticipated completion now September 2022. <input checked="" type="checkbox"/> Completed April 2022. <input checked="" type="checkbox"/> Annual land management lease in place. <input checked="" type="checkbox"/> Completion March 2022. <input checked="" type="checkbox"/> Ongoing.

Financial Statements 2021-22

1. Certification of Financial Statements
2. Financial Statements and Notes
3. Related Parties Disclosures
4. Statement of Auditors Independence
5. Certification of Auditor Independence

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2022
CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the Gawler River Floodplain Management Authority Council to certify the financial statements in their final form.

In our opinion:

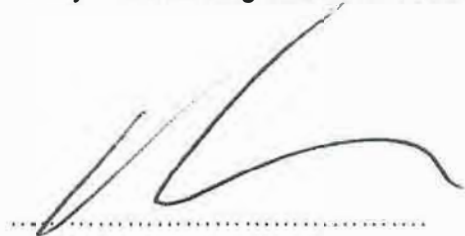
- the accompanying financial statements comply with the Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and Australian Accounting Standards.
- the financial statements present a true and fair view of the Authority's financial position at 30 June 2022 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Authority's accounting and other records.



David Hitchcock
EXECUTIVE OFFICER

18/8/2022

Date



James Miller
ACTING CHAIR

18 August 2022

Date

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2022

	Notes	2022 \$	2021 \$
INCOME			
Subscriptions	4	261,256	196,235
Investment income		1,132	1,009
State Government Grants	3	70,518	20,000
Other Income		100	100
Total Income		<u>333,006</u>	<u>217,344</u>
EXPENSES			
Contractual Services	5	236,420	156,177
Finance Charges		3,275	-
Depreciation	1(h), 10	322,298	321,163
Other		21,831	21,359
Total Expenses		<u>583,824</u>	<u>498,698</u>
OPERATING SURPLUS / (DEFICIT)		<u>(250,818)</u>	<u>(281,354)</u>
NET SURPLUS / (DEFICIT)		<u>(250,818)</u>	<u>(281,354)</u>
transferred to Equity Statement			
Other Comprehensive Income		<u>-</u>	<u>-</u>
Total Other Comprehensive Income		<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME		<u>(250,818)</u>	<u>(281,354)</u>

This Statement is to be read in conjunction with the attached Notes.

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

STATEMENT OF FINANCIAL POSITION

as at 30 June 2022

ASSETS	Notes	2022 \$	2021 \$
Current Assets			
Cash and cash equivalents	1(d)	126,130	169,344
Trade and Other Receivables		<u>98,664</u>	<u>49,278</u>
Total Current Assets		<u>224,794</u>	<u>218,622</u>
Non-current Assets			
Infrastructure	10	25,920,879	25,329,000
Accumulated Depreciation Infrastructure	1(h), 10	<u>(4,438,623)</u>	<u>(4,116,325)</u>
Land	10	<u>477,000</u>	<u>477,000</u>
Total Non-current Assets		<u>21,959,256</u>	<u>21,689,675</u>
Total Assets		<u>22,184,050</u>	<u>21,908,297</u>
LIABILITIES			
Current Liabilities			
Trade & other payables		61,003	36,567
Borrowings		<u>502,136</u>	<u>-</u>
Total Liabilities		<u>563,138</u>	<u>36,567</u>
NET ASSETS		<u>21,620,912</u>	<u>21,871,730</u>
EQUITY			
Accumulated Surplus		12,938,939	13,189,757
Asset Revaluation Reserves	1(g)	<u>8,681,973</u>	<u>8,681,973</u>
TOTAL EQUITY		<u>21,620,912</u>	<u>21,871,730</u>

This Statement is to be read in conjunction with the attached Notes.

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2022

	Notes	Accumulated Surplus \$	Asset Revaluation Reserve \$	TOTAL EQUITY \$
2022				
Balance at end of previous reporting period		13,189,757	8,681,973	21,871,730
Net Surplus / (Deficit) for Year		(250,818)	-	(250,818)
Other Comprehensive Income				
Gain on revaluation of infrastructure, property, plant & equipment		-	-	-
Balance at end of period		12,938,939	8,681,973	21,620,912
2021				
Balance at end of previous reporting period		13,471,111	8,681,973	22,153,084
Net Surplus / (Deficit) for Year		(281,354)	-	(281,354)
Other Comprehensive Income				
Gain on revaluation of infrastructure, property, plant & equipment		-	-	-
Balance at end of period		13,189,757	8,681,973	21,871,730

This Statement is to be read in conjunction with the attached Notes

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

STATEMENT OF CASHFLOWS

for the year ended 30 June 2022

		2022	2021
CASH FLOWS FROM OPERATING ACTIVITIES	Notes	\$	\$
Receipts		282,547	199,195
Interest Receipts		1,073	1,023
Payments		(237,090)	(182,638)
Net Cash provided by (or used in) Operating Activities	8	46,530	17,580
CASH FLOWS FROM INVESTING ACTIVITIES			
<u>Payments</u>			
Expenditure on renewal/replacement of assets	10	(591,879)	-
Net Cash provided by (or used in) Investing Activities		(591,879)	-
CASH FLOWS FROM FINANCING ACTIVITIES			
<u>Receipts</u>			
Proceeds from borrowings		502,136	-
Net Cash provided by (or used in) Financing Activities		502,136	-
Net Increase (Decrease) in cash held		(43,214)	17,580
Cash & cash equivalents at beginning of period		169,344	151,764
Cash & cash equivalents at end of period	8	126,130	169,344

This Statement is to be read in conjunction with the attached Notes

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022**

Note 1 - Statement of Significant Accounting Policies

a) The Local Government Reporting Entity

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The Gawler River Floodplain Management Authority is a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999. The Constituent Councils are the Adelaide Hills Council, The Barossa Council, Town of Gawler, Light Regional Council, Adelaide Plains Council and The City of Playford.

All funds received and expended by the Authority have been included in the financial statements forming part of this financial report.

b) Basis of Accounting

This financial report has been prepared on an accrual basis and is based on historical costs and does not take into account changing money values, or except where specifically stated, current valuation of non-current assets.

c) Employees

The Authority has no employees.

d) Cash

For purposes of the statement of cash flows, cash includes cash deposits which are readily convertible to cash on hand and which are used in the cash management function on a day to day basis, net of outstanding bank overdraft.

e) Infrastructure

The Bruce Eastick North Para Flood Mitigation Dam was constructed in 2007. The valuation includes all materials, contractor's costs plus costs incidental to the acquisition, including engineering design and supervision fees and all other costs incurred.

f) Land

Land includes the land on which the dam is constructed, rights of way access to the land and 'right to flood' easements over the land upstream from the dam that will be inundated by dam waters for short periods of time during a flood event. The Board valuation was undertaken at 30th June 2011. Additional Land surrounding the dam was purchased in 2017/18 and was revalued by Asset Valuation and Consulting Pty Ltd in May 2017 for part lot 750 Kemp Road Kingsford. The next valuation is scheduled to be undertaken in 2022/2023.

g) Revaluation

The Board sought an independent valuation to be applied as at 30th June 2019, of the Bruce Eastick North Para Flood Mitigation Dam. The Board recognises that the dam is a unique infrastructure. The Board sought the advice of Entura (Hydro Tasmania), who provided a replacement cost valuation based on the actual construction contract costs, including some 'owner's costs' which would be incurred in the event of a replacement being necessary. In accordance with Accounting Standard (AASB)13 Fair Value Measurement, the valuation was undertaken as at 30 June 2019 and recorded as a level 3 restricted asset valuation. The next Valuation is scheduled to be undertaken in 2023/2024.

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022**

Fair value level 3 valuations of buildings, infrastructure and other assets – There is no known market for these assets and they are valued at depreciated current replacement cost. The method involves:

The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate.

The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by the Authority.

The method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques.

h) Depreciation

The depreciation period for the Bruce Eastick North Para Flood Mitigation Dam is based on a straight line depreciation method with an expected useful life of 80 years.

The depreciation period for the Access Road is based on a straight line depreciation method with an expected useful life of 15 years.

i) Revenue

The Authority recognises revenue under AASB 1058 Income of Not-for-Profit Entities (AASB 1058) or AASB 15 Revenue from Contracts with Customers (AASB 15) when appropriate.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Authority expects to be entitled in a contract with a customer.

In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the authority to acquire or construct a recognisable non-financial asset that is to be controlled by the authority. In this case, the authority recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

Revenue from the Subscriptions is recognised upon the delivery of the service to customers.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

Revenue is stated net of the amount of goods and services tax (GST).

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022**

j) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred and are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest rate method.

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of "Payables"

Note 2 - Schedule of Constituent Council's Interest in Net Assets as at 30th June 2022

Prepared to meet the requirements of Clause 15.5 of the Charter

"The 'Schedule of Constituent Councils' Interests in Net Assets' will reflect the proportionate contribution each Constituent Council has made to the growth of the net assets of the Authority having regard to the proportionate contribution to subscriptions. The Schedule when updated by the Board at the end of each financial year will reflect the proportionate contribution of each Constituent Council since the commencement of the Authority and once accepted by each Constituent Council will be evidence of the agreed proportion of a Constituent Council's interests in the net assets as at 30 June in that year."

For the purposes of this Clause all subscriptions by Constituent Councils have been included.

Calculation of Net Equity

Assets

Investments / Debtors	\$ 224,794
Infrastructure	\$ 21,482,256
Land	<u>\$ 477,000</u>
	\$ 22,184,050

Less Liabilities

Accounts Payable / Creditors	\$ 61,003
Borrowings	<u>\$ 502,136</u>
NET EQUITY	\$ 21,620,912

Allocation of Councils Interest in Net Assets

Constituent Councils	Accumulated Subscriptions for Operations to 30 June 2022	Accumulated Subscriptions for Maintenance to 30 June 2022	Accumulated Subscriptions for Scheme Works to 30 June 2022	All Subscriptions to 30 June 2022	Percentage of Contributions to the Total	Council's Interests in Net Assets
Adelaide Hills Council	\$201,424	\$6,352	\$72,462	\$280,238	4.87%	\$1,052,939
The Barossa Council	\$201,424	\$31,813	\$362,879	\$596,116	10.36%	\$2,239,926
Town of Gawler	\$201,424	\$63,586	\$724,666	\$989,676	17.19%	\$3,716,635
Light Regional Council	\$201,424	\$31,813	\$362,879	\$596,116	10.36%	\$2,239,926
Adelaide Plains Council	\$201,424	\$106,079	\$1,207,770	\$1,515,273	26.33%	\$5,692,786
City of Playford	\$201,424	\$127,254	\$1,449,319	\$1,777,997	30.89%	\$6,678,700
	\$1,208,544	\$366,897	\$4,179,975	\$5,755,416	100%	\$21,620,912

Schedule of Constituent Councils' Interests in Net Assets' as at the 30th June 2022 adopted by the Board in accordance with Clause 15.5 of the Charter on 18 August 2022.

Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 3 - Functions / Activities of the Authority

- a) Revenues and expenses have been attributed to the following functions / activities, descriptions of which are set out in Note b.
- b) The activities of the Authority are categorised into the following function / activities:

Administration: The operations of the Authority and its Board

Other Environment: Flood Mitigation

- c) Functions of the Gawler River Floodplain Management Authority
(excluding depreciation)

	Revenue			Expenses		Surplus (deficit)
	Year	Grants	Other	Total Revenue	Expenses Total	
Administration	2022	-	\$177,284	\$177,284	\$88,260	\$89,024
	2021	-	\$147,044	\$147,044	\$85,115	\$61,929
Other	2022	\$70,518	\$ 85,204	\$155,722	\$173,267	(\$17,545)
Environment:						
Flood Mitigation	2021	\$20,000	\$ 50,300	\$ 70,300	\$92,421	(\$22,121)
Total	2022	\$70,518	\$262,488	\$333,006	\$261,527	\$71,479
	2021	\$20,000	\$197,344	\$217,344	\$177,536	\$39,808

Note 4 - Subscriptions

The following subscriptions were levied on the Constituent Councils in accordance with Clause 10.2 of the Charter for the year:

Constituent Council	Maintenance		Operations		TOTALS	
	2022	2021	2022	2021	2022	2021
Adelaide Hills Council	\$ 1,474	\$ 871	\$29,342	\$24,322	\$30,816	\$25,193
The Barossa Council	\$ 7,388	\$ 4,361	\$29,342	\$24,322	\$36,730	\$28,683
Town of Gawler	\$14,774	\$ 8,722	\$29,342	\$24,322	\$44,116	\$33,044
Light Regional Council	\$ 7,388	\$ 4,361	\$29,342	\$24,322	\$36,730	\$28,683
Adelaide Plains Council	\$24,624	\$14,541	\$29,342	\$24,322	\$53,966	\$38,863
City of Playford	\$29,556	\$17,444	\$29,342	\$24,325	\$58,898	\$41,769
TOTAL	\$85,204	\$50,300	\$176,052	\$145,935	\$261,256	\$196,235

Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 5- Contractual Services

	2022	2021
Executive Officer	\$56,826	\$56,280
Audit Committee	\$2,600	\$2,600
Audit Fees	\$5,188	\$5,000
Legal Fees	\$2,000	\$0
Gawler River Scheme Consultancies	\$159,957	\$84,737
Maintenance Contractors	\$9,849	\$7,560
TOTALS	\$236,420	\$156,177

Note 6 - Comparison of Budget and Actual Results (excluding depreciation)

	2022		2021	
	Budget	Actual	Budget	Actual
Revenue				
Administration	\$176,652	\$177,284	\$147,050	\$147,044
Other Environment: Flood Mitigation	\$85,200	\$85,204	\$0	\$0
State Grant	\$70,518	\$70,518	\$20,000	\$20,000
Maintenance	\$0	\$0	\$50,300	\$50,300
Other Environment: Flood Mitigation Capital	\$0	\$0	\$0	\$0
Total Revenue	\$332,370	\$333,006	\$217,350	\$217,344
Expenditure				
Administration	\$94,152	\$88,260	\$88,050	\$85,115
Other Environment: Flood Mitigation	\$15,200	\$10,035	\$97,950	\$7,684
Maintenance	\$168,995	\$163,232	\$100,736	\$84,736
Other Environment: Flood Mitigation Capital	\$635,000	\$591,879	\$0	\$0
Total Expenditure	\$913,347	\$853,406	\$286,736	\$177,535
Surplus (deficit)	(\$580,977)	(\$520,400)	(\$69,386)	\$39,809

Note 7 - Expenditure Commitment

- i. An agreement has been entered into with David Hitchcock to provide Executive Officer and Supervision of Consultants services to 31 December 2023.

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022**

Note 8 - Reconciliation Statement of Cash Flows

(a) Reconciliation of Cash

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

	2022	2021
	\$	\$
Total cash & equivalent assets	<u>126,130</u>	<u>196,235</u>
Balances per Cash Flow Statement	<u>126,130</u>	<u>196,235</u>

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)	(250,818)	(281,354)
Non-cash items in Income Statement		
Depreciation, amortisation & impairment	<u>322,298</u>	<u>321,163</u>
	71,480	39,809
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	(49,386)	(17,127)
Net increase (decrease) in trade & other payables	<u>24,436</u>	<u>(5,102)</u>
Net Cash provided by (or used in) operations	<u>46,530</u>	<u>17,580</u>

Note 9 -Economic Dependence

The Gawler River Floodplain Management Authority (GRFMA) was formed as a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999 in August 2002, by a Charter that was amended and published in The South Australian Government Gazette on 27th February 2020 at page 474.

The Gawler River Floodplain Management Authority (GRFMA) is dependent upon subscriptions levied on the Constituent Councils in accordance with Clause 10.2 of the Charter to fund the construction, operation and maintenance of flood mitigation infrastructure of the Authority which it owns and manages.

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022**

Note 10 - Non-Current Assets Summary

	Fair Value Level	2022				2021			
		At Fair Value	At Cost	Accum Dep'n	Carrying Amount	At Fair Value	At Cost	Accum Dep'n	Carrying Amount
Land and easements	-	\$477,000	-	-	\$477,000	\$477,000	-	-	\$477,000
North Para Dam Access Roads	3	\$84,000	-	(\$19,800)	\$64,200	\$84,000	-	(\$14,200)	\$69,800
North Para Dam	3	\$25,245,000	\$591,879	(\$4,418,823)	\$21,418,056	\$25,245,000	-	(\$4,102,125)	\$21,142,875
Total Infrastructure and Land		\$25,806,000	\$591,879	(\$4,438,623)	\$21,959,256	\$25,806,000	-	(\$4,116,325)	\$21,689,675
Comparatives		\$25,806,000	-	(\$4,116,325)	\$21,169,675	\$25,806,000	-	(\$3,795,163)	\$22,010,937

	2021	Carrying Amount Movements During the Year							2022	
		Carrying Amount	Additions		Disposals	Depreciation	Impairment	Transfers		Net Valuation
			New Upgrade	Renewals						
Land and easements	\$477,000	-	-	-	-	-	-	-	\$477,000	
Access Roads	\$69,800	-	-	-	(\$5,600)	-	-	-	\$64,200	
Infrastructure - North Para Dam	\$21,142,875	-	\$591,879	-	(\$316,698)	-	-	-	\$21,418,056	
Total Infrastructure, Property, Plant & Equipment	\$21,689,675	-	\$591,879	-	(\$322,298)	-	-	-	\$21,959,256	
Comparatives	\$22,010,837	-	-	-	(\$321,163)	-	-	-	\$21,169,675	

Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 11 - Financial Instruments

All financial instruments are categorised as *loans and receivables*.

Accounting Policies - Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	<p>Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost, interest is recognised when earned</p> <p>Terms & conditions: Deposits are returning fixed interest rates between 0.10% and 0.25% (2021: 0.25% and 0.30%).</p> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
Bank, Deposits at Call, Short Term Deposits	<p>Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost, interest is recognised when earned</p> <p>Terms & conditions: Deposits are returning fixed interest rates between 0.25% and 1.05% (2021: 0.25% and 0.30%).</p> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
Receivables - Fees & other charges	<p>Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method</p> <p>Terms & conditions: Unsecured, and do not bear interest. Although the authority is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Authorities boundaries.</p> <p>Carrying amount: approximates fair value (after deduction of any allowance).</p>
Liabilities - Creditors and Accruals	<p>Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority.</p> <p>Terms & conditions: Liabilities are normally settled on 30 day terms.</p> <p>Carrying amount: approximates fair value.</p>
Liabilities – Interest Bearing Borrowings	<p>Accounting Policy: initially recognised at fair value and subsequently amortised cost, interest is charged as an expense using the effective interest rate.</p> <p>Terms & conditions: secured over future revenues, borrowings are repayable; interest is charged at fixed or variable rates 2.80%.</p> <p>Carrying amount: approximates fair value.</p>

Liquidity Analysis

2022	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
	\$	\$	\$	\$	\$
Financial Assets					
Cash & Equivalents	126,130	-	-	126,130	126,130
Receivables	98,664	-	-	98,664	98,664
Total	224,794	-	-	224,794	224,794
Financial Liabilities					
Payables	59,003	-	-	59,003	59,003
Borrowings	70,000	287,788	305,058	662,846	502,136
Total	129,003	287,788	305,058	721,849	561,139

Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

2021	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
	\$	\$	\$	\$	\$
<u>Financial Assets</u>					
Cash & Equivalents	169,344	-	-	-	169,344
Receivables	49,278	-	-	-	49,278
Total	218,622	-	-	-	218,622
<u>Financial Liabilities</u>					
Payables	36,567	-	-	-	36,567
Total	36,567	-	-	-	36,567

The following interest rates were applicable to the Authority's Borrowings at balance date:

	2022		2021	
\$'000	Weighted Av Interest Rate	Carrying Value	Weighted Av Interest Rate	Carrying Value
Variable Interest Rates	2.80%	502,136		-
		502,136		-

Risk Exposures:

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Authority is the carrying amount, net of any impairment. All Authority investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Notes 5 & 6 in relation to individual classes of receivables, exposure is concentrated within the Authorities boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Authority's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. The Authority has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022**

Note 12 Uniform Presentation of Financial Statements

The following is a high level summary of both operating and capital investment activities of the Authority prepared on a simplified Uniform Presentation Framework basis.

All Local Government Councils and Authorities have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Authorities finances.

	2022	2021
	\$	\$
Income	333,006	217,344
Expenses	<u>(583,824)</u>	<u>(498,698)</u>
Operating Surplus / (Deficit)	(250,818)	(281,354)
Less Net Outlays in Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	(591,879)	-
Add back Depreciation Amortisation and Impairment	322,298	321,163
Proceeds from Sale of Replaced Assets	<u>-</u>	<u>-</u>
	(269,581)	321,163
Less Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	-	-
Amounts received specifically for New and Upgraded Assets	-	-
Proceeds from Sale of Surplus Assets	<u>-</u>	<u>-</u>
	-	-
Net Lending / (Borrowing) for Financial Year	<u>(520,399)</u>	<u>39,808</u>

Note 13 – Contingencies & Assets & Liabilities not recognised in the Balance Sheet

There are no contingencies, asset or liabilities not recognised in the financial statements for the year ended 30 June 2022.

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022**

Note 14 - Events Occurring After Reporting Date

There were no events subsequent to 30 June 2022 that need to be disclosed in the financial statements.

Note 15 - Related Parties Disclosures

Key Management Personnel

The Key Management Personnel of the Gawler River Floodplain Management Authority (GRFMA) include the Chairman, Board Members, Deputy Board Members and Executive Officer. In all Key Management Personnel were paid the following total compensation:

	2022 \$	2021 \$
Salaries, allowances & Other Short Term Benefits	\$65,126	\$65,530
TOTAL	\$65,126	\$65,530

	Amounts received from Related Party during the financial year 2022 \$	Amounts received from Related Party during the financial year 2021 \$
Adelaide Hills Council	\$32,076	\$12,597
The Barossa Council	\$36,730	\$28,683
Town of Gawler	\$44,116	\$33,044
Light Regional Council	\$36,730	\$28,683
Adelaide Plains Council	\$53,966	\$38,863
City of Playford	\$58,898	\$41,769
TOTAL	\$262,516	\$183,639

The Authority has been established for the following purposes:

1. To co-ordinate the construction, operation and maintenance of flood mitigation infrastructure for the Gawler River. This purpose is the core business of the Authority;
2. To raise finance for the purpose of developing, managing and operating and maintaining works approved by the board;
3. To provide a forum for the discussion and consideration of topics relating to the Constituent Council's obligations and responsibilities in relation to management of flood mitigation for the Gawler River;
4. Upon application of one or more Constituent Councils pursuant to clause 12.4:
 1. to coordinate the construction, maintenance and promotion and enhancement of the Gawler River and areas adjacent to the Gawler River as recreational open space for the adjacent communities: and
 2. to enter into agreements with one or more of the Constituent Councils for the purpose of managing and developing the Gawler River.

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2022

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Gawler River Floodplain Management Authority for the year ended 30 June 2022 the Authority's Auditor Dean Newbery and Partners has maintained its independence in accordance with the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2011.



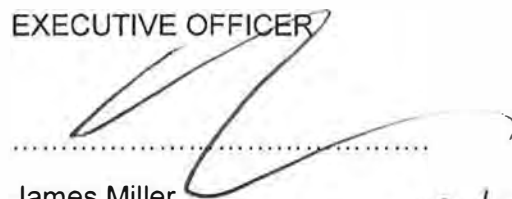
David Hitchcock

EXECUTIVE OFFICER



Peter Brass

PRESIDING MEMBER AUDIT COMMITTEE



James Miller

ACTING CHAIR GRFMA

18/8/22

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2022

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Gawler River Floodplain Management Authority for the year ended 30 June 2022 the Authority's Auditor Dean Newbery and Partners has maintained its independence in accordance with the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2011.

DocuSigned by:

DA549B992D8E47C.....
 Andrew Aitken
 Chief Executive Officer
 Adelaide Hills Council

DocuSigned by:

A1840136876E4D1.....
 James Miller
 Chief Executive Officer
 Adelaide Plains Council

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 Henry Inat
 Chief Executive Officer
 Town of Gawler

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 Martin McCarthy
 Chief Executive Officer
 The Barossa Council

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 Sam Green
 Chief Executive Officer
 City of Playford

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 Richard Dodson
 Acting Chief Executive Officer
 Light Regional Council



Southern and Hills Local Government Association Annual Report 2021-2022



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Financials	Page 29

Southern and Hills Local Government Association – Snapshot

6
Councils

SIZE
8,656
Square Kilometres

\$5.36b
GROSS
REGIONAL
PRODUCT

63,519
EMPLOYED
RESIDENTS

5,539
KILOMETERS OF
LOCAL ROADS

132,206
REGIONS
POPULATION

TOURISM
Destination

Councils Total
Revenue
\$192 MILLION

OCEAN COASTLINE OF
652
Kilometres

Largest Industry
Employment
**Health Care and
Social Assistance**



About the Southern & Hills Local Government Association region

The Southern & Hills Local Government Association was first formed in July 1969 and is now constituted as a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999. Consisting of six (6) local government Councils:

- Adelaide Hills Council
- Alexandrina Council
- Kangaroo Island Council
- Mt Barker District Council
- City of Victor Harbor
- District Council of Yankalilla

Collectively these six (6) Councils have:

- ☑ More than 131,000 people as of 30th June 2022.
- ☑ 5,539 kilometres of local roads
- ☑ Area consists of 8,656 square kilometres.
- ☑ An ocean coastline of 652 Km.
- ☑ The River Murray and lakes form the southeast boundary of the region.
- ☑ The region has extreme diversity from the foothill suburbs of Adelaide to the isolation of the inaccessible west coast of Flinders Chase National Park.
- ☑ Significant areas within the region are under primary production include highly productive farm, horticulture, viticulture, forestry, fishing and intensive animal keeping enterprises and in the more undulating parts sheep farming, cereal growing and dairying.
- ☑ The region contributed nearly \$6 billion in gross value to the State economy
- ☑ Much of the area has, (by South Australian standards) a high rainfall.
- ☑ A large part of the area is within the 30 Year Plan for Greater Adelaide.
- ☑ Significant growth pockets both in population and development, placing demands on infrastructure and the natural environment.
- ☑ Projected change in the population to 2026 by approximately 25%.
- ☑ Within the region, Victor Harbor and Goolwa are key retirement destinations.
- ☑ Within the region, The Adelaide Hills, The Fleurieu and Kangaroo Island are all major tourism destinations.
- ☑ Kangaroo Island is a major component of the Australian and SA tourism plan with tourist numbers targeted to double over the next decade.

President's Report

It has been my pleasure to serve as President and Chair once again during 2021-2022.

I wish to thank all S&HLGA member councils, all the elected members and the staff for their strong efforts to support each other and their own communities during these still post covid challenging times.

We have continued the excellent work with many of our important regional programs and projects such as:

- the work of the S&HLGA Roads Working Party and the completion of a new 2030 Regional Transport Plan
- monitoring the current S&HLGA Regional Public Health plan and commencing our new 2022-2027 S&HLGA Regional Public Health Plan
- successfully completing our two critical social inclusion projects and the Community Wellbeing Indicators project. These projects have been well received by the sector and have been award winners.
- implementing and monitoring the region's Climate Change Adaptation Plan and the Resilient Hills and Coasts 2020-2025 Regional Action Plan

We have continued to cement our many regional stakeholder and partner relationships, working very closely with the RDA to further the regional economic growth strategies and Infrastructure Plan, input into our two regional Landscape Boards Strategic and operational plans, continued support for the SA Coastal Councils Alliance as well as maintaining and reviewing key strategy and performance documents such as the Annual Action Items, Annual Budget and completing and endorsing our new 2021-2025 Strategy and Business Plan. These activities are all designed to drive and improve the wellbeing of our communities.

I would once again point out the S&HLGA Value proposition report documents a consistent four figure percentage return on member Council subscriptions demonstrating amazing value for member councils.

S&HLGA has been an active participant on the LGA regional SAROC committee.

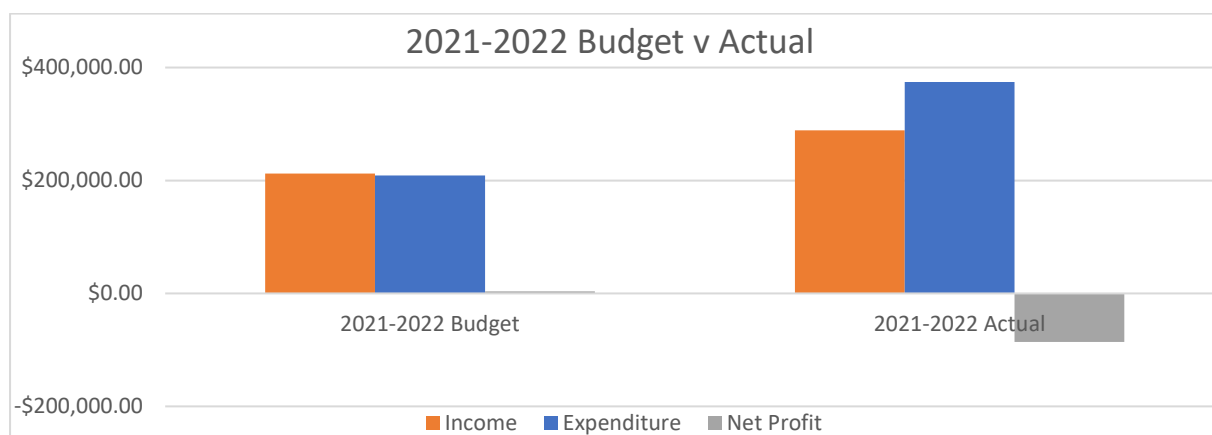
Thank you to our Executive Officer, Graeme Martin for his co-ordination and management and drive in supporting the body. He has been ably supported during 2021-2022 by Penny Worland in the Regional Public Health space and Jen St Jack and Olivia Davies as co-ordinators of the Regional Climate Adaption Plan and associated projects. A big thank you to Sara O'Dea who has provided very valuable assistance to the Board.

In closing, I acknowledge and thank all the member councils for their support during the year and acknowledge the ongoing contribution of member Mayors and CEOs to the S&HLGA Board.

**Mayor Keith Parkes
President**



Dashboard 2021-2022



Transport

- Completed the new 2030 S&HLGA Transport Plan
- Recommended for Special Local Roads Funding of \$2,140,000
- Progressed the South Coast Freight Route concept

Health and Wellbeing

- The Community Wellbeing Indicators project regional winner of the Health & Wellbeing Ministers Excellence in Public Health Award for 2021
- Implemented and monitored the regional and member Council actions of the “Wellbeing in our Community” Regional Public Health Plan for S&HLGA and commenced the development of the new S&HLGA Regional Public Health & Wellbeing Plan 2022-2027
- Successfully completed the two S&HLGA disability and inclusions projects, \$76,464 Regional Champions for Accessible Destinations and \$81,408 Regional Champions for Accessible Communications with the former winning the Planning Institute of Australia award for Community Wellbeing & Diversity

Environment

- Successful application to Commonwealth Government for Balancing Bushfire & Biodiversity
- Implemented and monitored the actions of the Resilient Hills and Coasts Climate Change 2020-2025 Regional Action Plan
- Actively worked with the LGA and our regional Landscape Boards on developing regional strategies

2022 S&HLGA Value Summary	Average Value per Council	Total Value for the S&HLGA region
General advocacy	\$20,000	\$120,000
Programs and Projects	\$376,227	\$1,878,300
Capacity building	\$7,130	\$42,783
Total	\$403,357	\$2,041,083

ORGANISATION

S&HLGA Organisation and its Board structure,
members and office bearers

The Southern and Hills Local Government Association Board

July 2021

Council	Elected Member Representative	Council Staff Representative
Adelaide Hills	Mayor Jan – Claire Wisdom	CEO Andrew Aitken
Alexandrina Council	Mayor Keith Parkes	CEO Glenn Rappensberg*
		* Resigned May 2022
Kangaroo Island Council	Mayor Michael Pengilly	CEO Greg Georgopolous
Mt Barker District Council	Mayor Ann Ferguson	CEO Andrew Stuart
City of Victor Harbor	Mayor Moira Jenkins	CEO Victoria MacKirdy
District Council of Yankalilla	Mayor Simon Rothwell	CEO Nigel Morris

Council	Proxy Representative	Role
Adelaide Hills	Lachlan Miller	Executive Manager Governance
Alexandrina Council		
Kangaroo Island Council	Bob Teasdale	Deputy Mayor
Mt Barker District Council	Samantha Jones	Councillor
City of Victor Harbor		
District Council of Yankalilla		Deputy Mayor

Office Bearers 2021 – 2022

President	Mayor Keith Parkes, Alexandrina Council
Deputy President	Mayor Moira Jenkins, City of Victor Harbor
Executive Officer	Mr Graeme Martin
Auditor	Ms Katerina Galvan, Jon Colquhoun - HLB Mann Judd

Elected under the provisions of the Constitution of the Local Government Association:

Delegates to LGA Board	Mayor Keith Parkes	
	Mayor Jan – Claire Wisdom (via Metro/GAROC)	
Delegates to SAROC	Mayor Keith Parkes	Alexandrina Council
	Mayor Moira Jenkins	City of Victor Harbor

**Southern & Hills Local Government Association
Past Presidents and Secretaries / Executive Officers**

Years	President	Council	Secretary / EO
2021 - 2022	Mayor Keith Parkes	Alexandrina Council	Graeme Martin
2020 - 2021	Mayor Keith Parkes	Alexandrina Council	Graeme Martin
2019 - 2020	Mayor Keith Parkes	Alexandrina Council	Graeme Martin
2018 - 2019	Mayor Keith Parkes	Alexandrina Council	Graeme Martin
2017 - 2018	Mayor Keith Parkes ^g	Alexandrina Council	Graeme Martin
2016 - 2017	Mayor Bill Spragg	Adelaide Hills Council	Graeme Martin
2015 - 2016	Mayor Bill Spragg	Adelaide Hills Council	Graeme Martin
2014 - 2015	Mayor Bill Spragg ^f Mayor Ann Ferguson	Adelaide Hills Council DC Mount Barker	Graeme Martin
2013 - 2014	Mayor Ann Ferguson	DC Mount Barker	Graeme Martin
2012 - 2013	Mayor Ann Ferguson	DC Mount Barker	Graeme Martin
2011 - 2012	Mayor Ann Ferguson	DC Mount Barker	Fred Pedler ^d Graeme Martin ^e
2010 - 2011	Mayor Ann Ferguson ^c Mayor Brian Hurn OAM	DC Mount Barker The Barossa Council	Fred Pedler ^b
2009 - 2010	Mayor Brian Hurn OAM	The Barossa Council	Fred Pedler ^b
2008 - 2009	Mayor Brian Hurn OAM	The Barossa Council	Fred Pedler ^b
2007 - 2008	Mayor Brian Hurn OAM	The Barossa Council	Fred Pedler ^b
2006 - 2007	Mayor Brian Hurn OAM	The Barossa Council	Fred Pedler ^b
2005 - 2006	Mayor Brian Hurn OAM	The Barossa Council	Fred Pedler ^b
2004 - 2005	Mayor Kym McHugh	Alexandrina Council	Fred Pedler ^b
2003 - 2004	Mayor Kym McHugh	Alexandrina Council	Fred Pedler ^b
2002 - 2003	Mayor John Crompton ^a	City of Victor Harbor	Fred Pedler ^b
2001 - 2002	Mayor John Crompton	City of Victor Harbor	Fred Pedler ^b
1999 - 2000	Mayor Bernie Eglinton APM	DC Mt Barker	Fred Pedler ^b
1998 - 1999	Mayor Bernie Eglinton APM	DC Mt Barker	Dean Gollan
1997 - 1998	Mayor Janice Kelly	Kangaroo Island Council	Barry Hurst
1996 - 1997	Mayor Janice Kelly	Kangaroo Island Council	Barry Hurst
1995 - 1996	Mayor Anita Aspinall	DC Stirling	Peter Vlatko
1993 - 1994	Cr GR Mayfield	DC Yankalilla	Malcolm Davis
1991 - 1992	Mayor Val Ball	DC Strathalbyn	John Coombe
1989 - 1990	Cr Val Bonython	DC East Torrens	Eric March
1987 - 1988	Cr PD Secker	DC Mt Barker	Dean Gollan
1985 - 1986	Mayor Leon O'Driscoll	DC Strathalbyn	Vernon Cotton
1984 - 1985	Cr CA Phieffer	DC Onkaparinga	David Seaman
1982 - 1983	Cr Brian Pym	DC Mt Pleasant	Adrian Hamiester
1980 - 1981	Cr Roy Galpin	DC Port Elliot and Goolwa	Ron Wellington
1979	Mayor M Checker	DC Gumeracha	Malcolm Anderson
1978	Mayor M Checker	DC Gumeracha	John Grosvenor
1976 - 1977	Mayor A Davidson	DC Strathalbyn	Vernon Cotton
1975	Cr Ray Orr	DC Mt Barker	Reginald Walters
1974	Cr L Hughes	DC Meadows	Wally Richards
1969-1973	No minutes available		
30 th July 1969	First Constitution for S&HLGA Adopted		

^a Until 12th May 2003 ^b Executive Officer ^c From February 2011 ^d To December 2011 ^e From January 2012

^f From February 2015 ^g From December 2017

REPORTING AND ACCOUNTABILITY

S&HLGA Reporting flow and performance monitoring

S&HLGA Administration - Flow



The Board

The Board held 6 ordinary bi-monthly meetings during the year. Board Members are generally the Mayor and Chief Executive Officer of each Council. To provide the opportunity for Board Members to gain firsthand knowledge of regional issues, meetings are hosted by Member Councils on a rotational basis and were held at:

Date	Host
20 August 2021	Mt Barker
22 October 2021	Yankalilla
10 December 2021	Alexandrina
25 February 2022	Kangaroo Island
22 April 2022	Adelaide Hills
24 June 2022	City of Victor Harbor

Key Issues acted on by the Board included:

- o Updating and maintaining of the S&HLGA Website to the LGA Squiz platform
- o Implementing and monitoring the S&HLGA Regional Public Health Plan, commencing new 2022-2027 Regional Public Health Plan
- o Completed the two ILC disability and social inclusion projects
- o Implementing and monitoring the S&HLGA Regional Climate Change Adaptation Plan and 2020-25 Regional Action Plan
- o Continued to work closely with the Adelaide Hills Fleurieu and Kangaroo Island Regional Development Australia Board and with RDA officers to implement the 2019 Regional Public Transport study, develop the regional Infrastructure Priority Plan, and the South East Transport Corridor review
- o **The South Australian Regional Organisation of Councils (SAROC)** is a Committee of the LGA that focuses on key issues affecting country Councils. The S&HLGA continues to support the Governance process by attending the meetings, contributing to agenda items for SAROC meetings, the distribution of Key Outcomes Statements and/or Minutes of meetings to S&HLGA Board meetings and collegiate support to prepare submissions on behalf of country Councils.
- o Commissioned the new 2030 Regional Transport Plan, Special Local Roads Program applications as well as the advocacy of the South Coast Freight Corridor and Public Transport in the region.
- o Having input into and supporting the LGA in developing and highlighting Local Government reform issues and advocacy with the State Government
- o Approved and gazetted the new Charter for S&HLGA

Regional Consultations and briefings were usually coordinated to occur on the day of Board meetings. 6 various speakers addressed meetings of the Board.

The Board reviewed its achievements to date via the 2021-2022 Key Action Plan, tracked the Actual performance against Budget and developed a new Budget and Action Plan for 2022-2023

At the commencement of 2021-2022 the Board completed a review of its Annual Key Actions, the EO performance and its Annual Budget performance covering the previous period.

S&HLGA Value proposition

The S&HLGA provided a report back to its Council members on the estimated value of their membership. This is based on the same methodology utilised by the LGA in determining its membership value.

The value from membership in a regional organisation can be summarised in the following key categories; advocacy and representing the region, establishing and implementing high level regional partnerships and links, developing and strengthening regional capacity.

The table 1 below summarise the ongoing value per council and for the region as a total.

2022 Summary	Average Value per Council	Total Value for the S&HLGA region
General advocacy	\$20,000	\$120,000
Programs and Projects	\$376,227	\$1,878,300
Capacity building	\$7,130	\$42,783
Total	\$403,357	\$2,041,083

Table 1

The table 2 below summarises and compares the S&HLGA membership subscriptions and levies total with the value per S&HLGA member Councils as measured in the value proposition over the past years

	2018	2019	2020	2021	2022
Av Council membership	\$12,529	\$12,279	\$13,536	\$15,202	\$21,570
Value per Council	\$427,871	\$430,953	\$401,809	\$390,087	\$403,357
Return on Investment	3,375%	3,385%	2,968%	2,466%	1,870%

Table 2

COMMITTEES, PROGRAMS AND PROJECTS

S&HLGA Committees, work groups and the programs and projects undertaken during 2021-2022

Committees and Working/Task Groups

The S&HLGA EO was a member of the following Committees and Working Groups during the course of the year:

	Committee	S&HLGA Executive Officer Role	Meeting Frequency	Comment
1	Regional Public Health	Secretarial/Administration	Every 2 months	ongoing
2	Resilient Hills & Coast - Climate change Adaptation	Secretarial/Administration	Every 2 months	ongoing
3	Regional Economic Development Officers	Committee member	Every 2 months	ongoing
4	Regional EO Management Group	Committee member	Every 2 months	Precedes SAROC
5	S&HLGA Advisory Group	Secretarial/Administration	As necessary	Precedes S&HLGA Board
6	S&HLGA Roads Works Group	Secretarial/Administration	Ad hoc but at least 3 times per annum	ongoing
7	S&HLGA CWMS User Group	Secretarial/Administration	As necessary	ongoing
8	SAROC	Advisor/Observer	Every 2 months	ongoing



S&HLGA Roads Working Group

The Roads Working Party (RWP) has its membership drawn from directors /managers of technical services of Councils and as required regional managers and infrastructure planners of the Department of Planning, Transport and Infrastructure.

The RWP held meetings on:

Date	Host
1 October 2021	HDS (Aust) Pty Ltd offices
16 December 2021	On Line
13 April 2022	HDS (Aust) Pty Ltd offices

Key achievements and outcomes:

- Continued the development of the 2030 S&HLGA Transport Plan.
- Co-ordinated the application process of Councils to the SLRP.
- Made recommendations for the SLRP 2022 – 2023 based on the new 2030 Transport Plan critical Roads database.

- Reviewed Part A and part B drafts of the next 2030 S&HLGA Transport plan.
- Further input into the South Coast Freight Corridor concept and SE Freeway issues.
- The following projects were recommended, based on the methodology of the Plan and proposed funding under the Special Local Roads Program for 2022 – 2023.

Project	Council	Total Project Cost for this stage	SLRP request	Council contribution	comment
Ten Trees Lagoon Rd	Kangaroo Island	\$2,000,000	\$1,340,000	\$660,000	Stage 1 of 1
Nangkita Rd	Alexandrina	\$900,000	\$600,000	\$300,000	Stage 1 of 1
Three Gullies Rd	Victor Harbor	\$300,000	\$200,000	\$100,000	Stage 1 of 1
Total		\$3,200,000	\$2,140,000	\$1,060,000	



S&HLGA Regional Public Health Plan

S&HLGA Regional Public Health Committee (RPHC) has its membership drawn from Health, Environment and social planning officers of the member Councils

The S&HLGA RPHC held meetings on:

Date	Host
20 July 2021	Alexandrina, Strathalbyn
21 September 2021	On Line
30 November 2021	On Line
1 March 2022	On Line
29 March 2022	On Line

Primary tasks and focus for this committee:

- Attendance at Committee meetings to implement and monitor the Wellbeing in Our Community- Regional Public Health Plan
- Liaise with LGA officers responsible for Public Health Programs
- Liaise with SA Public Health Office
- Represent the region at Forums and workshops
- Liaise with Public Health Researchers
- Prepare funding submissions for regional Public Health projects

Key achievements and outcomes:

- Of significant importance was the winning of the Ministers Health & Wellbeing Public Health Award for the Community Wellbeing Indicators project.
- In addition, the region successfully completed the two ILC grants for disability and inclusion projects for Communications and Destinations.
- The commencement of the new 2022-27 S&HLGA Regional Public Health Plan.



S&HLGA Regional Climate Change Adaptation Committee (Resilient Hills and Coasts)

Resilient Hills and Coasts has its membership drawn from Environmental officers of the member Councils, RDA, Department of Water and Environment, Green Adelaide and Landscapes Board

The S&HLGA Regional Climate Change Adaptation Committee (Resilient Hills & Coast) held meetings on:

Date	Host
15 July 2021	District Council of Yankalilla
16 September 2021	City of Victor Harbor
9 December 2021	Mt Barker District Council
10 February 2022	On Line
9 April 2022	Adelaide Hills, Stirling
9 June 2022	City of Victor Harbor

Primary tasks and focus for this committee:

- Attendance at Committee meetings to implementation and Monitoring of the Regional Climate Change Adaptation Plan for S&HLGA:
- S&HLGA presentations as required
- Implement and monitor the 2020-2025 Regional Action Plan
- Represent the region at forums and workshops
- Liaise with various “Climate Change” State Government agencies and authorities

Key achievements and outcomes:

- Successful application for Federal funding for a regional and community Resilience study – Balancing Bushfire & Biodiversity
- Established a working group to develop Yankalilla Carbon Farming Pilot
- Successful Council & partner funding for the continuance of the Resilient Hill & Coasts project co-ordinator
- Liaised with Hills and Fleurieu Landscape Board and had input into its climate smart Farming forum



Regional Economic Development Network Committee

The S&HLGA has strongly supported the activities and research of the Adelaide Hills Fleurieu and Kangaroo Island Regional Development Australia Board and worked closely with RDA officers to partner with the organisation in the general Economic Development of the region.

This Committee has been formed with the Economic Development Officers from the S&HLGA Member Councils under the guidance of the RDA.

The RDA Economic Development Network Committee held meetings on:

Date	Host
9 August 2021	City of Victor Harbor
8 November 2021	Alexandrina, Goolwa
7 February 2022	On Line
16 May 2022	Mt Barker

Primary tasks and focus for this committee:

- To share information, achieve procurement and resource sharing efficiencies and develop a regional infrastructure Plan
- Identify and collating infrastructure projects from Council plans
- Grade them according to Local, District or Regional category, dollar value and impact and probability
- Review the criteria to insure relevant social and environmental impacts are captured
- Generally, identify and develop regional economic growth strategies and opportunities

Key achievements and outcomes:

- Continued to Advocate for the Regional university hubs
- Guided and assisted in the development and re-opening of the Strathalbyn Abattoir
- Noted the regional Housing crisis and active in the KI pilot housing projects
- Worked through the meeting Action items
- Shared information and knowledge about individual Council projects and programs
- Worked with the Mayo Communications group on addressing the Mobile blackspots in the region



Regional LGA Organisations EO Management Group

The Regional LGA EO group has its membership drawn from each of the Executive Officers of the respective regional LGA organisations

The Regional LGA Organisations EO Management Group held meetings on:

Date	Host
8 July 2021	Mt Gambier
6 September 2021	Loxton
8 February 2022	Mintaro
28 April 2022	On Line
27 June 2022	On Line

Primary tasks and focus for this committee:

- To provide input into the sector, develop capacity, share knowledge and develop co-operation between the regions:
- Have input into SAROC Business Plans and the Agenda
- Develop a working relationship with the LGA Management team
- Have input into sector issues
- Advocate on behalf of the regions
- Share information and provide collegiate support
- Develop a priority issues and action list

Key achievements and outcomes:

- Input into the SAROC 2022-2023 Business Plan
- Identified critical issues with the regional recycling (MRF) concept
- Input into Joint Planning Boards and Regional Plans
- Guidance and assistance with the regional road mapping exercise (QGIS)
- Advocacy on the regional housing crisis, regional workforce development and regional mental health services



SAROC

The South Australian Regional Organisation of Councils (SAROC) is a Committee of the LGA that focuses on key issues affecting country Councils.

The S&HLGA supports the Governance process by contributing to agenda items for SAROC meetings, the distribution of Key Outcomes Statements and/or Minutes of meetings for S&HLGA Board meetings and collegiate support to prepare submissions on behalf of country Councils that included:

Key achievements and outcomes:

- Review of the 2022 SAROC Annual Business Plan and development of the 2023 SAROC Annual Business Plan
- Development of a Regional Housing Policy Toolkit
- Progressing the development of a Regional Health Workforce Toolkit
- Advocated to address deteriorating medical services in regional areas
- Reviewed the LGA Community Waste Water Management Systems program
- Provided input into the LGA 2022 State Election Platform and Campaign Advocacy kit for Councils
- Advocacy on Hoarding and Squalor issues
- Development of the QGIS digital mapping of Regional Roads hierarchy



MP Relationships

The EO S&HLGA met regularly with the regions State government Members of Parliament (Finniss, Mawson, Kavel and Heysen) to discuss key priorities and policy impact for the region.

Federal MP Rebekha Sharkie (Mayo) and/or members of her team were regular attendees at S&HLGA Board meetings along with the regions State government MPs.

Regional Research Papers and Submissions

The following Papers and Submissions have been prepared on behalf of Member Councils during the course of the year:

- 2022 Value proposition
- Advocacy Proposal on Hoarding and Squalor
- LGA Building Capacity progress report
- LGA Building Capacity final report 2020-2021
- Comment and input into the Independent review of the LGA Regional Building Capacity Grant program
- Audit Committee Exemption report
- State Election regional priorities and advocacy report

LGA Board

Mayor Jan – Claire Wisdom (Adelaide Hills Council) along with Mayor Keith Parkes (Alexandrina Council) have represented the Southern and Hills Region at the Local Government Association State Board meetings.

Resources

The continuation of the *capacity building grant from the Local Government Research and Development Scheme* has improved the capacity of the Executive Officer that has been applied across a range of Association projects and programs during the year.

Part of the additional capacity has supported the processes and project outcomes around the S&HLGA Roads Working Party and the applications to the Local Government Transport Advisory Panel, involvement with SAROC, the regional EO group, the regional committees and various reports, submissions and forums throughout the year.

Mr Graeme Martin has provided Executive Officer services to the Association.

Penny Worland has provided under contract, project oversight of the S&HLGA Community Wellbeing Indicators project, ILC Champions for accessible destinations, ILC Champions for accessible communications and a preliminary review of the current S&HLGA Regional Public Health plan in anticipation of a new S&HLGA 2022 Regional Public Health plan as required under legislation.

Josh Spiers from Adelaide Hills Council is co-ordinating and developing the new S&HLGA 2022-2027 Regional Public Health and Wellbeing Plan.

Jen St Jack and *Olivia Davies* have provided under contract, project oversight and co-ordination of the work program of the Resilience Hills and Coasts, S&HLGA's Climate Change Committee.

Sara O'Dea from *RDA AHF&KI* provides meeting minutes secretarial services to the S&HLGA Board

2021-2022 KEY ANNUAL ACTION PLAN

S&HLGA Key Annual Action Plan report for 2021-2022



2021-22 S&HLGA ANNUAL KEY ACTION PLAN

KEY CATEGORIES & THEMES




THE 2021-2025 S&HLGA BUSINESS PLAN


KEY STRATEGIC OBJECTIVES
1. Advocate and Assist – Provide leadership and advocacy for its member Councils on regional and state issues
2. Promote and Partner - To market & promote the Southern & Hills Local Government Association as a credible and capable advocate on behalf of its member Councils. Partner with relevant organisations and regional drivers
3. Research and Recommend - To conduct research and communicate on important or emerging issues for Councils and their communities
4. Capacity and Capability – Build the capacity of its member Councils. Provide valuable information. Explore opportunities both external and internal to build capacity and capability in our region
5. Good Governance - Provide sound financial management. Ensure compliance with all regulatory obligations. Continually review, evaluate and mitigate risks





THE 2021-2022 S&HLGA ANNUAL KEY ACTION PLAN

Theme	Items & Actions
General Administration (sound financial and compliance management)	Budget, Complete Charter Review, Board meetings, Subscriptions and Levies, Key Actions, Audit, Annual Report, Grant reporting & acquittals.
Projects and support (sustainability and development)	New Regional Public Health Plan, Resilient Hills & Coast Climate adaptation Plan, ILC Accessibility and Destinations projects, Implement new 2030 Transport Plan and SLRP applications.
Leadership, advocacy and marketing	LG reform, Continue relationship building with Government MPs, Website information & maintenance, Peri-Urban grouping Overabundant species (Little Corella) Strategy and Management, SLRP review
Opportunities (capacity and infrastructure)	CWMS, Waste, Regional Infrastructure Plan, Membership and External Funding, Regional Development Assessment Panel, Telecommunications and 5G

Theme	Items & Actions	Item	Status	Comment
General Administration (sound financial)	Budget, Charter Review, Board meetings,	Budget		Adopted
		2021-2025 S&HLGA Business Plan		Complete

Theme	Items & Actions	Item	Status	Comment
and compliance management)	Subscriptions and Levies, Key Actions, Audit, Annual Report, Grant reporting & acquittals, 4 year 2021-2025 S&HLGA Business Plan	Charter review		Complete
		Subscriptions & levies		Issued and received
		Audit		Complete
		Annual Report		Complete and issued
		LGA Grants		Capacity Grant received
		Website		WIP
Projects and support (sustainability and development)	Regional Public Health Plan, Resilient Hills & Coast Climate adaptation Plan, Regional Transport Plan	Regional Public Health Plan		WIP Phase 2 Community Wellbeing Indicators grant application submitted but rejected. Winner Minister's Excellence in Public Health Award
		Resilient Hills & Coast Climate adaptation Plan		Co-ordinator appointed. Implementing Regional Action Plan
		Regional Transport Plan		Completed May 2022
		ILC Accessibility/Destinations		WIP ILC Destinations finalised 30/09/2021 Winner PIA award Nov 2021
Leadership, advocacy and marketing	LGA Peri-Urban Governance review, New Government Policies and LG Reform, Relationship building with State Government MPs,	LGA peri Urban Governance review		Peri-urban regional conference/organisation to be investigated
		LG reform		Continue to work with the LGA/SAOC
		Relationship with MPs		Regularly meeting
		Overabundant species (Little Corellas)		WIP
		SLRP Review		Completed
Opportunities (capacity and infrastructure)	CWMS, Waste, Regional Infrastructure Plan, External Funding, Regional Development Assessment Panel, Regional Plan and telecommunications	CWMS		Committee to meet regularly. Liaise with Legatus. Workshop forums planned for April 2022
		Waste		Liaise with the regional Waste Authorities to co-ordinate the regional strategy around waste management and the circular economy
		Infrastructure Plan		Recent RDA priority project forum/ Committee meeting regularly
		External funding		Project based and WIP.
		Telecommunications		Seek funding opportunities as presented Mayo Advisory Group to be investigated RDA/S&HLGA to partner preliminary information for the Advisory Group.
		SA Coastal Councils Alliance		WIP.

Theme	Items & Actions	Item	Status	Comment
		Regional Assessment Panel		

Key		Not on track/overdue / yet to commence
		Past due date but some minor action commenced
		Past due date / action commenced and on track
		completed / no further action required

Category	S&HLGA Role	Item	Comment/Description
Administration	Active/Lead	Charter Review	Adopted and Gazetted 27 Jan 2022
	Active/Lead	Budget 2021-2022	Adopted June 2021
	Active/Lead	Key Action 2021-2022	Adopted June 2021
	Active/Lead	Regional Capacity grant acquittal 2020-2021	Acquitted 2020-21 Received for 2021-22
	Active/Lead	Audit 2020-2021	Complete August 2021
	Active/Lead	Annual Report 2020-2021	Complete September 2021
	Active/Lead	2021-2025 S&HLGA Business Plan	Adopted Dec 2021
Projects – Lead/S&HLGA Committee	Active/Lead	Regional Public Health Plan	WIP. Applied for Phase 2 Community Wellbeing Indicators LGA R&D grant. Winner of Regional category Ministers Excellence in Public Health 2021 award. AHC developing new 2021-2025 regional Public Health Plan. Awaiting Ministerial approval of draft for stakeholder consultation
	Active/Lead	Resilient Hills & Coast	re-appointed a co-ordinator. Contract signed. Sub contractor from June – Dec 2022
	Active/Lead	S&HLGA Advisory Group	2022 Meeting schedule issued
	Active/Lead	2030 Transport Plan/ Road Works Party	S&HLGA 2030 Regional Transport Plan. complete. SLRP funding recommendations lodged May 2022
	Active/Influence	CWMS	Legatus Group now leading sector review. Regional forums set up April 2022. State Conference April 19/20 Mt Gambier.
Projects – Lead	Active/Lead	ILC Communications/Destinations Projects	Destinations project complete. Destinations project winner of 2021 PIA award. Communications project WIP and successfully

Category	S&HLGA Role	Item	Comment/Description
			negotiated with LGA for final delivery
	Lead/Partner/Influence	Regional LGA Management Group	Regular meeting of the LGA EOs and development of priority projects in conjunction with SAROC
Projects - Partner	Partner/Influence	Coastal Alliance project	Supported Funding Proposal. Subscriptions paid. Key plank in LGA state election advocacy
	Partner/Advocate	Telecommunications	Advocating for regional black spot funding and ready for 5G. Potential Mayo user group. RDA/S&HLGA joint project underway
	Partner/Influence	Economic Development Officers Forum	RDA lead but focus on Regional Infrastructure plan, Federal stimulus opportunities and Public Transport.
	Partner/Influence	Waste Management Strategy	
	Partner/Advocate	Northern Freight Bypass. SE Transport Corridor studies	Final reports released. Minister for Transport to attend Aug meeting
	Partner/Influence	Overabundant Species	S&HLGA/LGA/Landscapes Board working on collaborative project for managing Little Corellas. Cherp have application for State and Federal funding with support from 11 Councils and S&HLGA
	Partner/Influence	SLRP Review	Working with LGA assessing Hudson Howell recommendations. Review completed and now most recommendations being implemented
Relationships	Active/Lead/Influence	State MPs/Federal MP	Continue regular catch ups during 2021-2022 Meetings with MP Finniss and Kavel during March 2022 in lead up to election
	Active/Lead/Influence	Peri –Urban Group	Advocate and seek input from potential expanded Council members into a larger peri – urban Regional Organisation. Option to pursue an annual conference

Acronyms

AICD.....	Australian Institute of Company Directors
CEO.....	Chief Executive Officer
CWMS.....	Community Wastewater Management Systems
DEW.....	Department of Environment and Water
EO.....	Executive Officer
ESCOSA.....	Essential Services Commission of South Australia
GAROC.....	Greater Adelaide Region of Councils
LGA.....	Local Government Association
MP.....	Members of Parliament
MDBA.....	Murray Darling Basin Authority
MOU.....	Memorandum of Understanding
NBN.....	National Broadband Network
NRM.....	Natural Resources Management
OLG.....	Office of Local Government
PIRSA.....	Primary Industries & Regions SA
RH&C.....	Resilient Hills and Coasts Committee
RDA.....	Regional Development Australia
RPHC.....	Regional Public Health Committee
RWP.....	Roads Works Party
SA.....	South Australia
SAROC.....	South Australian Regional Organisation of Councils
S&HLGA.....	Southern and Hills Local Government Association
SLRP.....	Special Local Roads Program

FINANCIALS

S&HLGA Audited Financial statement for 2021-2022

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

FINANCIAL STATEMENTS

Statement of Comprehensive Income for the Year Ended 30th June 2022

	Notes	2022 \$	2021 \$
Income			
Subscriptions	1.8	129,423	91,214
Operating Grants	2.2	42,783	42,151
Investment Income	1.7	665	1,258
Other		115,694	39,833
Total Income		288,565	174,456
Expenditure			
Employee Costs		150,733	137,149
Materials, Contracts and other expenses	3	218,354	219,153
Finance Charges		5,536	4,036
Total Expenditure		374,623	360,338
Surplus (Deficit) from Operations		(86,058)	(185,882)

The above Income Statement should be read in conjunction with the accompanying notes

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

Balance Sheet as at 30th June 2022

	Notes	2022 \$	2021 \$
Current Assets			
Investments		218,876	201,700
Debtors		0	0
Total Current Assets		218,876	201,700
Current Liabilities			
Accounts Payable		2,673	0
Grants in Advance		81,818	0
GST		(1,808)	(9,912)
PAYG Payable		5,152	2,576
Employee provisions		36,169	23,194
Rounding		(15)	(15)
Superannuation payable		0	906
Wages payable		(599)	3,406
Total Current Liabilities		123,390	20,156
Net Current Assets		95,486	181,544
Net Assets		95,486	181,544
 Equity			
Accumulated Surplus		95,486	181,544
Total Equity		95,486	181,544

The above Balance Sheet should be read in conjunction with the accompanying notes

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

Statement of Changes in Equity for the Year Ended 30th June 2022

	2022	2021
Notes	\$	\$
Accumulated Surplus		
Balance at beginning of period	181,544	367,426
Net Surplus / (Deficit)	<u>(86,058)</u>	<u>(185,882)</u>
Balance at end of period	<u>95,486</u>	<u>181,544</u>
Total Equity	<u>95,486</u>	<u>181,544</u>

The above Statement of Change in Equity should be read in conjunction with the accompanying notes

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

Statement of Cash Flows for the Year Ended 30th June 2022

	2022	2021
Notes	\$	\$
Cash Flows from Operating Activities		
Receipts	406,690	202,013
Payments	(382,437)	(390,984)
GST Paid (received)	(2,205)	17,179
Finance Costs	(5,537)	(4,037)
Interest Receipts	665	1,258
	17,176	(174,571)
Net Cash Provided by (Used in) Operating Activities	17,176	(174,571)
Net increase/(decrease) in Cash Held	17,176	(174,571)
Cash at the beginning of the reporting period	201,700	376,271
Cash at the end of the reporting period	218,876	201,700

Reconciliation of Change in Net Assets to Cash from operating activities

	2022	2021
		\$
Net Surplus	(86,058)	(185,882)
Decrease / (Increase) in Provisions	8,063	
Decrease / (Increase) in Debtors	0	10,450
(Decrease) / Increase in Accounts Payable	13,353	860
(Decrease) / Increase in Grants in Advance	81,818	-
	17,176	(174,571)
Net Cash provided by Operating Activities	17,176	(174,571)

The above Statement of cash Flows should be read in conjunction with the accompanying notes

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2022

Note 1 - Significant Accounting Policies

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011* dated 31 July 2022.

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

This general-purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, interpretations and relevant South Australian legislation

The Southern & Hills Local Government Association is a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999. The Constituent Councils are the Adelaide Hills Council, Alexandrina Council, Kangaroo Island Council, Mt Barker District Council, City of Victor Harbor and District Council of Yankalilla.

All funds received and expended by the Association have been included in the financial statements forming part of this financial report.

1.2 Historical Cost Convention

Except where stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying the Authority's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this note.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest dollar

1.5 Non-Current Assets and Non-Current Liabilities

The Association has nil non-current assets or non-current liabilities.

1.6 Employees

The Association has one employee having converted the CEO from contractor to employee in February 2019.

1.7 Investments

Investments are valued at cost. Interest revenues are recognised as they accrue.

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1.8 Subscriptions

Clause 6 of the Charter of the Association prescribes that subscriptions (not levies) by Constituent Councils are equal. The Charter has since been amended in January 2022 allowing flexible subscriptions.

Constituent Council Subscription 2022	\$20,000
Constituent Council Subscription 2021	\$13,667

1.9 Income recognition

The Association recognises revenue under AASB 1058 *Income of Not-for-Profit Entities* (AASB 1058) or AASB 15 *Revenue from Contracts with Customers* (AASB 15) when appropriate. In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Association expects to be entitled in a contract with a customer. In other cases, AASB 1058 applies when the Association enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the Association.

1.10 Cash

For purposes of the statement of cash flows, cash includes cash deposits which are readily convertible to cash on hand and which are used in the cash management function on a day to day basis.

1.11 New accounting standards for application in future periods

The Australian Accounting Standards Board has issued new and amended Accounting Standards and interpretations that have mandatory application dates for future periods. The organisation has assessed that it is not expected to be materially impacted by those changes.

2 Functions / Activities of the Association

2.1 Revenues and expenses have been attributed to the following functions / activities, descriptions of which are set out in Note 2.2.

2.2 The activities of the Association are categorised into the following broad functions:

Administration: The operation of the Office of the Association and its decision making forums.

Special projects: The research into and implementation of projects prescribed by Acts or regulations or approved by Board decision.

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 2.2 Functions / Activities of the Southern & Hills Local Government Association

Administration

Year	Revenue			%	Expenses		Surplus (Deficit)
	Grants	Other	Total Revenue		Expenses Total	%	
2022	0	131,295	131,295	45.5%	196,452	52.4%	(65,157)
2021	0	92,472	92,472	53.0%	205,278	57.0%	(93,728)
Projects							
2022	157,270	0	157,270	54.5%	178,171	47.6%	(20,901)
2021	62,251	19,732	81,984	47.0%	155,060	43.0%	(73,077)
Total							
2022	157,270	131,295	288,565	100%	374,623	100%	(86,058)
2021	62,251	112,204	174,456	100%	360,338	100%	(185,882)

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3. Contractual Services

Contractual Services involve payments or liabilities for the external provision of services and include (net of GST):

		2022	2021
Consultants:	Jeanette Pope	\$13,723	\$20,400
	URPS	\$2,443	\$47,496
	HDS Australia Pty Ltd	\$33,025	\$28,810
	Centre for Inclusive design	\$23,850	\$10,500
	Seed Consulting	\$0	\$0
	Jack Jensen	\$33,000	\$7,500
	Penny Worland Consulting	\$21,944	\$27,455
	ILC Advisors	\$0	\$1,580
	AHC	\$10,000	\$0
Totals		\$137,985	\$153,741
Material and other expenses		\$ 80,369	\$ 65,412
Total		\$218,354	\$219,153

4. Comparison of Budget and Actual Results

	2022		2021	
	Budget \$	Actual \$	Budget \$	Actual \$
Revenue				
Administration	131,281	131,295	92,214	92,472
Projects	144,270	157,270	63,910	81,984
Total Revenue	275,551	288,565	156,124	174,456
Expenditure				
Administration	186,028	196,452	184,449	205,278
Projects	171,424	178,171	100,559	155,060
Total Expenditure	357,452	374,623	285,008	360,338
Surplus (Deficit)	(81,901)	(86,058)	(128,884)	(185,882)

CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the Southern & Hills Local Government Association to certify the financial statements in their final form. In our opinion:

- o the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.
- o the financial statements present a true and fair view of the Association's financial position at 30 June 2022 and the results of its operations and cash flows for the financial year.
- o internal controls implemented by the Authority provide a reasonable assurance that the Association's financial records are complete, accurate and reliable and were effective throughout the financial year.
- o the financial statements accurately reflect the Association's accounting and other records.

Dated 19th September 2022



Graeme Martin
EXECUTIVE OFFICER



Mayor Keith Parkes
PRESIDENT

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Southern & Hills Local Government Association for the year ended 30 June 2022, the Association's Auditor, HLB Mann Judd, 169 Fullarton Rd, Adelaide, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

Dated 19th September 2022



Graeme Martin
EXECUTIVE OFFICER



Mayor Keith Parkes
PRESIDENT

The Board
C/- Graeme Martin
Executive Officer
Southern & Hills Local Government Association
13 Ringmer Drive
Burnside SA 5066

TO THE BOARD MEMBERS OF SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

**STATEMENT OF AUDITORS INDEPENDENCE
ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 30 JUNE 2022**

I confirm that, for the audit of the financial statements of Southern & Hills Local Government Association for the year ended 30 June 2022, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(5) Local Government (Financial Management) Regulations 2011.

HLB Mann Judd

**HLB Mann Judd Audit (SA) Pty Ltd
Chartered Accountants**

**Adelaide, South Australia
19 September 2022**



**Jon Colquhoun
Director**

hlb.com.au

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Liability limited by a scheme approved under Professional Standards Legislation.

HLB Mann Judd Audit (SA) Pty. Ltd. is a member of HLB International, the global advisory and accounting network.

Independent Auditor's Report to the Members of Southern & Hills Local Government Association

Opinion

We have audited the financial report of Southern & Hills Local Government Association ("the Association") which comprises the Balance Sheet as at 30 June 2022, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial report presents fairly, in all material aspects, the financial position of the Association as at 30 June 2022, and its financial performance and its cash flow for the year then ended in accordance with Australian Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Association in accordance with the auditor independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* ("the Code") that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Board Members for the Financial Report

Management is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and for such internal control as management determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

Board Members are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

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Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with Board Members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



HLB Mann Judd Audit (SA) Pty Ltd
Chartered Accountants

Adelaide, South Australia
19 September 2022



Jon Colquhoun
Director

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**Southern and Hills Local Government Association
Independent Assurance Report**

Qualified Opinion

We have undertaken a reasonable assurance engagement on the design and the operating effectiveness of controls established by Southern and Hills Local Government Association ('Association') in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, throughout the period 1 July 2021 to 30 June 2022 relevant to ensuring such transactions have been conducted properly and in accordance with law.

In our opinion, except for the matter described in the Basis for Qualified Opinion paragraph, in all material respects:

- (a) The controls established by the Association in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities were suitably designed to ensure such transactions have been conducted properly and in accordance with law; and
- (b) The controls operated effectively as designed throughout the period from 1 July 2021 to 30 June 2022.

Basis for Qualified Opinion

The Association sought exemption from the requirement in clause 30 of Schedule 2 of the *Local Government Act 1999*. The Minister granted the exemption on the basis that the Association would periodically review and update its internal controls and encouraged the use of the practical and contemporary guidance material on internal controls issued by the Local Government Association's 'Better Practice Model – Internal Financial Controls'.

The Association's 'Operations Manual – Finance Policy' is available on the Association's website and was last updated in October 2014.

We conducted our engagement in accordance with applicable Australian Standards on Assurance Engagement ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information and ASAE 3150 Assurance Engagement on Controls, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects. ASAE 3000 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

The Associations Responsibility for Internal Control

The Association is responsible for:

- a) The receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities;
- b) Identifying the control objectives
- c) Identifying the risks that threaten achievement of the control objectives
- d) Designing controls to mitigate those risks, so that those risks will not prevent achievement of the identified control objectives; and
- e) Operating effectively the controls as designed throughout the period.

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Our Independence and Quality Control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQC 1 Quality Control for Firms that Performs Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements in undertaking this assurance engagement.

Auditor's responsibility

Our responsibility is to express an opinion on the Authority's compliance with Section 125 of the Local Government Act 1999 in relation only to the internal controls established by the Authority to ensure that financial transactions relating to receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, based on our procedures. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Information and ASAE 3150 Assurance Engagements on Controls, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Authority has complied with Section 125 of the Local Government Act 1999 in relation only to the internal controls specified above for the period 1 July 2020 to 30 June 2021. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.

Limitations of Controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved so that fraud, error, or non-compliance with laws and regulations may occur and not be detected. An assurance engagement on controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

Limitations of Use

This report has been prepared for the members of the Authority in Accordance with Section 129 of the Local Government Act 1999 in relation to the Internal Controls Specified above. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the members of the Authority, or for any purpose other than which it was prepared.



HLB Mann Judd Audit (SA) Pty Ltd
Chartered Accountants

Adelaide, South Australia
19 September 2022



Jon Colquhoun
Director

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Appendix Three

Our Strategic Plan - Goals, Objectives and Priorities

Goal 1 – A functional BUILT ENVIRONMENT

Objective	B1 - Our district is easily accessible for community, our businesses and visitors	B2 - Preserve and enhance the unique character of the Hills for current and future generations	B3 - Consider external influences in our long term asset management and adaptation planning	B4 - Sustainable management of our built assets ensures a safe, functional and well serviced community
Priority	<ul style="list-style-type: none"> • B1.1 - Increase accessibility to our district through the development and delivery of high priority trails and routes for all cyclists (on-road, off road, commuters, recreational) and pedestrians • B1.2 - Improve outcomes for the elderly by incorporating Council's Age Friendly Strategic Plan into built environment design and delivery • B1.3 - Progress state-wide and inter-regional connectivity of cyclist routes by partnering with neighbouring councils. • B1.4 - Ensure that the key road network is accessible for heavy vehicles used by the primary production, tourism and construction sectors through engagement with industry and Government. • B1.5 - Provide accessibility for the full range of users by ensuring Council's road, footpath and trails network is adequately maintained and service levels for all users are developed and considered. 	<ul style="list-style-type: none"> • B2.1 - Continue to embrace and support community led public place revitalisation across our district. • B2.2 - Incorporate Water Sensitive Urban Design principles within Council developments and projects and advocate for other developments within the region to do the same • B2.3 - Proactively work with developers to ensure that built form complements or enhances existing local character whilst preserving the character and amenity of our towns, historic buildings and scenic environment • B2.4 - Ensure our planning framework, council policies and guidelines support privately owned local heritage places. • B2.5 - Continue to collaborate with other councils and stakeholders in pursuing our World Heritage Bid to protect the landscapes, sites and facilities that represent the State's aboriginal and early colonial history • B2.6 - Support communities recovering from natural disasters with expedited development assessment services 	<ul style="list-style-type: none"> • B3.1 - Improve water security by maximising water reuse opportunities, reducing reliance on ground water and improving water efficiencies for open space irrigation and building facilities • B3.2 - Aim to achieve 100% renewable energy use for our corporate operations and strive towards carbon neutrality • B3.3 - Investigate and source recyclable materials for asset renewal projects wherever practical and in doing so promote the circular economy • B3.4 - Proactively adapt our built environment to changes in social and environmental factors to minimise the impact from natural hazards such as fire and flood. 	<ul style="list-style-type: none"> • B4.1 - Ensure the long term management of the built form and public spaces occurs in consideration of the relevant financial, social and environmental management matters. • B4.2 - Embrace innovative and new technology solutions to proactively maintain our built assets that further enhance the provision of efficient services to the community • B4.3 - Ensure Council owned or managed assets, including staff accommodation, are functional and adaptive to meet service requirements. Also, where appropriate and endorsed by Council, equitably assist community owned site (halls and recreation sites) to ensure their facilities are functional and meet service standards. • B4.4 - Improve road safety through a safe system approach to road design, construction and maintenance including on-going applications to the State and Federal Road Blackspot program • B4.5 - Explore and provide the infrastructure to support Electric Vehicles (EV) and investigate infrastructure requirements for emerging technological transport such as Connected and Automated Vehicles (CAV)

Goal 2 – COMMUNITY Wellbeing

Objective	C1 - A community for everyone - that is inclusive, welcoming and accessible	C2 - A connected, engaged and supported community	C3 - A community that grows together	C4 - An active, healthy, thriving and resilient community	C5 - Respect for Aboriginal Culture and values	C6 - Celebrate our community's unique culture through arts, heritage and events
Priority	<ul style="list-style-type: none"> • C1.1 - Provide welcoming spaces and places for the community through our libraries, community centres, and Council and community facilities • C1.2 - Support and promote opportunities for social inclusion and celebration of our cultural diversity • C1.3 - Make the district more accessible and welcoming for all with a focus on youth participation, positive ageing, disability inclusion and multiculturalism • C1.4 – Advocate and Seek opportunities to improve transport options for those who need it most • C1.5 - Encourage more housing opportunities where provided for in the Development Plan 	<ul style="list-style-type: none"> • C2.1 - Work with community to provide a range of programs and opportunities to connect and engage around shared interests • C2.2 - Support our ageing community to access services and continue to participate and contribute to community life • C2.3 - Facilitate opportunities for our youth to develop skills, build resilience and be actively involved in and connected to their community. • C2.4 - Increase participation from the broadest range of our community and engage with them to shape policies, places and decisions that affect them • C2.5 - Continue to work with government agencies and non-governmental organisations to support the community recovery from natural disasters and the COVID-19 pandemic. 	<ul style="list-style-type: none"> • C3.1 - Provide and support programs and services that encourage and enhance personal growth, lifelong learning and professional development • C3.2 - Support volunteering both organisationally and in the community as an essential element in delivering community outcomes and building wellbeing • C3.3 - Empower our community groups and leaders to shape and determine change in their community through the provision of training opportunities, grants that meet strategic priorities, building relationships and supporting communities to be cohesive in progressing local projects. • C3.4 - Build partnerships with community and other stakeholders to enhance our capacity to provide and support opportunities for them to thrive 	<ul style="list-style-type: none"> • C4.1 - Support community wellbeing through our contribution to public health planning, disaster recovery activities and the implementation of strategies that aim to measure and enhance wellbeing. • C4.2 - Support the provision of formal and informal sport, recreation and play spaces for the community to enjoy • C4.3 - Recognise that trails are a destination in their own right and support both commuter and recreational trail opportunities • C4.4 - Support clubs and groups to continue to provide sport and recreation activities to the community • C4.5 - Take an all hazards approach to emergency management so we can support the emergency services and the community before, during and after disaster events. 	<ul style="list-style-type: none"> • C5.1 - Partner with the Aboriginal and Torres Strait Islander community to develop our second Reconciliation Action Plan (Innovate) and actively participate in Reconciliation Week • C5.2 - Celebrate and recognise Aboriginal culture and heritage through participation in and the delivery of programs and activities that engage our community in cultural experience and learning 	<ul style="list-style-type: none"> • C6.1 - Develop Fabrik as a vibrant cultural hub for the Adelaide Hills, fostering community connections and creativity and presenting the significant history of the Woollen Mill site • C6.2 - Develop, support or bring events to our district that have social, cultural, environmental or economic benefits • C6.3 - Recognise, encourage and support artists, emerging artists, writers and performers through promotion of the Arts and supporting opportunities to exhibit and perform • C6.4 - Foster the development of Public Art that adds value to public spaces and supports place making in our community

Goal 3 – A prosperous ECONOMY

Objective	E1 - Support and grow our region's existing and emerging industries	E2 - Provide local infrastructure to drive growth and productivity	E3 - Encourage, attract and retain a creative, talented and skilled workforce in our region	E4 - Cultivate a clear, unique and consistent regional identity that can be leveraged to attract national and international attention
Priority	<ul style="list-style-type: none"> • E1.1 - Support and encourage local and international tourists to visit the Adelaide Hills • E1.2 - Take advantage of the full potential of our region's primary production and associated value adding activities • E1.3 - Support and encourage the growth and development of our region's creative industry micro businesses • E1.4 – Promote, support and encourage our existing and emerging businesses to respond to economic changes by being creative, innovative, productive and resilient to unexpected impacts. • E1.5 - Engage and assist our region's key business and industry groups to be resilient, proactive and successful • E1.6 - Encourage and facilitate local supplier participation in all level of Government tendering processes 	<ul style="list-style-type: none"> • E2.1 - Work with all levels of Government to ensure the region's infrastructure needs are understood and prioritised • E2.2 - Explore and advocate for the opportunities that new technologies could bring to our region • E2.3 - Support changes to planning and development that leverages and encourages sustainable economic development • E2.4 - Manage and maintain Council assets to maximise their utilisation and benefit to the community 	<ul style="list-style-type: none"> • E3.1 - Attract and encourage professional and business development and networking activities • E3.2 - Understand the nature of skills our region's businesses will require to prosper into the future • E3.3 - Work with our local communities and businesses to create active, attractive and vibrant places • E3.4 - Enable start-ups and home based business through services, information and networking opportunities 	<ul style="list-style-type: none"> • E4.1 - Work with key stakeholders to develop a realistic, yet inspiring, collective vision to connect the region and its industries • E4.2 - Work with our communities and businesses to encourage co-ordinated and strategic regional projects that enhance and support the regional identity • E4.3 - Support and encourage events that supports the region's identity and generates social, cultural and economic benefits • E4.4 - Support the continued development and community engagement for the World Heritage nomination of the region

Goal 4 – A valued NATURAL ENVIRONMENT

Objective	N1 - Conserve and enhance the regional natural landscape character and amenity values of our region	N2 - Recognise the benefits of ecosystem services and improve environmental resilience by reducing environmental impacts	N3 - Nurture valuable partnerships and collaborations and engage the local community in the management of our natural environment	N4 - Reduce the impact of waste to landfill by maintaining a robust waste and resource management framework	N5 - Assist our community to reduce the impact of waste to landfill on the environment
Priority	<ul style="list-style-type: none"> • N1.1 - Enhance and manage horticultural amenity, including succession planning for street trees that contribute to and reinforce our distinctive streetscapes and villages • N1.2 - Manage reserves and open space to support the community, whilst balancing biodiversity conservation, resource use and environmental impacts 	<ul style="list-style-type: none"> • N2.1 - Monitor and manage areas of high biodiversity or habitat value on Council reserves and Native Vegetation Marker Scheme (NVMS) sites using best practice methodologies • N2.2 - Explore opportunities and take appropriate actions to monitor current and emerging threats to biodiversity including feral cats and Phytophthora • N2.3 - Mitigate bushfire risks across the landscape by undertaking fuel reduction activities including woody weed control, maintenance of asset protection zones and educate & enforcement to reduce fuels on private property • N2.4 - Work with supporting organisations and agencies to foster the restoration of native flora and fauna habitat following the 2019-20 bushfire. 	<ul style="list-style-type: none"> • N3.1 - Increase knowledge and environmental awareness within the community through engagement and education • N3.2 - Collaborate and engage with public and private organisations, schools and community members (including the Aboriginal community as the first nation peoples), to improve biodiversity outcomes and land management practices. • N3.3 - Continue to work in partnership with the Resilient Hills and Coasts region to build Council and community resilience to the impacts of climate change 	<ul style="list-style-type: none"> • N4.1 - We will work with partners to analyse the benefits and feasibility of introducing a fee incentive to property owners to produce less waste in relation to the kerbside bin service • N4.2 - We will explore more Green Organics options to achieve improved environmental and financial outcomes. • N4.3 - We will provide specific education to the community to increase their level of food scrap recycling • N4.4 - Implement new or improved waste service opportunities whilst continuing to provide ongoing resource recovery and waste service to our community 	<ul style="list-style-type: none"> • N5.1 - Encourage and educate the community to help minimise the generation of household waste by advocating the principles of the Waste Management Hierarchy to avoid, reduce and reuse • N5.2 - Support and assist the community to prevent valuable resources going to landfill and reduce contamination in kerbside recycling bins

Goal 5 – A Progressive ORGANISATION

Objective	O1 - We have the right people with the right knowledge and skills in the right jobs and they are supported and developed	O2 - Our customers find it easier to interact and do business with Council and have an improved customer experience	O3 - Our organisation is financially sustainable for both current and future generations	O4 - We actively represent our community	O5 - We are accountable, informed, and make decisions in the best interests of the whole community	O6 - Technology and innovation is utilised to better meet our community's expectations and deliver value for money
Priority	<ul style="list-style-type: none"> • O1.1 - Progressively enhance our safe systems of work to maintain emotional and physical safety of our people • O1.2 - Continue to develop a positive culture through supporting an equitable, diverse and continuously improving work environment • O1.3 - Support our people leaders in further developing the skills necessary to lead engaged and productive teams • O1.4 - Continue to support all staff through training, mentoring, coaching and development to enable the achievement of organisational and community goals 	<ul style="list-style-type: none"> • O2.1 - Develop our digital channels to better meet customers' current and future needs • O2.2 - Modernise our services and enhance the customer experience by making service delivery faster, more convenient and more proactive • O2.3 - Build the capabilities of our people through a focus on two-way communication, cooperation and placing customers at the centre of everything we do • O2.4 - Continuously strive to measure and improve performance and service delivery across all functions 	<ul style="list-style-type: none"> • O3.1 - Ensure the delivery of agreed strategic plan requirements whilst meeting endorsed long term targets for a sustainable operating surplus and level of debt • O3.2 - Ensure that renewal of assets and the associated maintenance is based on current asset management plans which consider reviewed service levels and whole of life costing • O3.3 - Actively pursue alternative funding opportunities to reduce reliance on rates income • O3.4 - Assess the range and level of services undertaken to ensure they fulfil Council's legislative and strategic intent 	<ul style="list-style-type: none"> • O4.1 - Optimise opportunities for the community to access and provide input into the decision-making processes • O4.2 - Attract and develop a diverse and capable elected body that represents, promotes and reflects the composition of the community • O4.3 - Advocate to, and exert influence with, our stakeholders on behalf of our community to promote the needs and ambitions of the region • O4.4 - Explore council boundary reform options that best serve the community. 	<ul style="list-style-type: none"> • O5.1 - Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations • O5.2 - Make evidence-based decisions and prudently assess the risks and opportunities to our community before taking action. • O5.3 - Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community 	<ul style="list-style-type: none"> • O6.1 - Progressively strengthen Council's systems security to minimise the impact of cyber attack • O6.2 - Utilise technology to enable more evidence based and efficient delivery of services to the community • O6.3 - Provide more resilient business systems by utilising cloud technologies where appropriate • O6.4 - Utilise our online engagement tools to reach a wider range of community members to obtain their views and input. • O6.5 - Support the delivery of services to the community through improved utilisation and connectivity of existing business systems • O6.6 - Ensure the way in which we provide our digital services delivers an enhanced experience for our community