



2020-21 Annual Report





Welcome

This is our Annual Report for 2020-21 which provides an account of our performance over the financial year 1 July 2020 to 30 June 2021 and highlights our achievements against the goals we set in *A Brighter Future: Council's Strategic Plan 2020-24*, 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: Guests at Festival of the Hills, Strum & Stroll, at Fabrik Arts + Heritage Lobethal. Credit: Darren Clements.

Council acknowledges that we undertake 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.

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			<i>Southern and Hills Local Government Association</i>
			<i>Adelaide Hills Region Waste Management Authority</i>

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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PO Box 44, Woodside SA 5244

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



From the Mayor

Breakout quote

Through the 2020-21 financial year our community has continued to demonstrate a resilience and community spirit we can all be proud of in the wake of the 2019 Cudlee Creek Bushfire, 2021 Cherry Gardens Bushfire and the ongoing COVID-19 pandemic.

This Annual Report demonstrates how we are delivering on our *Strategic Plan 2020-24: A brighter Future* and our *Long Term Financial Plan*, by providing valuable services and infrastructure in a financially sustainable way.

As your Council, we are committed to providing the necessary tools and conditions to assist our community, local economy and environment in the continuing recovery journey. We've provided recovery workshops, gatherings and exhibitions to celebrate the creative activity of our bushfire effected community; local community groups have been supported in the new COVID-19 environment with events education and funding assistance; support for community and businesses included the waiving of permit fees, fines and interest on rates; and the new Community Readiness and Resilience Program focuses on helping people (particularly young people and families in bushfire risk areas) prepare mentally for future disasters.

The environmental health of our district has continued to be a priority for us. We have brought in a polystyrene recycling machine to reduce items going to landfill and doubled the amount of free green organic drop off days; approximately \$400,000 in grants was secured for activities related to biodiversity and bushfire recovery in reserves and roadside sites, and the long term Strategic Tree Planting Program will help the continued enhancement of existing landscapes and maintenance programs.

Council rates income is vital for funding the services and infrastructure necessary to maintain a vibrant, engaged and safe community and we have kept the average rate rise to within one per cent of the increase in the Consumer Price Index. In addition we have worked tirelessly to obtain recovery focused grants and our success has resulted in us achieving a surplus for the 2020-21 financial year.

Our staff, community partners and volunteers have all worked with such passion and commitment this year, and on behalf of the elected Council Members I would like to thank them for everything they have achieved in what has been a challenging but successful and encouraging year as Council continues to strive for a safe, proud and ambitious community for the future.



From the CEO

Breakout quote

Over the past year, Council's Administration has worked closely with the elected Council in supporting our community and overcoming the continued challenges we faced related to the bushfires and impacts of the global COVID-19 pandemic. I couldn't be prouder of staff for the way they applied flexibility and innovation in continuing to deliver services to our community during these challenging times.

Council's Incident Management Team and Emergency Operations Centre were activated again this year in response to the Cherry Gardens Bushfire to support the emergency services and community. Thankfully this bushfire was much smaller than the 2019 Cudlee Creek Bushfire, but it acts as a reminder of the significant impacts to our affected community and the important part we all play in planning for and managing bushfire risk.

Bushfire mitigation activities completed by Council include the Road Reserves Annual Maintenance Program; Bushfire Management Area Plans asset inspections; fire track maintenance; completion of over 10,000 property inspections, and issuing over 500 clear up notices to private properties.

Financial sustainability underpins everything we do and enables Council to deliver both essential services and a \$13.2 million capital works program which included renewal of over 30km of roads and 2.3km of footpaths, upgrades to community hall facilities, three play space upgrades and installation of 132 kilowatt of solar systems.

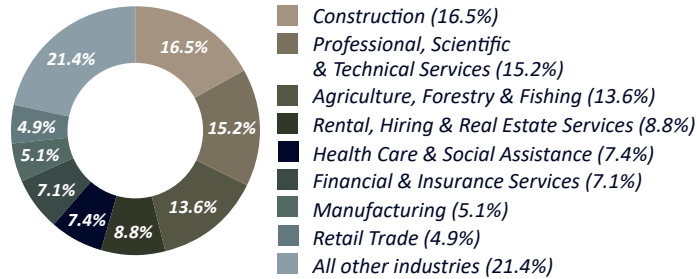
Council successfully secured \$8.2 million in grant funding, much of it supporting community, environment and economic recovery.

Our people have adapted and excelled in this challenging year, changing to more digital based work methods with the added benefit of reducing paper use. Staff continued implementation of the Skytrust system for improved access to staff resource information (including that relating to risks and safety), and expanded use of field management devices to improve efficiency and service.

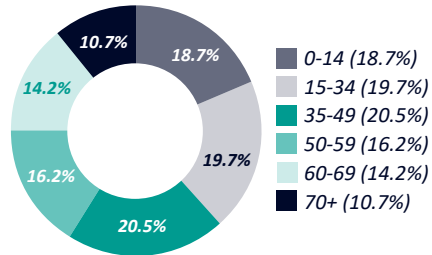
I acknowledge our Council Members, staff, volunteers and all our many partners who have contributed so much to our region, and who I know will continue to care for and support each other well into the future.

Our District

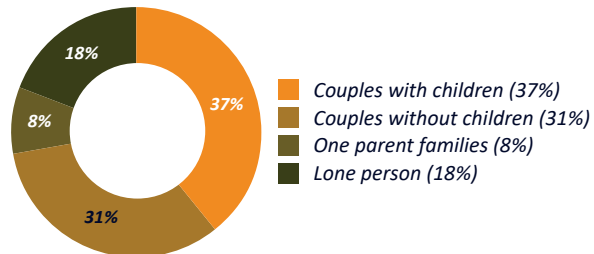
Number of registered businesses by Industry



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



1.15M day trips
to the Adelaide Hills
region annually



Townships
& Localities **57**



Total Population
40,162



11,607
local jobs



44
Median Age



32%
Volunteers



15,478
Households



3% need
help at home



29% have a
university education



19% have a
trade qualification



4134 Businesses
98% have less than
20 employees

Data source: ABS Quarterly Population Estimates 2019

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

Administration

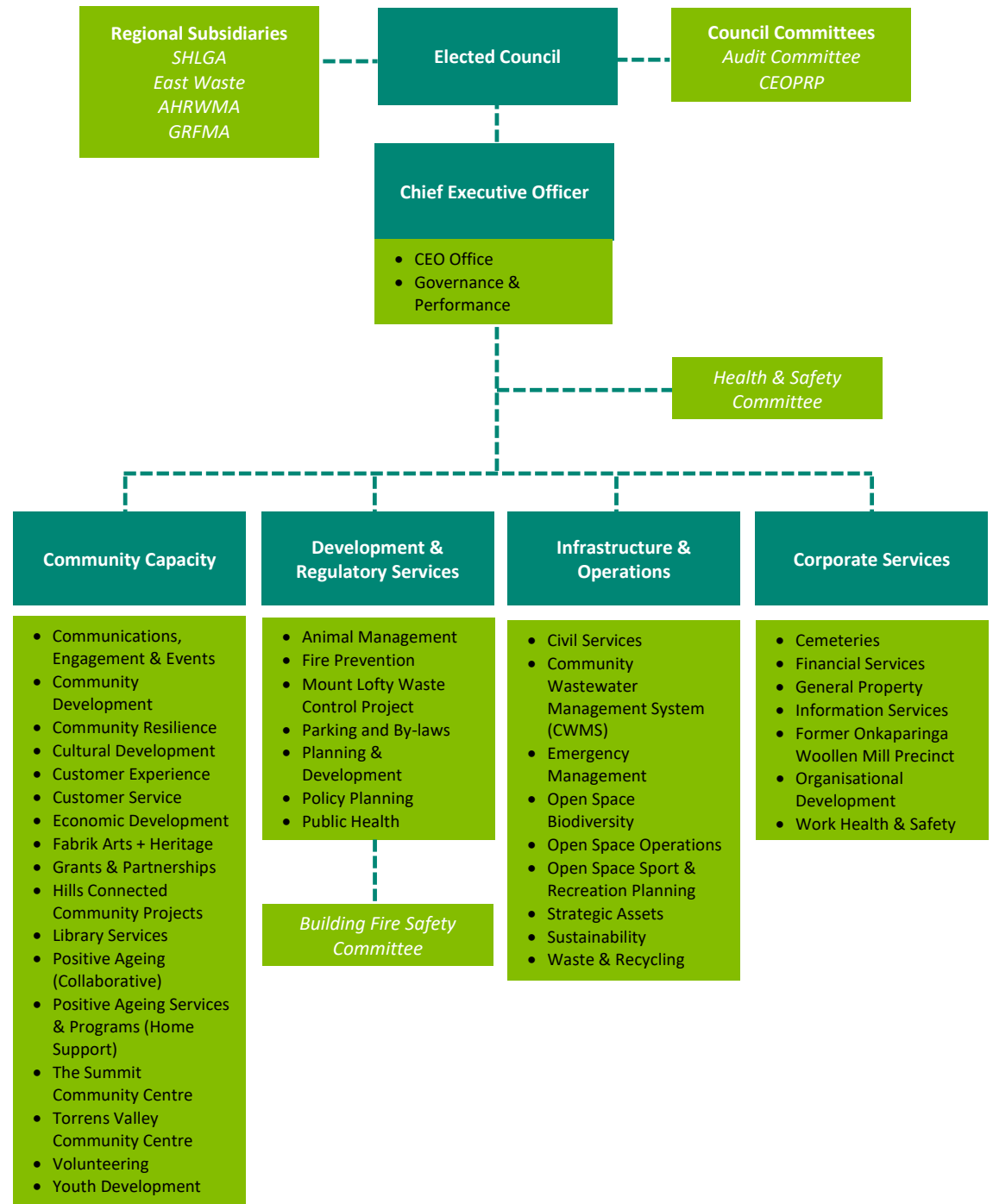
The Council's administration is led by a Chief Executive Officer appointed by the Council.

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 and Regulatory Services Directorate) from the other activities of the Council.

Regional Subsidiaries

Council is a member of four regional subsidiaries which assist in strategic planning and service delivery activities. The subsidiaries are the:

- Southern and Hills Local Government Association (SHLGA)
- Eastern Waste Management Authority (East Waste)
- Adelaide Hills Region Waste Management Authority (AHRWMA), and
- Gawler River Floodplain Management Authority (GRFMA).



Our 2020-21 Performance Highlights

Aged home support



6,900

hours of
in home support



18,500

hours of social
support



2,500

transport
trips

Community programs and events

7,654

participants in
our community
programs



6,097

attendees at Fabrik
programs, events
and programs

Community Online Engagement

35%

overall growth in
digital engagement

35

Online
engagement
campaigns



13,500 project page views



Website visitors

468,725 (4% increase)
43% of website visitors clicked
on a social media link.

Electronic newsletter subscribers



Libraries
11,830
(60.5% growth)



Business
7,737
(12.8% growth)



Hills Voice
2,634
(17.1% growth)

Economy

1.15m
day trips taken
to the region



Average of **168**
volunteers
across the year



14,206

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

Cultural Diversity



13 activities or programs offered across
the Community Centres and Libraries that
celebrated Cultural diversity.

Our 2020-21 Performance Highlights

Library



Physical visits
185,605



Physical loans
672,582



Digital loans
eBook **88,883**
eAudiobook **58,521**
eMagazine **366,230**

Animal management



Dog registrations
8,715



Cat registrations
434



95.7%

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

Biodiversity, environment and sustainability

59,000ML



Volume of
recycled
water

**Solar
power
panels**



132 kWs installed
across Council properties

28 Bush for life sites
(95.3 ha) where volunteers
have contributed over
3,033 hours of work



\$515,825 in Grants
won for Biodiversity projects

Youth



Year 12 support program
provided **300** support packs
across **5** schools



10,891

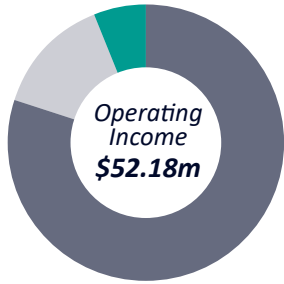
inspections completed as
part of the annual bushfire
prevention activities



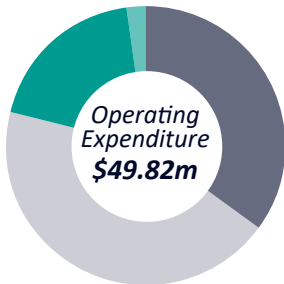
51.7% of waste
collected was diverted from
landfill as recyclable material

27 waste education
sessions held

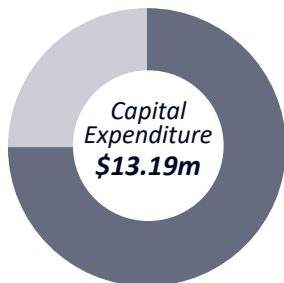
Financial Performance Highlights



- Rates income \$40.11m (77%)
- Grants income \$8.22m (16%)
- other \$3.85m (7%)



- Employee costs \$18.64m (38%)
- Materials, contracts & other expenses \$21.10m (42%)
- Depreciation \$9.45m (19%)
- Other 628k (1%)



- Renewal & replacement of assets \$7.82m (59%)
- New or upgrades \$5.37m (41%)

Expenditure Highlights



Library Services
\$1.9m



Civil services
\$5.2m



Bushfire Recovery
\$2m



Waste & Recycling
\$5.3m



Community, Cultural & Youth Development
\$864,000



Biodiversity & Sustainability
\$779,000



Aged Care Support
\$1.2m



Open Space - Operations
\$5.4m



Animal Management
\$440,000



Property Management
\$1.7m



Planning & Development
\$2.2m



Economic Development
\$541,000

2020-21 Capital Works Program



Road Works \$4.2 million

- Renewed 10.6km of sealed roads (over 44 roads)
- Renewed 23km of unsealed roads (over 28 roads)



Footpaths \$858,000

- 11 new footpaths constructed
- 16 existing footpaths were renewed totaling 2.3km, including Kidney St, Uraidla and William St, Woodside.



Storm Water \$717,000

- New Stormwater infrastructure completed at intersection of Glebe, Kurla and Junction Rds, Balhannah, Lower Hermitage Rd, Lower Hermitage, and woodland Way, Teringie.



Buildings \$1.8 million

- installation of solar systems on The Summit Community Centre, Woodside Offices, Positive Ageing Centre, Stirling Library and Heathfield Depot
- Upgrade of Crafers Hall including new toilets
- Upgrade and /or new public toilets at Lobethal Centennial Hall, Woodside institute and Stonehenge Reserve
- completion of salt damp remediation works at Montacute Institute



Other Capital Projects \$2.8 million

- 4 Federally funded road hotspot projects completed at Checker Hill Road, Martin Hill Road, Ironbank Road, Ironbank and Ridge Road, Mylor
- 2 new bus shelters built and 2 bus shelters renewed in Birdwood, Woodside, Summertown and Lobethal.



CMWS Community Wastewater Management System \$540,000

- Finalised pipe capacity upgrades in the Woodside township through the recreation grounds.
- Upgraded pump station and control panel at Woodside to improve operational performance and reduce noise pollution.

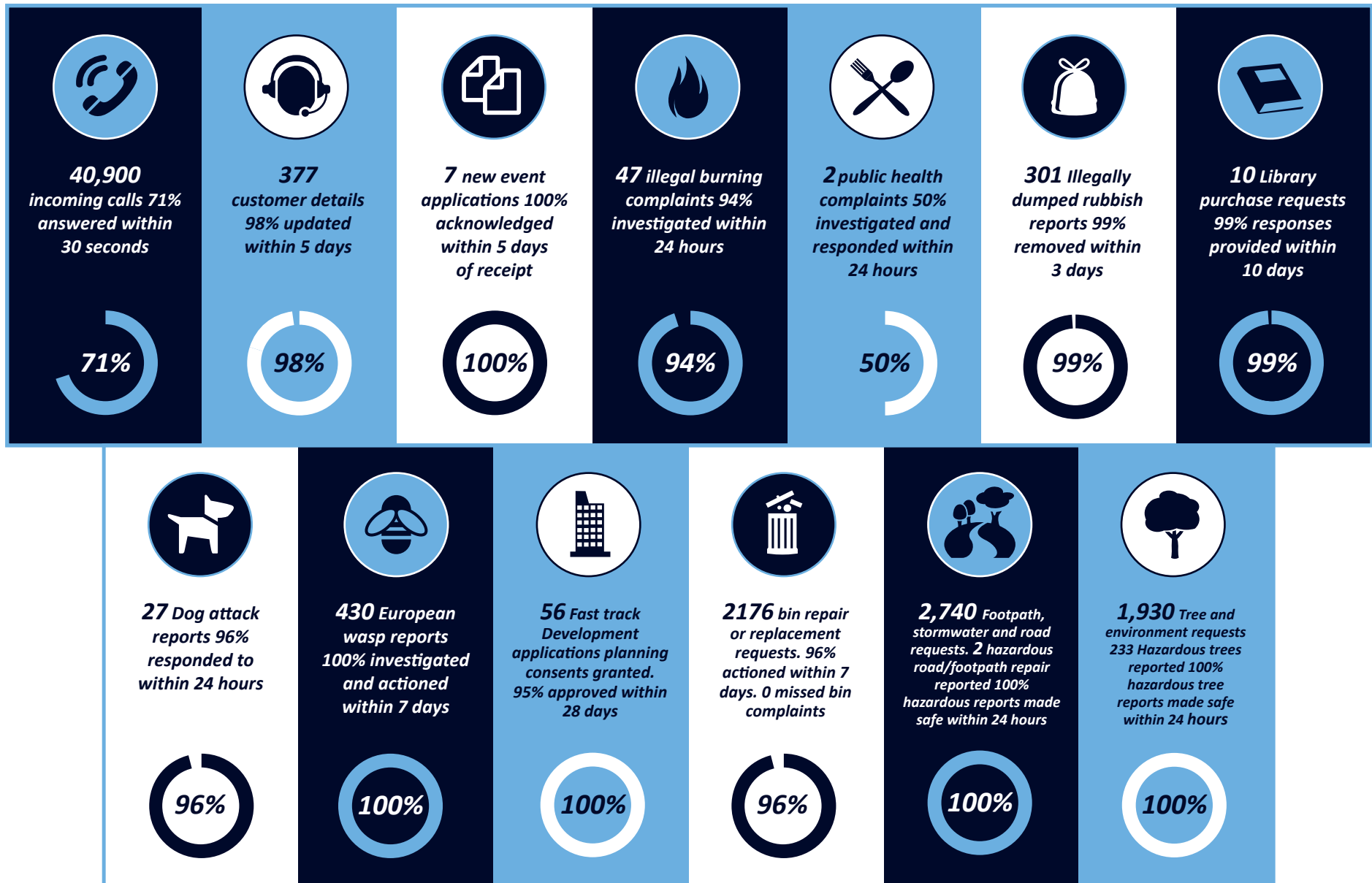


Sport and Recreation \$1 million

- 3 playspaces upgraded at Mount Torrens Oval, Charleston and Kersbrook Soldiers Memorial Park.



Customer Service Standards



Our Events

The Adelaide Hills remains a destination of choice for arts and community events. In 2020-21 we supported 113 community events including markets, local cycling and walking events, music festivals, and the Santos Festival of Cycling, and guided them through the challenges of responding to the COVID-19 pandemic.

Festival of the Hills

19-21 February 2021

Stirling, Lobethal, Oakbank, Woodside, Charleston, Mount Torrens

Festival of the Hills was held for the first time in February 2021, and included an *Opening Night Party* in Stirling; *Strum & Stroll* presented by the Guitar Festival and Fabrik Arts + Heritage in Lobethal; and *Discover, Play, Bikeway!* along the Amy Gillett Bikeway.

Discover, Play, Bikeway! included popup music, art, food, and performances along the trail from Oakbank to Mount Torrens.



Santos Festival of Cycling

21-24 January 2021

Birdwood, Lobethal

The *Santos Festival of Cycling* was a six-day domestic cycling festival that was held in place of the *Santos Tour Down Under* in 2021.

The event featured one stage in the Adelaide Hills, with a start at the National Motor Museum in Birdwood and finish at Golding Wines in Lobethal.

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



Gumeracha Medieval Fair

8-9 May 2021

Gumeracha

The *Gumeracha Medieval Fair* was held again in May 2021 at Federation Park in Gumeracha.

The local community and visitors successfully came together for a weekend of medieval fun that was not possible in 2020 due to the COVID-19 pandemic.



Local Markets

Various recurring dates

Stirling, Mylor, Uraidla, Woodside, Oakbank, Gumeracha

Markets across the Adelaide Hills are some of the events that have been able to operate in a COVID-19 safe manner. They create excitement for the townships and help to connect the community in what has been a difficult couple of years.



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 2020-21 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.

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

- Drafted and consulted on a new Trails & Cycling Routes Policy that will help prioritise future trail and cycling route projects. (Priority B1.1)
- Provided training to Council officers to expand their accessibility considerations for planning in future renewal and upgrades. (Priority B1.2)
- Collaborated with numerous Councils and key Agencies to progress the Great Australian Wine Trail Feasibility Report. (Priority B1.3)
- Contributed to the Regional Development Australia – Adelaide Hills, Fleurieu and Kangaroo Island workshop for improving people and freight transport across the region. (Priority B1.4)
- Constructed 4 new footpaths, and renewed 14 footpaths to modern standards. Spent a further \$40k on footpath maintenance to keep our network accessible and safe. (Priority B1.5)

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

- Continued to work with community groups to progress strategic planning for their townships including the Gumeracha Main Street Project, and the potential Uraidla Masterplan for the Main Street and broader township. (Priority B2.1)
- Provided Water Sensitive Urban Design training to Council staff to assist in incorporating this into the planning, design and implementation of developments and projects within the region. (Priority B2.2)

- Commenced investigations for the Stage 2 Local Heritage Place Code Amendment. (Priority B2.4)
- Local Heritage Grant Fund Round 2 reached completion with a majority of projects receiving Development Approval (Priority B2.4)
- Presented the findings from the World Heritage Bid Expert Review to membership councils, State and Commonwealth Government where it was agreed for a collaborative project to be progressed with Adelaide City Council as the lead. (Priority B2.5)
- Received 355 development applications for properties affected by the Cudlee Creek and Cherry Gardens Bushfires which included 76 applications for new dwellings. 96.6% received expedited full development approval or planning consent by 30 June. (Priority B2.6)



Mayor Jan-Claire Wisdom, Cr Hermmann, and Civil Projects Coordinator Oliver Pfueller join members of the Gumeracha Main Street Project to watch stobie poles come down in the main street.

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

- Secured a Local Government Infrastructure Partnership Program grant to design and install a central irrigation system and upgrade irrigation systems at Bradwood Park and Mylor to improve bore water efficiencies. (Priority B3.3)
- Installed an additional 132kW of solar panels on key Council facilities including the Coventry Library and Birdwood Community Wastewater Management System facility. (Priority B3.2)
- Continued to Participate in the LGA Circular Procurement Pilot which aims to purchase items and materials containing recycled content and reporting on the outcomes. (Priority B3.3)
- Progressed the Stirling, Aldgate and Bridgewater Storm water Management Plan in partnership with the Stormwater Management Authority. Once completed, this will be a key document in adapting our built environment regarding future flood risk. (Priority B3.4)

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

- Audited all play spaces to ensure that they meet appropriate standards. The audit information along with policy positions and usage data assists us to prioritize works to play spaces, courts, ovals and trails. (Priority B4.1)
- Drafted the *Community and Recreation Facilities Framework* based on consultation undertaken with the community and clubs about our sport and recreation facilities, how they are managed and what we could improve. (Priority B4.3)
- Completed road safety blackspot projects at Checker Hill Rd; Martin Hill Rd; Paracombe Rd, Paracombe; Ironbank Rd, Ironbank; and Ridge Rd, Mylor. (Priority B4.4)
- Completed drainage infrastructure to reduce flooding at Grevillea Way, Woodside; Woodland Way, Teringie; and Aldgate Tce, Bridgewater.



Solar panels on the roof of Coventry Library, Stirling.

Performance Measures

Measure	Target	Strategic Objective	Reporting Frequency	Actual	Note
CPI-B01 - Inspections of footpaths in high priority zones	100%	B1	Quarterly	50%	New field tablet process only operational late in the financial year.
CPI-B02 - Delivery of capital works program	90%	B1	Annually	94%	
CPI-B03 - Compliance inspections completed within 5 business days of development completion notification	80%	B2	Quarterly	72%	The 8% shortfall was primarily due to swimming pool inspections being the priority for the building team this year.
CPI-B04 - Compliance inspections completed within 5 business days of notification of alleged unlawful development	80%	B2	Quarterly	85%	
CPI-B05 - Comparison of Council's Energy Usage (Kwh) against previous financial year	Less than the previous financial year	B3	Annually	2018-19 = 2,393,157 2019-20 = 1,984,080 2020-21 = 1,875,319	
CPI-B06 - Tonnes of recycled plastic content in products purchased by Council	25 tonnes	B3	Annually	24 tonnes	Some projects were unable to proceed in 2020-21 financial year due to market impacts and product availability which meant we didn't achieve our aspirational target.
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. Accuracy of result will improve with the broader rollout of confirm asset management software and in field devices.

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

- Provided 13 cultural diversity activities and programs across libraries and community centres throughout the year. (Priority C1.1)
- Adopted the Access and Inclusion Plan 2020-24 in January 2021. (Priority C1.3)
- Delivered community development programs with a range of priority groups such as older residents, young people, people from culturally diverse backgrounds, and people with disability. (Priority C1.3)
- Provided transport assistance in partnership with Mt Barker and Alexandrina Councils for those who are transport disadvantaged for attendance at 1,503 medical appointments. (Priority C1.4)
- Provided 2,500 direct transport assistance trips for community members aged over 65 to access social activities and programs. (Priority C1.4)
- Utilised the State Government’s Guidelines for accessible playspaces to design the Kersbrook, Mount Torrens and Charleston playspace upgrades.

Objective C2 - A connected, engaged and supported community

- Provided a range of programs and events to encourage community connection with funding support from the State Government. Some examples include Aboriginal campfire storytelling, Book Club, Yoga, Painting, School holiday programs, and Youth programs. (Priority C2.1)
- Provided 6,900 hours of home maintenance and domestic assistance, and 18,500 hours of social support to registered

clients in the Commonwealth Home Support Program which aims to support people aged over 65 remain independent in their homes and be connected with their community. (Priority C2.2)

- Adopted the Youth Action Plan 2021-24 in December 2020. (Priority C2.3)
- Provided programs, activities and events for youth development including the Youth Leadership Program, Youth Week events, school holiday programs, Young Drivers Awareness Course, live music and video gaming events. (Priority C2.3)
- Engaged with community to assist in the development of the Access and Inclusion Plan 2020-24.



Council’s Community Programs mini bus.

Objective C3 - A community that grows together

- Continued to provide library and community centre programs and workshops adapting to the limitations of COVID-19 restrictions. These included school holiday programs, Science, Technology, Engineering, Arts and Mathematics (STEAM) programs, digital literacy support, and workshops on other creative, health and educational topics. (Priority C3.1)
- Developed a new online induction and training package for volunteers enabling easier entry into volunteering, and supported groups and organisations to recruit and retain volunteers through our Volunteer Connect Program. (Priority C3.2)
- Provided grant opportunities and training in applying for grants to support community groups to continue the work that they are passionate about. (Priority C3.3)
- Facilitated the Cudlee Creek Recovery Community Reference Group which created community events such as the Build Back Better Workshop and the Your Hall Your Hub series of events, as well as supporting a number of locally led recovery initiatives. (Priority C3.3)
- Worked closely with The Hut Community Centre and Mt Barker Community Centre to collaborate in the provision of their centre based and outreach services. (Priority C3.4)

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

- Collaborated with Councils in our local Government area to deliver Public Health Plan initiatives. (Priority C4.1)
- Provided representation and input to a number of interagency and community meetings related to recovery and support of the community through natural disasters and COVID-19 pandemic. This includes the Cudlee Creek Community Reference Group, the Local Recovery Committee, the Agricultural Landscape Reference Group and the Bushfire Recovery Mental Health Multiagency Coordination Group, as well as working closely with Wellbeing SA and the Australian Red Cross. (Priority C4.1)



The new play space at Kersbrook Soldiers Memorial Park.

- Upgraded three local playspaces at Mount Torrens Oval, Charleston, and Kersbrook Soldiers Memorial Park. (Priority C4.2)
- Facilitated a series of workshops for clubs to help them recover and continue to grow in the changing environment of the COVID-19 pandemic. (Priority C4.4)
- Supported a large number of clubs with grant applications, project planning and facility improvements. (Priority C4.4)
- Supported 40 recovery related community events, projects and workshops.
- Activated Council's Incident Management Team and Emergency Operations Centre in response to the Cherry Gardens Bushfire in order to support the emergency services and community.
- Commenced the federally funded Community Resilience Program, which is focused on helping people (particularly young people and families) in bushfire risk areas prepare mentally for future disasters.



Ngarrindjeri weaving workshop with Aunty Ellen Trevorrow. Part of Artlands, held at Fabrik Arts + Heritage.

Objective C5 - Respect for Aboriginal culture and values

- Progressed the development of the Innovate Reconciliation Action Plan in consultation with the Adelaide Hills Reconciliation Working Group. (Priority C5.1)
- Provided activities celebrating Aboriginal and Torres Strait Islander culture across libraries, community centres and Fabrik Arts + Heritage including storytelling, exhibitions, weaving, art and craft. (Priority C5.2)
- Developed a reconciliation sub-brand to be included on relevant signage and materials

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

- Secured \$3 million in Local Economic Recovery Grant funding for the redevelopment of Fabrik's State heritage listed site. (Priority C6.1)
- Collaborated with History SA and former mill workers to develop a plan for the future development of a heritage display celebrating the significant history of the Onkaparinga Woollen Mill. (Priority C6.1)
- Supported creative recovery after bushfire by providing workshops, gatherings and an exhibition celebrating the creative activity of the bushfire effected community. (Priority 6.1)
- Provided an "Event support program" to educate and support local community groups and event organisers in managing events in the changed COVID-19 environment. 11 groups received funding assistance for their events totaling \$25k. (Priority 6.2)
- Presented the Festival of the Hills event in February 2021 which partnered with local businesses, artists and community groups to promote the Arts in our region. (Priority 6.3)
- Supported the Arts in our region at Fabrik by exhibiting and selling artwork for 150 artists, and engaging 19 artists to run workshops which were attended by 170 participants. (Priority 6.3)
- Adopted the Arts and Heritage Collection Policy in July 2020. (Priority 6.4)

Performance Measures

Measure	Target	Strategic Objective	Reporting Frequency	Actual	Note
CPI-C01 - Positive ageing wellbeing score	7 average	C2	Quarterly	6.7	Community's sense of wellbeing has been impacted by the significant life events of the past 18months including bushfires and COVID-19.
CPI-C02 - Community Centre participants who feel better connected to others or community	85%	C2	Bi-annually	91%	
CPI-C03 - Community centre participants who would use the knowledge/skills gained in the future	80%	C3	Bi-annually	82%	
CPI-C04 - Number of volunteer hours contributed to AHC programs each year	4,800hrs/quarter	C3	Quarterly	Average 3,551hrs/quarter	Impacted by COVID -19 restrictions
CPI-C05 - Library visits per capita compared with the state average	25% above the state average	C3	Annually	4.64	State average not yet available
CPI-C06 - Library loans per capita compared with the state average	35% above the state average	C3	Annually	10.35	State average not yet available
CPI-C07 - Attendance at programs, events and workshops at Fabrik Arts and Heritage Hub	8,000 people	C6	Annually	6,097 people	Impacted by COVID-19 restrictions
CPI-C08 - Percent of available studio spaces occupied	50%	C6	Annually	100%	
CPI-C09 - Number of events and programs celebrating cultural diversity	8	C6	Annually	13	

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

- Adopted the *Economic Development Plan 2020-24* following significant consultation with the business community, industry groups and other levels of Government.
- Contributed to the development of a “Living in Harmony” campaign to assist interactions between Primary Producers and Non Primary Producer neighbors. (Priority E1.2)
- Facilitated connections between Business Support services and Fabrik including the New Enterprise Incentive Scheme and the Circle First Nations Entrepreneur Hub. (Priority E1.3)
- Supported 60 Business who attended the “Rethinking Business” workshop event which provided information and advice to support in responding to the impact of bushfires and COVID-19. (Priority E1.4)
- Assisted community and business through bushfires and COVID-19 impacts by waiving \$22k of fines and interest and \$13k in outdoor dining permits. (Priority E1.4)
- 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. (Priority E1.5)

Objective E2 - Provide local infrastructure to drive growth and productivity

- Advocated for our communities with NBN and Regional Development Australia on identifying and addressing internet blackspots and improvement opportunities across the region. Stirling and Crafers have now been included in an NBN Business Fiber initiative. (Priority E2.1)



Keynote speaker Katrina Webb presenting at Rethinking Business.

Economic Development Officer, Brett Mayne, with representatives of Regional Development Australia Adelaide Hills Fleurieu and Kangaroo Island.



- Contributed to planning discussions and negotiations with State Government on transport services and infrastructure across the Adelaide Hills. (Priority E2.1)
- Communicated the changes and impacts of the revised planning code and creation of the Planning portal. (Priority E2.3)
- Updated Council’s Road, Kerb and Footpath Asset Plan to ensure optimum cost delivery of these services to the community over the assets lifetime. (Priority E2.4)

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

- Provided business advice and information through the quarterly business e-newsletter to our 2,202 subscribers. (Priority E3.1)
- Promoted the Department of Innovation and Skills’ BizWeek initiatives in April, including specific Adelaide Hills focussed events looking at resilience, insurance, and digital operations. (Priority E3.1)
- Assisted Regional Development Australia Adelaide Hills Fleurieu and Kangaroo Island in implementing Workforce Training and Employment Programs. (Priority E3.2)
- Coordinated and hosted the final judging in the “Agricultural Town of the Year” awards in which Woodside was one of five finalists. (Priority E3.3)
- Promoted business Start Up programs delivered by Adelaide Business Hub. (Priority E3.4)

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

- Collaborated with Adelaide Hills Tourism and Adelaide Hills Wine Region to identify the potential for a regional brand. (Priority E4.1)
- Contributed to the implementation of the Festival of the Hills and consulted with local businesses in regards to external events including the Adelaide Rally and Santos Festival of Cycling. (Priority E4.3)

Performance Measures

Measure	Target	Strategic Objective	Reporting Frequency	Actual	Note
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	Next survey due in 2021-22	
CPI-E02 - Visitor numbers (visitor domestic day trips)	1.2 million	E1	Annually	1.15 million	Results have been impacted by COVID-19 restrictions over this period which have limited events which normally drive tourism.
CPI-E03 - Average number of days for Building Rules Consents	20 or 60 business days*	E2	Quarterly	19.7 days average	
CPI-E04 - Percentage of new development application decisions upheld in Council/CAPs favour under appeal	85%	E2	Quarterly	93.75%	
CPI-E05 - Percentage of Planning Consents completed within statutory timeframes	85%	E2	Quarterly	71%	The target was not achieved partly due to transition to the new planning system, and partly due to a focus on completing the oldest applications which continue to skew the results.
CPI-E06 - Number of local jobs in AHC area compared to previous financial year	Maintain 2019-20 financial year (11,607)	E3	Annually	Data unavailable	

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

- Developed a Long Term Strategic Tree Planting Program to complement our continued enhancement of existing landscapes and maintenance programs. (Priority N1.1)
- Combined our open space, cemeteries and playground maintenance programs to improve efficiency in managing these areas. (Priority N1.2)
- Supported over 11 volunteer bushcare groups and State Government departments in managing biodiversity on mixed use reserves across the region. (Priority N1.2)
- Obtained 9 new heritage agreements for parks and reserves under Council’s care and control.

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

- Completed bushcare activities at 62 High value areas of bushland contained within Council reserves and other parcels as part of the Biodiversity Operational Program. (Priority N2.1)
- Monitored vegetation at 13 high value reserves, and completed 130 assessments at over 75 Native Vegetation Marker System sites. (Priority N2.1)
- Carried out biannual bird monitoring activities at all sites under the Department of Environment and Water “Burning on Private Lands Program” which is highlighting a decline in Woodland bird populations of 45% over 20 years. (Priority N2.1)
- Commenced the cat study aimed at better understanding how cats utilize the habitat and which parts of the landscape should be the focus of further management. (Priority N2.2)

- Participated in Stringybark dieback research to determine cause and identify emerging threat. (Priority N2.2)
- Managed 22 sites under the Woody Weed Control Program. (Priority N2.2)
- Completed bushfire mitigation activities including completion of the Road Reserves Annual Maintenance Program, Bushfire Management Area Plans asset inspections, maintained 17 fire tracks, completed the Asset Protection Zone Program, completed over 10,000 property inspections and issued over 500 105F notices to private properties. (Priority N2.3)



A Native Vegetation Marker System site (a.k.a. Blue Marker site).

- Secured over \$390,000 in grants to deliver bushfire recovery activities for fire affected reserves and roadside sites. (Priority N2.4)
- Successfully advocated for State Government action in supporting Bassian Thrush populations impacted by bushfire, resulting in \$20,000 on-ground works at four Council reserves. (Priority N2.4)
- Secured over \$12,000 in grants for biodiversity work on Heritage Agreement Properties.

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

- Organised environmental based workshops at community centres, provided a presentation on the installation of solar PV panels at Woodside, and presented revegetation sessions at local primary schools. (Priority N3.1)



Beyond The Kerb waste and recycling tour group, May 2021.

- Continued our commitment to support and partner with volunteer groups and organisations including Bushcare volunteers, Trees for Life (on their Bush for Life Program), and assisted Landscape Hills & Fleurieu in the Annual Roadside Weed Control Work Plan and Reserve bushcare management. (Priority N3.2)
- Endorsed Council's recommitment to a regional Sector Agreement to work in partnership via the Resilient Hills and Coasts group (local, State Government and Regional Development Australia) to act on climate change. (Priority N3.3)
- Shortlisted as a finalist for the Local Government Professional South Australia award for the Biodiversity, and Sport and Recreations team's management of the Lobethal Bushland Park Bushfire Recovery Project Initiative.

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

- Presented a Green Organics Scoping Study to Council in April 2021. Results from this report include the resolution to double the amount of free green organic drop off days, and the need for further future analysis into options such as a 'fee incentive' to produce less waste. (Priority N4.1 & N4.2)
- Set up education stalls with a focus on how to recycle food scraps and continued to provide kitchen caddies starter packs to assist residents with food scrap recycling. (Priority N4.3)
- Partnered with KESAB in providing a bus tour of recycling facilities including food scrap composting. (Priority N4.3)

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

- Developed an education program based on the Kerbside waste audit data to assist in the reduction of recycling contamination levels and reducing waste to landfill. (Priority N5.1)
- Installed a polystyrene recycling machine at the Heathfield Resource Recovery Centre to reduce the amount of polystyrene disposed to landfill. (Priority N5.2)

Performance Measures

Measure	Target	Strategic Objective	Reporting Frequency	Actual	Note
CPI-N01 - Number of Native Vegetation Marker System BushRAT Assessment sites complete (actual versus planned)	60 NVMS sites per annum	N2	Annually	130 assessments over 75 sites	
CPI-N02 - Woody Weed Control Program - no. of sites complete (actual versus planned)	17 sites per annum	N2	Quarterly	22	
CPI-N03 - Percent of nuisance and litter queries resolved	90%	N2	Quarterly	92% average	
CPI-N04 - Percent of private properties inspected prior to bushfire season that comply with fuel load management requirements	at least 90%	N2	Annually	99.8%	
CPI-N05 - Tonnes of green organics collected on Green organic days	150 tonnes	N4	Quarterly	200 tonnes average	
CPI-N06 - Percentage change in tonnes of waste disposed to landfill compared to previous financial year	Reduction in waste percentage	N5	Annually	2.3% less waste going to landfill	Percentage of waste diverted from landfill: 2019-20 = 51% 2020-21 = 53.3%
CPI-N07 - Number of community education actions delivered (Waste Management Strategy 2016-2021) – Actioned vs Planned	6	N5	Quarterly	13	

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

- Conducted “Take 5 for Safety” session for all staff including a presentation a presentation from Associate Professor Jeremy Woolley, the Director of the Centre for Automotive Safety Research. (Priority O1.1)

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

- Conducted customer experience surveys via SMS and email to 5,318 recipients and received a total of 898 responses which have informed our strategies for improvements in service requests and communications. (Priority O2.4)
- Provided a program of training to key staff on managing complaints.

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

- Conducted a detailed review of the *Long Term Financial Plan* with changes arising from community consultation which will assist in ensuring sustainability can be achieved while also delivering on strategic plan objectives. (Priority O3.1)
- Reviewed and adopted the *External Grant Funding Policy* in November 2020. (Priority O3.1)
- Secured grant funding to complement ratepayers funds to enable the Council to support community, economic and environmental recovery following the 2019-20 bushfires. (Priority O3.1)
- Developed a database of Council services for the purpose of collating and analysing the resourcing, statutory requirements, business continuity, strategic alignment and opportunities for each service. (Priority O3.1)

Staff at Take 5 for Safety - Focus.



Objective O4 - We actively represent our community

- Implemented the broadcasting of Council Meetings during the financial year with plans to further develop our capability in this area. (Priority O4.1)
- Continued to provide opportunities for community members to “have their say” during public forums and deputations at Council Meetings, and in writing on the Council’s Engagement HQ website. (Priority O4.1)
- Refreshed the membership of the Advisory Groups whose function is to provide advice and expertise to Council on various subjects including biodiversity; sustainability; cemetery management, property and bushfire management. (Priority O4.2)

- Lodged submissions enquiries to the Federal Government, State Government and the Local Government Association on matters including bushfire prevention and management, strategic land use and infrastructure planning, legislative reform, economic development, boundary reform, and biodiversity. (Priority O4.3)
- Completed a Strategic Boundary Review and communicated the results to all neighbouring councils to ensure that there was openness and transparency in the consideration of options. No options identified in the Review have been progressed to date. (Priority O4.4)

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

- Contributed significantly throughout the year to consultations regarding the Statutes Amendment (Local Government Review) Bill 2019, which was enacted in late June 2021. (Priority O5.1)
- Reviewed policies, procedures and website functionality to continuously improve and refine governance arrangements and ensure a robust and contemporary governance framework. (Priority O5.1)
- Ensured all Council and Committee reports contain risk assessments and multi-factor analysis to facilitate sound risk mitigation and enable evidence-based decisions can be made. (Priority O5.2)
- Developed key planning documents, such as the Annual Business Plan, with input from the community and made all documents available on Council's website and in person at libraries and contact centres. (Priority O5.3)
- Produced quarterly Council Performance Reports to provide the community with regular updates on Council's key plan progression. (Priority O5.3)

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

- Undertook a Cyber Security Audit which has resulted in the development of and adoption of a Cyber Security Plan for Council. (Priority O6.1)
- Migrated the majority of Council records into a new records management system. (Priority O6.2)
- Commenced the transitioning of number of area's technology systems to a Cloud based software platform that will provide a more resilient and efficient system for Council. (Priority O6.3)
- Engaged with community online on 35 engagement campaigns which resulted in 13,500 website visits to 'Have their say'. (Priority O6.4)
- Transitioned to the state-based planning portal (PlanSA) for the online lodgment of development applications across Council. (Priority O6.5)



Senior ICT Officer, Yashmeet Sandhu, inspects Council's servers.

Performance Measures

Measure	Target	Strategic Objective	Reporting Frequency	Actual	Note
CPI-O01 - Number of Lost time injuries	0	O1	Quarterly	1	Our target is always to have zero lost time injuries. A result of one lost injury is below that of previous years and below the Sector as a whole.
CPI-O02 - Customer Net Ease Score (NES)	+50	O2	Bi-annually	+40	Range is -100 to +100. Therefore result is good but below +50 target.
CPI-O03 - Overall customer satisfaction	75%	O2	Bi-annually	72%	Survey respondent feedback indicates a high level of importance is placed on timeliness of attending to requests and getting back to customers. This is an area of focus for improvement in 2021-22.
CPI-O04 - Operating Surplus Ratio	1-5%	O3	Annually	4.5%	
CPI-O05 - Net Financial Liabilities Ratio	25-75%	O3	Annually	39%	
CPI-O06 - Asset Sustainability Ratio	95-105%	O3	Annually	85%	Below 95% as a result of COVID-19 impact on procurement - resulting in capital carry forward of renewal expenditure, and also savings made on projects of \$360k which also has had an impact on the ratio.
CPI-O07 - Decisions (Council resolutions) considered in open Ordinary & Special Council meetings during the reporting period	90%	O4	Quarterly	96% average	
CPI-O08 - Council member attendance at Ordinary & Special meetings	90%	O4	Quarterly	89% average	Council granted ten requests for a leave of absence, received eight apologies from Members and had one instance of an absence by a Member.
CPI-O09 - FOI requests completed within the legislated timeframe	100%	O6	Quarterly	82% average	Four cases at the end of the financial year which were a few days over the time limit impacted the previous 100% completion rate.
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	8.7%	

Our Focus in 2021-22

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



A prosperous Economy

- Supporting events in the region such as the Santos Tour Down Under.
- Supporting preparation for tourism restart across the region including undertaking an expression of interest for establishing 'free' camping sites in the region.
- Seeking external funding opportunities for key projects and programs in the region.
- Progressing our World Heritage Bid.



A functional Built Environment

- Implementing the State's new Planning and Development System including the conversion of Council's Development Plan into the new Code.
- Implementing a new Cemetery Management System.
- Preparing revised Asset Management Plans.
- Increasing our new footpath program by \$50k per annum.
- Upgrading to Crafers Village Main Street.
- Continuing to implement our Corporate Carbon Management Plan.



A valued Natural Environment

- Significantly expanding our Tree Management team and strategic programs.
- Undertaking community education on the cat confinement rules in preparation for 1 January 2022 implementation.
- Exploring options for a cat facility.
- Expanding incorporation of recycled materials into our Capital Works Program.
- Expanding on our emergency management response.
- Undertaking property inspections and education as part of bushfire prevention strategies.



Community Wellbeing

- Implementing a Community Resilience and Readiness Program.
- Progressing the \$4.3 million development of Fabrik Arts + Heritage.
- Implementing the Access and Inclusion Plan.
- Developing a Library Strategic Plan.
- Developing an 'Innovate' Reconciliation Action Plan.
- Developing a new Regional Health Plan with a focus on wellbeing.



A progressive Organisation

- Continuing to explore and implement digital solutions to improve the staff and customer experience.
- Enhancing our Cyber Security Framework through implementation of additional systems and strategies to mitigate the threat of cyber attacks.
- Implementing the Service Review Framework to better analyse our services and how we allocate our resources.
- Implementing the systems and processes arising from the Local Government Reform legislative changes.

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 2020-21.

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 2020-21:

- 12 ordinary meetings
- Three special meetings

Council Committee meetings held in 2020-21:

- Six Audit Committee meetings
- Four CEO Performance Review Panel meetings

The attendance of the Mayor and Councillors at 2020-21 Council meetings are detailed in the table on the right.

Council Meeting Type	Ordinary Council		Special Council	
	P	A	P	A
Total Meetings Held	12		3	
Mayor Jan-Claire Wisdom	9	3	1	2
Cr Nathan Daniell	11	1	3	0
Cr Ian Bailey	12	0	3	0
Cr Kirrilee Boyd	8	4	2	1
Cr Pauline Gill	12	0	3	0
Cr Chris Grant	12	0	3	0
Cr Linda Green	12	0	3	0
Cr Malcolm Herrmann	12	0	3	0
Cr John Kemp	8	4	2	1
Cr Leith Mudge	11	1	3	0
Cr Mark Osterstock	12	0	3	0
Cr Kirsty Parkin	10	2	3	0
Cr Andrew Stratford	9	3	3	0

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. Some Council Members also attended sessions held by the Local Government Association (LGA).

Training topics available included:

- Council Member mid-term refresher training
- SA Power Network – Vegetation Management
- Council Member Professional Development – end of year refresher training
- Mayor's Forum (by the LGA)
- Role of Council Members on the Council Assessment Panel (by the LGA)
- Planning, Development and Infrastructure Act information sessions (by the LGA)

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 2020-21.

	Remuneration
Mayor/Principal Member	\$72,132
Deputy Mayor/Presiding Member of a Prescribed Committee*	\$22,541
Other Council Members	\$18,033

*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 travelling 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.

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.

Six (6) ordinary meetings were held during 2020-21. 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:

- Independent Presiding Member: \$550 per meeting (not utilised in 2020-21).
- Independent Member: \$400 per meeting.

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)	5	1
Natalie Johnston (Independent Member from 1/12/20)	3	0
David Moffatt (Independent Member)	6	0
Paula Davies (Independent Member until 30/11/20)	3	0

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 2020-21, an internal 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:

CEOPRP Member name	No. of meetings present	No. of meetings absent or apology
Cr Mark Osterstock (Presiding Member)	4	0
Mayor Jan-Claire Wisdom	3	1
Cr Kirsty Parkin (until 26/11/20)	2	1
Cr Chris Grant (from 27/11/20)	1	0
Janet Miller (Independent Member from 1/12/20)	1	0
Paula Davies (Independent Member until 30/11/20)	3	0

Four (4) ordinary meetings were held in 2020-21. 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:

- Independent Presiding Member: \$550 per meeting(not utilised in 2020-21).
- Independent Member: \$400 per meeting.

Council's Assessment Panel (CAP)

As a result of the State Government's rollout 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, four Independent members (which includes an Independent Presiding member) and a Specialist Independent Member.

Membership and attendance during the financial year was:

CAP Member name	No. of meetings present	No. of meetings absent or apology
Cr John Kemp	12	0
Geoff Parsons (Independent Presiding Member)	12	0
Ross Bateup (Independent Member)	12	0
David Brown (Independent Member)	12	0
Piers Brissenden (Independent Member until 1/9/20)	2	0
Paul Mickan (Independent Member from 1/9/20)	6	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 2020-21, 12 meetings of the Panel were held.

Sitting fees paid to independent members of the CAP were:

- Independent Presiding Member: \$500 per meeting
- Independent Ordinary Member: \$380 per meeting.
- Council Member: \$190 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 and Recreation Facility Framework Internal Working Group
- Adelaide Hills 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 seven (7) meetings during the year to review the adequacy of fire safety for large buildings in the district. The members and attendance for the committee was:

CAP Member name	No. of meetings present	No. of meetings absent or apology
Peter Harmer (Building Surveyor)	7	0
Colin Paton (CFS Representative)	7	0
Jeff Grinnell (Council staff)	7	0
Deryn Atkinson (Council staff)	7	0

The Committee conducted 16 inspections and considered 18 buildings during the year, working with building owners to improve their buildings in relation to fire exits, emergency lighting, fire-fighting equipment, water supply, hydrant coverage, access for fire services, and bushfire survival plans. Five (5) Notices of Fire Safety Required Works were issued.

Informal Gatherings

Informal Gatherings (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. Informal Gatherings are not used to make decisions; all decision-making is conducted at the formal Council and Section 41 Committee meetings.

A 'designated' Informal Gathering is one that involves the discussion of a matter that is, or is intended to be, part of a formal agenda of a Council or Council Committee meeting. These gatherings are open to the public except where they are conducted in confidence in accordance with legislative provisions. All 'designated' Informal Gatherings are advertised on Council's website.

Informal Gatherings held in 2020-21

CDIG = Closed Designated Informal Gathering

ODIG = Open Designated Informal Gathering

CIG = Closed Information Gathering

OIG = Open Information Gathering

Date	Topic	Type
14/07/2020	LG Reform - Draft Bill	ODIG
14/07/2020	CEO Update	CDIG
21/07/2020	GRFMA Charter Review 2 briefing	CDIG
21/07/2020	Update on the implementation of Phase 3 of the Planning & Design Code	ODIG
21/07/2020	CEO Update on Performance for 2019-2020	ODIG
21/07/2020	CEO Performance Review process commencement	ODIG
21/07/2020	CEO Update	CDIG
11/08/2020	Suicide Prevention Network - forming one in the Adelaide Hills	ODIG
11/08/2020	Crafers Village Mainstreet Design Guidelines	ODIG

Date	Topic	Type
11/08/2020	CEO Update	CDIG
18/08/2020	Fabrik Facilities Development Plan	ODIG
18/08/2020	Community & Recreation Facility Framework – summary of consultation outcomes	ODIG
18/08/2020	Local Design Review - Draft submission to Office of Design & Architecture SA	ODIG
18/08/2020	Amendments to LG Elections Act	ODIG
18/08/2020	CEO Update	CDIG
8/09/2020	CEO Update	CDIG
8/09/2020	Event Recovery Support Program	ODIG
8/09/2020	Review of Development Application Fee Waiver Policy	ODIG
15/09/2020	Council Member Mid-Term Refresher Training	ODIG
15/09/2020	Emergency Management Plan	ODIG
15/09/2020	Engagement for Draft Road, Footpath and Kerb Asset Management Plan	ODIG
15/09/2020	Genetically Modified Food Crop Consultation Feedback Summary	ODIG
15/09/2020	CEO Update	CDIG
13/10/2020	Stirling Community Theatre presentation	CDIG
13/10/2020	Disability Access and Inclusion Plan	CDIG
13/10/2020	Climate mitigation and adaptation information update	CDIG
13/10/2020	Draft Road Footpath Kerb Asset Management Plan	CDIG
13/10/2020	CEO Update	CDIG

Date	Topic	Type
20/10/2020	Strategic Boundary Review - consultation outcomes	CDIG
20/10/2020	LGA AGM Agenda Review	ODIG
20/10/2020	Digital learning through the library	ODIG
20/10/2020	Woodside Pool Management Agreement	ODIG
20/10/2020	Ashton Landfill	CDIG
20/10/2020	CEO Update	CDIG
10/11/2020	SA Power Network - Vegetation Management	OIG
10/11/2020	Library Services Strategy	ODIG
10/11/2020	Economic Development Plan	ODIG
10/11/2020	Stirling Lawn Rotunda Replacement	ODIG
10/11/2020	CEO Update	CDIG
17/11/2020	GRFMA Charter Review 2 - update on the proposed funding and governance arrangements	CDIG
17/11/2020	Youth Action Plan	ODIG
17/11/2020	Update on the revised P&D Code and the responses to Council's first submission.	ODIG
17/11/2020	CEO Update	CDIG
8/12/2020	Long Term Financial Plan (LTFP)	ODIG
8/12/2020	Trail Audit & Review of Trail Documents	CDIG
8/12/2020	Review of Hard Waste Collection service and costs	CDIG
8/12/2020	CEO Update	CDIG

Date	Topic	Type
10/12/2020	Council Member Christmas Function	CIG
14/12/2020	Bushfire Safety and WH&S Obligations	CIG
30/01/2021	LTFP Workshop	CDIG
9/02/2021	Road Rallies	CDIG
9/02/2021	Electronic attendance at Council Meetings & Gatherings	ODIG
9/02/2021	CEO Update	CDIG
16/02/2021	S&HLGA Charter Review	ODIG
16/02/2021	Local Road & Community Infrastructure Program (LRCIP)	CDIG
16/02/2021	Strategic Boundary Review Workshop	CDIG
16/02/2021	CEO Update	CDIG
9/03/2021	Community & Recreation Facility Framework - Draft	CDIG
9/03/2021	CEO Update	CDIG
16/03/2021	Public Art Strategy Consultation	ODIG
16/03/2021	Information Management Training	ODIG
16/03/2021	Community Perception Survey results	CDIG
16/03/2021	CEO Update	CDIG
26/03/2021	ABP Workshop	CDIG
13/04/2021	Draft ABP discussion	CDIG
13/04/2021	Trails Draft Policy & Framework	CDIG
13/04/2021	Cemeteries	ODIG
13/04/2021	CEO Update	CDIG

Date	Topic	Type
20/04/2021	Gawler River Floodplain Management Authority – ABP and Budget 2021-22	ODIG
20/04/2021	Carbon Inventory	ODIG
20/04/2021	CEO Update	CDIG
11/05/2021	Orchard Netting	OIG
11/05/2021	Kerbside Waste Audit and Education Program - CEO Target	ODIG
11/05/2021	Cemeteries	ODIG
11/05/2021	CEO Update	CDIG
18/05/2021	East Waste - 2021-22 ABP and Budget	ODIG
18/05/2021	Mobile Library	ODIG
18/05/2021	Adelaide Hills (War Memorial) Swimming Centre	CDIG
18/05/2021	CEO Update	CDIG
8/06/2021	CEO Performance Targets	CDIG
8/06/2021	Community Recreation & Facilities Framework & Play Space Framework	CDIG
8/06/2021	CEO Update	CDIG
15/06/2021	Adelaide Hills Regional Waste Management Authority (AHRWMA) ABP&B Presentation	ODIG
15/06/2021	Single-use plastics from MON	ODIG
15/06/2021	Fabrik - grant funding and financial projections	ODIG
15/06/2021	Council Member Professional Development	CDIG
15/06/2021	CEO Update	CDIG

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.

Council's Representation Quota

The Adelaide Hills Council's total representation quota (the number of electors for each Council Member including Mayor) in 2020-21 is 1 for every 2,265 electors. The total number of electors is 29,442.

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 28,562) = 1:2,197
- City of Norwood Payneham and St Peters (electors 25,862) = 1:1,847
- Burnside (electors 32,083) = 1:2,468
- City of Unley (electors 27,602) = 1:2,123.

(Information provided by the Electoral Commission of SA, current as at 30 June 2021)

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*.

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

During 2020-21, 26 items were considered in closed session in accordance with Section 90(2) of the *Local Government Act 1999*. Of these, 14 items were released in full and 12 remained in confidence, in accordance with Section 91(7) of the Act as at 30 June 2021.

Date	Council/Committee	Item No.	Title	LGA 1999 Section	New confidentiality recommendation/ Date released	Status as at 30 June 2021
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
8/06/2021	Special Council	8.1.2	Heathfield Oval Change Rooms Tender	90(2) 90(3)(h)	Released 31 August 2021	Released
25/05/2021	Ordinary Council	18.1.1	Multi-Year Road Rally Proposal	90(3)(d)		Retained in confidence
24/05/2021	Audit Committee	8.1.1	Cyber Security Report	90(3)(e)		Retained in confidence
27/04/2021	Council	18.1	Advisory Group Independent Members	90(3)(a)	Item released 31 May 2021.	Released

Date	Council/Committee	Item No.	Title	LGA 1999 Section	New confidentiality recommendation/ Date released	Status as at 30 June 2021
23/03/2021	Council	18.1	Sale of Land for Recovery of Debt, Lenswood	90(2) 90(3)(i)		Retained in confidence
27/01/2021	Council	18.2	CWMS Review	90(3)(d)		Retained in confidence
27/01/2021	Council	18.1	AHC Tender 202021-12 Supply of Limestone Rubble	90(3)(k)		Retained in confidence
15/12/2020	Council	18.2	External Audit Contract	90(3)(d)	Released 25 January 2021	Released
15/12/2020	Council	18.1	Citizen of the Year 2021	90(3)(a)	Released 26 January 2021	Released
16/11/2020	Audit Committee	7.1.1	External Audit Contract	90(3)(d)	Released 25 January 2021	Released
27/10/2020	Ordinary Council	18.3.1	Event Opportunity	90(3)(j)	Released 31 December 2020	Released
27/10/2020	Ordinary Council	18.2.1	CEO PRP Independent Member Appointment	90(3)(a)	Released 18 November 2020	Released
27/10/2020	Ordinary Council	18.1	Audit Committee Independent Member Appointment	90(3)(a)	Released 18 November 2020	Released
19/10/2020	Audit	7.2	Cyber Security Audit	90(3)(e)		Retained in confidence
22/09/2020	Council	18.1.1	2020 CEO Performance & Remuneration Reviews	90(3)(a)	Released 16 October 2020	Released
3/09/2020	CEO PRP	10.1.2	CEO Performance Review and Remuneration Review - Confidential	90(3)(a)	Released 16 October 2020	Released
28/07/2020	Council	18.2	Appointment of Independent Member to Council Assessment Panel	90(3)(a)	Released 07 September 2020	Released
30/06/2020	Special Council	8.1.1	Sealed Roads Renewal Contract	90(3)(k)	Released 07 September 2020	Released
23/06/2020	Council	18.1.1	Event Opportunity	90(3)(j)		Retained in confidence
28/01/2020	Council	19.1.1	Open Office Pty Ltd Contract Novation Deed	90(3)(d)	Released 17 November 2020	Released
7/05/2019	Special Council	19.1	Unsolicited Approach to Purchase Community Land	90(3)(d)		Retained in confidence
1/08/2018	Special Council	7.2.1	Retirement Village Review	90(3)(b)		Retained in confidence
27/02/2018	Council	19.2	Adelaide Hills Swimming Centre Shade Sail	90(3)(i)	Released 18 November 2020	Released
22/04/2014	Council	18.2.1	AHRWMA	90(3)(b,d,i)		Retained in confidence

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
PO Box 44, Woodside, SA 5244
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. Anyone can have their say using 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 13,500 visits to the Your Say website and 35 community engagement projects for contributions or information. This is an increase in visitors to the site and an increase in visitors per consultation compared to previous years.

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.

Due to COVID-19 restrictions only one Community Forum was held in 2020-21 (separate from Ordinary Council Meetings) on 30 March 2021 at Mylor, with 55 people in attendance.

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 2020: 2

Internal review requests received in 2020-21: 6

Internal reviews closed in 2020-21: 7

Internal reviews in progress at 30 June 2021: 1

Internal review subject	Lodged	Closed	Outcome
Decision to provide consent to road closures for 2018 motorsport event	February 2019	November 2020	Original decision upheld
Decision not to relocate stormwater pipes	June 2019	January 2021	Resolved to satisfaction of requester through alternative process
Decision not to remove Council trees in verge	July 2020	September 2020	Original decision upheld
Decision to adopt by-law requiring cats to be contained to owner's property	October 2020	October 2020	Review refused as request made more than 6 months after decision
Decision to place limits on correspondence	January 2021	March 2021	Original decision upheld
Decision not to seal an unsealed road intersection	March 2021	June 2021	Original decision upheld
Decision not to remove Council trees in road verge	June 2021		In progress at 30 June 2021
Decision not to delete employment application from Council records	June 2021	June 2021	Withdrawn by applicant

Freedom of Information requests

Thirty requests for information were made under the Freedom of Information Act 1991 in 2020-21; an increase from seventeen received in the previous year. An additional three applications rolled over from the 2019-20 year taking the total to thirty-three managed during the 2020-21 period.

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. 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
PO Box 44 WOODSIDE SA 5244

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*.

FOI Requests	Number
Outstanding from previous period	3
New applications	30
Total to be processed	33
Transferred in full	0
Determined - Full release	10
Determined - Partial release	13
Determined - Refused	4
Outstanding at the end of the period	3
External review pending (9 received + 3 court subpoenas)	3

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

- Mandatory Code of Conduct for Council Employees (LG Act section 110)

Community

- Acknowledgement 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
- Grant Giving
- Liquor Licensing
- Outdoor Dining
- Play Space
- Public Consultation
- Public Transport
- Roadside Trading
- Safe Environments
- School Parking and Associated Facilities
- Sport and Recreation

- Tributes for Commemorative Services
- Volunteer Engagement
- Wastewater System Application Fee Refunds
- Request for Services
- Risk Management
- Unreasonable Complainant Conduct

Corporate Governance

- Advisory Group Operation and Conduct
- Caretaker
- 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
- Informal Council and Committee Gatherings and Discussions
- Internal Audit
- Internal Review of Council Decisions
- Order Making
- Petitions
- Public Interest Disclosure
- Public Interest Disclosure Procedure
- Procurement
- Prudential Management
- Records and Information Management

Council Member

- Council Member Conduct
- Council Member Training & Development
- Council Member Allowances and Support
- Mayor Seeking Legal Advice
- One Team Communication Protocols

Development and Engineering

- Accredited Professionals
- Buffers
- Building & Swimming Pool Inspection
- 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
- Development Applications Involving Regulated Tree(s)
- Development Application Document Reproduction
- Management of Built Heritage
- Privately Funded (Council-led) Code Amendments

- Public Place & Road Naming
- Provision of Physical Models for Major Development Proposals
- Unsealed Roads

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. The register will be reviewed on an annual basis. It lists community lands and does not include any lands revoked or excluded under the *Local Government Act 1999*.

Competitive tendering

In 2020-21 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 2020-21, 58 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*.

Environment & Open Space

- Directional Signage
- Burning Permit
- Genetically Modified Crops
- Telecommunications Installation Small Cell Stobie Pole Mounted Antennae
- Tree Management
- Waste & Resource Recovery Service

Finance

- Debt Recovery (inc. CWMS Customer Hardship Policy)
- Disposal of Assets
- Grant & External Funding (Acceptance) Policy
- Rating
- Treasury
- Infrastructure & Assets
- Asset Management
- Occasional Hiring of Council Meeting Rooms
- Road Rents
- Street Lighting
- Trails and Cycling Routes Management

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 2020-21 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 2021, Council's workforce consisted of 197.47 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 2020-21 of 8.7 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 Performance

With COVID restrictions and changes affecting 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.

Leadership Development

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

Over the past year with many COVID restrictions reducing the ability to run live training sessions, the focus has been on working with People Leaders on different ways to engage with their people, how they provide support to their people when in limited physical contact with them, and how to care for their people working outside of their normal environment. Supporting People Leaders in managing a more flexible workforce as an ongoing practice has been undertaken as more people returned to an AHC site.

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. This includes ensuring that our positions are advertised 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.

Over the year a key focus was the continued implementation of our safety system Skytrust. Through work across different areas of the organisation, a number of modules have been implemented resulting in information in the system being more readily accessible, removal of paper based systems, corrective actions being more immediate, training being rolled out online and reminders to relevant people to manage ongoing work.

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.

The Chief Executive Officer, four Directors, and two Executive Managers have salary packages that incorporate compulsory superannuation and may include the provision of a motor vehicle for business and private use. Other benefits 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 to the Chief Executive Officer, Directors, or Executive Managers.

The Salary Register is available at Council's Service Centres and on our website.

Remuneration payable to Council's auditor

Remuneration payable for the audit of the Adelaide Hills Council Internal Financial Controls and Annual Financial Statements for 2020-21 was \$24,400.

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 2021



General Purpose Financial Statementsfor the year ended 30 June 2021

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Adelaide Hills Council

General Purpose Financial Statements

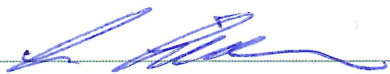
for the year ended 30 June 2021

Certification of Financial Statements

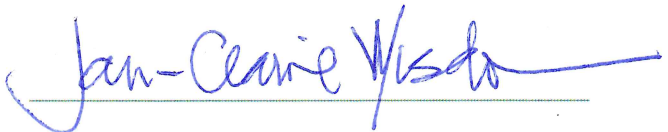
We have been authorised by the Council to certify the financial statements in their final form.

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 2021 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.



Andrew Aitken
Chief Executive Officer



Jan-Claire Wisdom
Mayor

Date 02 NOVEMBER 2021

Statement of Comprehensive Income

for the year ended 30 June 2021

\$ '000	Notes	2021	2020
Income			
Rates	2a	40,110	38,547
Statutory Charges	2b	1,489	1,180
User Charges	2c	705	704
Grants, Subsidies and Contributions	2g	8,219	5,245
Investment Income	2d	22	42
Reimbursements	2e	235	228
Other income	2f	637	517
Net Gain - Equity Accounted Council Businesses	19(a)	764	73
Total Income		52,181	46,536
Expenses			
Employee costs	3a	18,644	17,664
Materials, Contracts and Other Expenses	3b	21,101	21,608
Depreciation, Amortisation and Impairment	3c	9,451	9,207
Finance Costs	3d	615	589
Net loss - Equity Accounted Council Businesses	19(a)	13	10
Total Expenses		49,824	49,078
Operating Surplus / (Deficit)		2,357	(2,542)
Physical Resources Received Free of Charge	2h	1,884	970
Asset Disposal & Fair Value Adjustments	4	(2,045)	(1,757)
Amounts Received Specifically for New or Upgraded Assets	2g	1,108	556
Net Surplus / (Deficit)		3,304	(2,773)
Other Comprehensive Income			
Amounts which will not be reclassified subsequently to operating result			
Changes in Revaluation Surplus - I,PP&E	9a	7,811	(4,485)
Share of Other Comprehensive Income - Equity Accounted Council Businesses	19	31	-
Other Equity Adjustments - Equity Accounted Council Businesses		69	78
Total Amounts which will not be reclassified subsequently to operating result		7,911	(4,407)
Total Other Comprehensive Income		7,911	(4,407)
Total Comprehensive Income		11,215	(7,180)

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

Statement of Financial Position

as at 30 June 2021

\$ '000	Notes	2021	2020
ASSETS			
Current assets			
Cash & Cash Equivalent Assets	5a	637	518
Trade & Other Receivables	5b	3,225	2,761
Inventories	5c	23	18
Total current assets		<u>3,885</u>	<u>3,297</u>
Non-current assets			
Equity Accounted Investments in Council Businesses	6	2,342	1,491
Infrastructure, Property, Plant & Equipment	7a(i)	433,592	422,745
Total non-current assets		<u>435,934</u>	<u>424,236</u>
TOTAL ASSETS		<u>439,819</u>	<u>427,533</u>
LIABILITIES			
Current Liabilities			
Trade & Other Payables	8a	7,734	5,254
Borrowings	8b	5,523	7,285
Provisions	8c	3,963	3,588
Total Current Liabilities		<u>17,220</u>	<u>16,127</u>
Non-Current Liabilities			
Borrowings	8b	5,425	5,446
Provisions	8c	1,527	1,528
Total Non-Current Liabilities		<u>6,952</u>	<u>6,974</u>
TOTAL LIABILITIES		<u>24,172</u>	<u>23,101</u>
Net Assets		<u>415,647</u>	<u>404,432</u>
EQUITY			
Accumulated surplus		142,182	138,645
Asset revaluation reserves	9a	273,017	265,206
Other reserves	9b	448	581
Total Council Equity		<u>415,647</u>	<u>404,432</u>
Total Equity		<u>415,647</u>	<u>404,432</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 2021

\$ '000	Notes	Accumulated surplus	Asset revaluation reserve	Other reserves	Total equity
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	7a	–	7,811	–	7,811
- Share of OCI - Equity Accounted Council Businesses		31	–	–	31
- Other Equity Adjustments - Equity Accounted Council Businesses	19	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
2020					
Balance at the end of previous reporting period		141,348	269,691	573	411,612
Net Surplus / (Deficit) for Year		(2,773)	–	–	(2,773)
Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	–	(4,485)	–	(4,485)
- Other Equity Adjustments - Equity Accounted Council Businesses	19	78	–	–	78
Other comprehensive income		78	(4,485)	–	(4,407)
Total comprehensive income		(2,695)	(4,485)	–	(7,180)
Transfers between Reserves		(8)	–	8	–
Balance at the end of period		138,645	265,206	581	404,432

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 2021

\$ '000	Notes	2021	2020
Cash flows from operating activities			
<u>Receipts</u>			
Rates Receipts		39,969	38,288
Statutory Charges		1,489	1,180
User Charges		705	704
Grants, Subsidies and Contributions (operating purpose)		7,857	5,121
Investment Receipts		4	42
Reimbursements		235	228
Other Receipts		988	929
<u>Payments</u>			
Finance Payments		(615)	(589)
Payments to Employees		(18,410)	(16,703)
Payments for Materials, Contracts & Other Expenses		(19,610)	(22,410)
Net cash provided by (or used in) Operating Activities	11b	<u>12,612</u>	<u>6,790</u>
Cash flows from investing activities			
Amounts Received Specifically for New/Upgraded Assets		2,409	556
Sale of Replaced Assets		604	714
Sale of Surplus Assets		17	117
Sale of Investment Property		–	1,530
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets		(7,823)	(9,718)
Expenditure on New/Upgraded Assets		(5,372)	(3,223)
Net cash provided (or used in) investing activities		<u>(10,165)</u>	<u>(10,024)</u>
Cash flows from financing activities			
<u>Payments</u>			
Repayments of Borrowings		(5,000)	(62)
Repayment of Lease Liabilities		(336)	(211)
Repayment of Aged Care Facility Deposits		(192)	–
Net Cash provided by (or used in) Financing Activities		<u>(5,528)</u>	<u>(273)</u>
Net Increase (Decrease) in Cash Held		<u>(3,081)</u>	<u>(3,507)</u>
plus: Cash & Cash Equivalents at beginning of period		(1,482)	2,025
Cash and cash equivalents held at end of period	11a	<u>(4,563)</u>	<u>(1,482)</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 Principal Financial Statements
for the year ended 30 June 2021

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Notes to the Financial Statements

for the year ended 30 June 2021

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*.

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 Estimates and assumptions

COVID-19 is not expected to have a significant financial impact on Council operations. It is expected that there may be some minor financial impacts flowing into the 2021-22 financial year but these have been largely taken into account during the development of the budget process for 2021-22. The budget assumptions for 2021-22 assume that no further harsher restrictions are 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.

1.4 Rounding

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

(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 the Financial Statements

for the year ended 30 June 2021

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
2018-19	\$1,526,078	\$1,537,852	- \$11,774
2019-20	\$1,640,046	\$1,564,152	+\$75,894
2020-21	\$1,516,052	\$1,581,658	-\$65,606

In addition, the 2020-21 Supplementary Local Road Grants of \$345,069 was paid in advance in June 2019.

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.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

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

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.

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.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

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.

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	80 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.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

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.

(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.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

(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.

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

New and amended standards and interpretations

The Council applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2020. New standards and amendments relevant to the Council are listed below. The Council has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

Amendments to AASB 101 and AASB 108 Definition of Material

The amendments provide a new definition of material that states, "information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity." The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users. These amendments had no impact on the financial statements of, nor is there expected to be any future impact to the Council.

(15) COVID-19 Pandemic

The COVID-19 pandemic has impacted the 2020-21 financial statements, which may impact on the comparability of some line items and amounts reported in these financial statements and/or the notes. The financial impacts are a direct result of either Council's response to the pandemic or due to the mandatory shut downs as directed by the Australian Government and the advice from the Australian Government Department of Health and SA Health.

This included:

- Reduced revenue from events and venue hire
- Waiving of outdoor dining fees
- Business support in the form of temporary suspension of:
 - Fines & Interest
 - Penalties
 - Debt recovery actions
- Additional costs for
 - Cleaning
 - Equipment hire to maintain social distancing
 - Health and Safety initiatives
 - Hibernation costs for Council Venues

COVID-19 is not expected to have a significant financial impact on Council. Council estimates that the reduction in revenue and the increase in expenditure resulted in a decrease of approximately \$150k in the 2020-21 net result. It is expected further financial impacts will flow into the 2021-22 financial year. However, Council had determined that there is no material uncertainty that casts doubt on Council's ability to continue as a going concern.

(16) Adelaide Hills Bushfire Events

Council has had two bushfire events in the last couple of years within the Adelaide Hills Council district which has impacted the 2020-21 financial statements.

Council infrastructure has had minimal damage, with the most serious impact to land including Lobethal Bushland Park.

As a result of these events, Council has spent a further \$1.6m in roadside tree clean-up in the 2020-21 financial year as well as other costs including road repairs, fixing fences, repairing recreational trails, restoring fauna habitat and helping the community rebuild on top of \$3.0m spent in 2019-20.

To offset this Council received \$2.5m in State Government funding in 2020-21 on top of \$1.225m Federal funding received in 2019-20. In addition, insurance recoveries in the order of \$175k were received in 2020-21.

Council estimates that the net impact of the Cudlee Breek bushfire in terms of grants received and increase in expenditure resulted in an increase of approximately \$0.9m to the 2020-21 net result.

In addition there is likely to be further costs incurred in relation to:

- tree management and further road tree works and debris clean up
- fencing contributions to properties abutting Council land
- additional resources to manage the development applications the Council expects to receive over the next 1-2 years for people rebuilding destroyed assets.
- biodiversity protection and regeneration work over the next few years including managing weed incursion in places that were completely burnt through such as Lobethal Bushland Park and more than 70 significant roadside vegetation sites.

It is therefore expected that further financial costs, in the order of \$300k, will also flow into the 2021-22 and future financial years. However, Council has considered the consequences of this and similar events and conditions, and it has determined that they do not create a material uncertainty that casts significant doubt upon the Council's ability to continue as a going concern.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Summary of Significant Accounting Policies (continued)

(17) 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.

(18) Disclaimer

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

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Income

\$ '000	2021	2020
(a) Rates		
General Rates		
General Rates	37,495	35,942
Less: Mandatory Rebates	(288)	(267)
Less: Discretionary Rebates, Remissions & Write Offs	(118)	(134)
Total General Rates	37,089	35,541
Other Rates (Including Service Charges)		
Community Wastewater Management Systems	1,777	1,730
Landscape Levy	958	972
Separate & Special Rates	5	6
Stirling Business Association Separate Rate	95	95
Total Other Rates (Including Service Charges)	2,835	2,803
Other Charges		
Penalties for Late Payment	186	150
Legal & Other Costs Recovered	–	53
Total Other Charges	186	203
Total Rates	40,110	38,547
(b) Statutory Charges		
Animal Registration Fees & Fines	454	428
Development Act Fees	774	559
Health & Septic Tank Inspection Fees	127	76
Other Licences, Fees & Fines	27	29
Parking Fines / Expiation Fees	30	28
Searches	77	60
Total Statutory Charges	1,489	1,180
(c) User Charges		
Cemetery Fees	322	334
Community Centres	94	98
Lobethal Woollen Mill Precinct	137	162
Retirement Villages	34	37
Sundry	118	73
Total User Charges	705	704
(d) Investment Income		
Interest on Investments		
- Local Government Finance Authority	1	7
- Banks & Other	7	35
Unwinding of Premiums & Discounts	14	–
Total Investment Income	22	42

continued on next page ...

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Income (continued)

\$ '000	2021	2020
(e) Reimbursements		
Lobethal Woollen Mill Precinct	192	193
Other Properties	19	10
Private Works	7	10
Other	17	15
<u>Total Reimbursements</u>	<u>235</u>	<u>228</u>
(f) Other income		
Insurance & Other Recoupments - Infrastructure, IPP&E	224	162
Insurance & Other Recoupments - Bushfire Events	175	–
Public Lighting SLUOS Refund	–	97
Sundry	238	258
<u>Total Other income</u>	<u>637</u>	<u>517</u>
(g) Grants, Subsidies, Contributions		
Amounts Received Specifically for New or Upgraded Assets	1,108	556
Total Amounts Received Specifically for New or Upgraded Assets	<u>1,108</u>	<u>556</u>
Community Home Support Program Grants	957	942
Community Recovery Grant	177	47
Community Wastewater Management Systems Contributions	113	86
Library and Communications	289	292
Local Roads & Community Infrastructure Program	1,489	–
Natural Disaster Recovery Funding	2,532	1,225
Roads to Recovery	699	699
Sundry	447	314
Untied - Financial Assistance Grant	1,516	1,640
Total Other Grants, Subsidies and Contributions	<u>8,219</u>	<u>5,245</u>
<u>Total Grants, Subsidies, Contributions</u>	<u>9,327</u>	<u>5,801</u>
The functions to which these grants relate are shown in Note 12.		
(i) Sources of grants		
Commonwealth Government	5,003	4,488
State Government	4,175	964
Other	149	349
Total	<u>9,327</u>	<u>5,801</u>
(ii) Individually Significant Items		
Grant Commission (FAG) Grant received in advance recognised as Income	846	912
(h) Physical Resources Received Free of Charge		
Land & Improvements	1,884	970
<u>Total Physical Resources Received Free of Charge</u>	<u>1,884</u>	<u>970</u>

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Expenses

\$ '000	Notes	2021	2020
(a) Employee costs			
Salaries and Wages		15,532	14,537
Employee Leave Expense		2,077	2,048
Superannuation - Defined Contribution Plan Contributions	18	1,361	1,244
Superannuation - Defined Benefit Plan Contributions	18	224	284
Workers' Compensation Insurance		423	405
Personal Income Protection Insurance		260	262
Other Employee Related Costs		285	300
Less: Capitalised and Distributed Costs		(1,518)	(1,416)
Total Operating Employee Costs		18,644	17,664
Total Number of Employees (full time equivalent at end of reporting period)		197	194
(b) Materials, Contracts and Other Expenses			
(i) Materials, Contracts and Expenses			
Bank Fees		88	88
Contractors		4,270	4,075
Contractors - Bushfire Recovery		1,609	3,038
Contractors - Cleaning		356	334
Contractors - Tree Management		864	568
Contributions & Donations		1,420	1,211
Contract Labour		601	556
Energy		510	554
Insurance		630	605
Landfill Remediation		321	442
Legal Expenses		186	281
Levies - Other		309	310
Levies Paid to Government - Landscape Levy		959	972
Licencing - ICT		618	684
Pandemic Response		151	96
Parts, Accessories & Consumables		1,974	1,758
Professional Services		86	60
Stirling Business Association		95	95
Sundry		398	404
Telephone (incl data)		269	266
Water		198	237
Waste		4,450	4,283
Work-in-Progress Write-off		278	-
Less: Capitalised and Distributed Costs		(86)	(88)
Subtotal - Material, Contracts & Expenses		20,554	20,829

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Expenses (continued)

\$ '000	2021	2020
(ii) Prescribed Expenses		
Auditor's Remuneration		
- Auditing the Financial Reports	22	24
- Other Auditors	35	13
Elected Members' Expenses	428	421
Election Expenses	13	13
Lease Expense - Low Value Assets / Short Term Leases	49	308
Subtotal - Prescribed Expenses	547	779
Total Materials, Contracts and Other Expenses	21,101	21,608

(c) Depreciation, Amortisation and Impairment

Depreciation and Amortisation

Buildings	1,113	1,148
Infrastructure		
- Bridges	282	291
- Cemeteries	30	31
- Community Wastewater Management Systems	397	413
- Footpaths	322	312
- Guardrails	86	146
- Kerb & Gutter	402	327
- Playgrounds	87	69
- Retaining Walls	163	169
- Roads	4,201	4,197
- Sport & Recreation	330	326
- Stormwater	461	454
- Street Furniture	94	71
- Traffic Controls	26	25
Right-of-use Assets	341	214
Plant & Equipment	1,052	943
Furniture & Fittings	64	71
Total Depreciation, Amortisation and Impairment	9,451	9,207

(d) Finance Costs

Interest on Overdraft and Short-Term Drawdown	30	10
Interest on Loans	568	568
Charges on Finance Leases	17	11
Total Finance Costs	615	589

Notes to the Financial Statements

for the year ended 30 June 2021

Note 4. Asset Disposal & Fair Value Adjustments

\$ '000	2021	2020
Infrastructure, Property, Plant & Equipment		
(i) Assets Renewed or Directly Replaced		
Proceeds from Disposal	604	714
Less: Carrying Amount of Assets Sold or Disposed of	(2,415)	(2,380)
Gain (Loss) on Disposal	(1,811)	(1,666)
(ii) Assets Surplus to Requirements		
Proceeds from Disposal	17	117
Less: Carrying Amount of Assets Sold or Disposed of	(57)	(138)
Less: Other Amounts Relating to the Sale of Surplus Assets	(1)	(70)
Gain (Loss) on Disposal	(41)	(91)
Non-Current Assets Held for Sale		
Proceeds from Disposal	–	1,530
Less: Carrying Amount of Assets Sold	–	(1,530)
Gain (Loss) on Disposal	–	–
Fair Value Adjustments		
Revaluation Decrements Expensed	(193)	–
Total Fair Value Adjustments	(193)	–
Net Gain (Loss) on Disposal or Revaluation of Assets	(2,045)	(1,757)

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5. Current Assets

\$ '000	2021	2020
(a) Cash & Cash Equivalent Assets		
Cash on Hand at Bank	269	143
Short Term Deposits	368	375
<u>Total Cash & Cash Equivalent Assets</u>	<u>637</u>	<u>518</u>

(b) Trade & Other Receivables

Rates - General & Other	1,535	1,503
Council Rates Postponement Scheme	129	129
Accrued Revenues	51	77
Debtors - General	56	253
Other Levels of Government	836	196
GST Recoupment	336	463
Prepayments	282	140
<u>Total Trade & Other Receivables</u>	<u>3,225</u>	<u>2,761</u>

(c) Inventories

Stores & Materials	23	18
<u>Total Inventories</u>	<u>23</u>	<u>18</u>

Note 6. Non-Current Assets

\$ '000	Notes	2021	2020
Equity Accounted Investments in Council Businesses			
Gawler River Floodplain Management Authority (GRFMA)	19	993	937
Eastern Waste Management Authority (EWMA)	19i	241	138
Adelaide Hills Regional Waste Management Authority (AHRWMA)	19i	1,108	416
<u>Total Equity Accounted Investments in Council Businesses</u>		<u>2,342</u>	<u>1,491</u>

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. Infrastructure, Property, Plant & Equipment

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

\$ '000	Fair Value Level	as at 30/06/20				Asset movements during the reporting period											as at 30/06/21							
		At Fair Value	At Cost	Accumulated Depreciation	Carrying amount	Transition adjustment - AASB 16	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	RoU Additions	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		-	3,550	-	3,550	-	5,372	7,823	-	-	(12,500)	(194)	-	-	-	-	-	-	-	-	4,051	-	-	4,051
Land - Community		87,091	-	-	87,091	-	-	-	(58)	-	-	-	-	-	-	-	-	889	-	-	-	-	-	87,922
Buildings	3	65,187	-	(25,581)	39,606	-	-	-	(119)	(1,113)	-	1,372	-	-	-	-	(477)	-	-	-	-	-	-	65,569
Infrastructure																								
- Bridges	3	18,239	-	(8,490)	9,749	-	-	-	(14)	(282)	-	43	-	21	-	-	(14)	-	-	-	-	-	-	21,615
- Cemeteries	3	1,699	-	(891)	808	-	-	-	-	(30)	-	279	-	-	-	-	(34)	-	-	-	-	-	-	1,977
- Community Wastewater Management Systems	3	20,191	-	(6,650)	13,541	-	-	-	(170)	(397)	-	639	-	-	-	-	-	516	-	-	-	-	-	21,065
- Footpaths	3	15,131	-	(6,298)	8,833	-	-	-	(55)	(322)	-	852	-	742	-	(193)	(205)	-	-	-	-	-	-	16,399
- Guardrails	3	4,316	-	(873)	3,443	-	-	-	(6)	(86)	-	-	-	-	-	-	-	385	-	-	-	-	-	5,063
- Kerb & Gutter	3	40,381	-	(22,302)	18,079	-	-	-	(48)	(402)	-	373	-	146	-	-	-	5,355	-	-	-	-	-	42,335
- Playgrounds	3	2,229	-	(756)	1,473	-	-	-	(45)	(87)	-	7	-	-	-	-	-	11	-	-	-	-	-	2,168
- Retaining Walls	3	11,421	-	(3,589)	7,832	-	-	-	-	(163)	-	157	-	-	-	-	-	749	-	-	-	-	-	12,598
- Roads	3	264,156	-	(85,667)	178,489	-	-	-	(1,255)	(4,201)	-	5,480	-	444	-	-	-	727	-	-	-	-	-	272,570
- Sport & Recreation	3	16,597	-	(8,919)	7,678	-	-	-	(8)	(330)	-	702	-	-	-	-	(721)	-	-	-	-	-	-	17,156
- Stormwater	3	40,097	-	(11,472)	28,625	-	-	-	(11)	(461)	-	720	-	531	-	-	-	844	-	-	-	-	-	43,807
- Street Furniture	3	3,026	-	(992)	2,034	-	-	-	(33)	(94)	-	53	-	-	-	-	(200)	-	-	-	-	-	-	2,716
- Traffic Controls	3	1,848	-	(557)	1,291	-	-	-	-	(26)	-	202	-	-	-	-	(14)	-	-	-	-	-	-	2,030
- Other Infrastructure	3	-	2,196	(628)	1,568	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,196
Right-of-Use Assets		-	942	(214)	728	-	-	-	-	(341)	-	-	-	-	353	-	-	-	-	-	-	-	-	1,294
Plant & Equipment		-	13,700	(5,821)	7,879	-	-	-	(650)	(1,052)	-	1,577	(60)	-	-	-	-	-	-	-	-	-	-	12,757
Furniture & Fittings		-	2,851	(2,403)	448	-	-	-	-	(64)	-	44	(24)	-	-	-	-	-	-	-	-	-	-	626
Total Infrastructure, Property, Plant & Equipment		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
Comparatives		609,003	20,484	(205,386)	424,101	239	3,223	9,718	(2,518)	(9,207)	-	-	-	970	703	-	(7,456)	2,971	-	-	-	-	-	591,609

Notes to the Financial Statements

for the year ended 30 June 2021

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

Certain land, and the buildings and structures thereon, are shown above as being based on fair value hierarchy level 2 valuation inputs. They are based on prices for similar assets in an active market, with directly or indirectly observable adjustments for specific advantages or disadvantages attaching to the particular asset.

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 the Financial Statements

for the year ended 30 June 2021

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 2: The majority of land is based on fair value hierarchy level 2 valuation inputs. They are based on prices for similar assets in active market, with directly or indirectly observable adjustments for specific advantages or disadvantages attaching to the particular asset. Land assets revaluation was undertaken by Council officers based on the Valuer General's site values as at 1 January 2018.

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 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 June 2021

Infrastructure

Council discloses each of the above as an individual 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.

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 June 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

Notes to the Financial Statements

for the year ended 30 June 2021

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

- 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 June 2021

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.
- Rates from Rawlinsons (2020), have been used to establish rates for safety barriers and terminal treatments. These estimated rates have been adjusted and checked against Councils recent actual costs and relate well.
- 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 June 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 June 2021

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 June 2021.

Plant & Equipment

Basis of valuation: Historic Cost

Furniture & Fittings

Basis of valuation: Historic Cost

Notes to the Financial Statements

for the year ended 30 June 2021

Note 8. Liabilities

\$ '000	2021 Current	2021 Non Current	2020 Current	2020 Non Current
(a) Trade and Other Payables				
Goods & Services	3,894	–	2,624	–
Payments Received in Advance	2,360	–	799	–
Accrued Expenses - Employee Entitlements	652	–	711	–
Accrued Expenses - Other	231	–	331	–
Aged Care Facility Deposits	590	–	782	–
Other	7	–	7	–
<u>TOTAL Trade and Other Payables</u>	<u>7,734</u>	<u>–</u>	<u>5,254</u>	<u>–</u>

\$ '000	Notes	2021 Current	2021 Non Current	2020 Current	2020 Non Current
(b) Borrowings					
Bank Overdraft		5,200	–	2,000	–
Loans		–	5,000	5,000	5,000
Lease Liabilities	17b	323	425	285	446
<u>TOTAL Borrowings</u>		<u>5,523</u>	<u>5,425</u>	<u>7,285</u>	<u>5,446</u>

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

(c) Provisions

Employee Entitlements (including oncosts)	3,633	127	3,338	129
Future Reinstatement / Restoration, etc	330	1,400	250	1,399
<u>TOTAL Provisions</u>	<u>3,963</u>	<u>1,527</u>	<u>3,588</u>	<u>1,528</u>

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Reserves

\$ '000	as at 30/06/20		Transfers	Impairments	as at 30/06/21	
	Opening Balance	Increments (Decrements)			Closing Balance	
(a) Asset Revaluation Reserve						
Land - Community	59,878	889	-	-		60,767
Buildings	32,278	(477)	-	-		31,801
Infrastructure						
- Bridges	4,292	(14)	-	-		4,278
- Cemeteries	2,242	(34)	-	-		2,208
- Community Wastewater Management Systems	5,487	516	-	-		6,003
- Footpaths	205	(205)	-	-		-
- Guardrails	1,335	385	-	-		1,720
- Kerb & Gutter	16,388	5,355	-	-		21,743
- Playgrounds	113	11	-	-		124
- Retaining Walls	4,770	749	-	-		5,519
- Roads	114,093	727	-	-		114,820
- Sport & Recreation	2,969	(721)	-	-		2,248
- Stormwater	19,117	844	-	-		19,961
- Street Furniture	1,240	(200)	-	-		1,040
- Traffic Controls	571	(14)	-	-		557
JV's / Associates - Other Comprehensive Income	228	-	-	-		228
Total Asset Revaluation Reserve	265,206	7,811	-	-		273,017
Comparatives	269,691	(4,485)	-	-		265,206

\$ '000	as at 30/06/20		Tfrs to Reserve	Tfrs from Reserve	Other Movements	as at 30/06/21	
	Opening Balance					Closing Balance	
(b) Other Reserves							
Community Wastewater Management Systems	295	43	-	-	-		338
Torrens Valley Community Centre	101	-	-	-	-		101
Library	1	-	-	(1)	-		-
Scott Creek Progress Association	6	-	-	-	-		6
Environmental Fund Reserve	178	-	-	(178)	-		-
Significant Trees Reserve	-	3	-	-	-		3
Total Other Reserves	581	46	(179)	-	-		448
Comparatives	573	107	(99)	-	-		581

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 the Financial Statements

for the year ended 30 June 2021

Note 10. Assets Subject to Restrictions

\$ '000	2021	2020
<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	347	354
Total Cash & Financial Assets	347	354
Total Assets Subject to Externally Imposed Restrictions	347	354

Note 11. Reconciliation to Statement of Cash Flows

\$ '000	Notes	2021	2020
(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 Balance Sheet as follows:</p>			
Total Cash & Equivalent Assets	5	637	518
Less: Short-Term Borrowings	8	(5,200)	(2,000)
Balances per Statement of Cash Flows		(4,563)	(1,482)

Notes to the Financial Statements

for the year ended 30 June 2021

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

\$ '000	Notes	2021	2020
(b) Reconciliation of Change in Net Assets to Cash from Operating Activities			
Net Surplus/(Deficit)		3,304	(2,773)
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		9,451	9,207
Fair Value Adjustments		193	–
Equity Movements in Equity Accounted Investments (Increase)/Decrease		(751)	(63)
Premiums & Discounts Recognised & Unwound		(14)	–
Non-Cash Asset Acquisitions		(1,884)	(970)
Grants for capital acquisitions treated as Investing Activity		(1,108)	(556)
Net (Gain) Loss on Disposals		1,852	1,757
Other		293	(71)
		<u>11,336</u>	<u>6,531</u>
Add (Less): Changes in Net Current Assets			
Net (Increase)/Decrease in Receivables		(464)	(220)
Net (Increase)/Decrease in Inventories		(5)	1
Net Increase/(Decrease) in Trade & Other Payables		1,371	(192)
Net Increase/(Decrease) in Unpaid Employee Benefits		293	515
Net Increase/(Decrease) in Other Provisions		81	155
Net Cash provided by (or used in) operations		<u>12,612</u>	<u>6,790</u>
(c) Non-Cash Financing and Investing Activities			
Acquisition of assets by means of:			
Physical Resources Received Free of Charge	2h	1,884	970
Amounts recognised in Income Statement		<u>1,884</u>	<u>970</u>
Total Non-Cash Financing and Investing Activities		<u>1,884</u>	<u>970</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	10,200

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

Notes to the Financial Statements

for the year ended 30 June 2021

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)	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Functions/Activities										
Council	–	–	–	–	–	–	–	–	439,819	427,533
Community Capacity	4,783	1,768	9,324	6,851	(4,541)	(5,083)	4,317	1,472	–	–
Corporate Services	40,954	40,155	8,902	12,153	32,052	28,002	822	839	–	–
Infrastructure & Operations	4,943	3,453	27,881	26,608	(22,938)	(23,155)	3,043	2,850	–	–
Development & Regulatory Services	1,501	1,248	3,717	3,554	(2,216)	(2,306)	37	84	–	–
Total Functions/Activities	52,181	46,624	49,824	49,166	2,357	(2,542)	8,219	5,245	439,819	427,533

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 the Financial Statements

for the year ended 30 June 2021

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 (Management & Partnerships), Community Grants, Community Programs, 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 and Retirement Villages.

INFRASTRUCTURE & OPERATIONS

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

DEVELOPMENT & REGULATORY SERVICES

Animal Management, Development & Regulatory Services Director's Office, Fire Prevention, Mt Lofty Waste Control Project, Parking and By-Laws, Planning & Development, Policy Planning and Public Health.

Notes to the Financial Statements

for the year ended 30 June 2021

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 0.30% and 0.60% (2020: 0.45% and 0.75%).

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 5.2% (2020: 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 the Financial Statements

for the year ended 30 June 2021

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 (describe basis); interest is charged at fixed (or variable - describe) rate **4.6%** (2020: between **4.6%** and **6.75%**).

Carrying Amount:

Approximates fair value.

Liabilities - Leases

Accounting Policy:

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

Notes to the Financial Statements

for the year ended 30 June 2021

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					
2021					
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	5,523
Non-Current Borrowings	230	6,123	–	6,353	5,425
Total Financial Liabilities	10,493	6,123	–	16,616	15,670
2020					
Cash & Cash Equivalents	518	–	–	518	518
Receivables	2,621	–	–	2,621	2,621
Total Financial Assets	3,139	–	–	3,139	3,139
Financial Liabilities					
Payables	3,744	–	–	3,744	3,744
Current Borrowings	7,636	–	–	7,636	7,285
Non-Current Borrowings	230	6,380	–	6,610	5,446
Total Financial Liabilities	11,610	6,380	–	17,990	16,475

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

\$ '000	2021		2020	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Overdraft	1.68%	5,200	2.20%	2,000
Fixed Interest Rates	4.60%	5,425	5.68%	12,731
		10,625		14,731

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 the Financial Statements

for the year ended 30 June 2021

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 the Financial Statements

for the year ended 30 June 2021

Note 14. Capital Expenditure and Investment Property Commitments

\$ '000	2021	2020
Capital Commitments		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Infrastructure	985	1,900
Plant & Equipment	532	94
	<u>1,517</u>	<u>1,994</u>
These expenditures are payable:		
Not later than one year	1,517	1,994
	<u>1,517</u>	<u>1,994</u>

Notes to the Financial Statements

for the year ended 30 June 2021

Note 15. Financial Indicators

\$ '000	Amounts 2021	Indicator 2021	Indicators 2020 2019	
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	2,357	4.5%	(5.5)%	2.1%
Total Operating Income	52,181			
<i>This ratio expresses the operating surplus as a percentage of total operating revenue.</i>				
2. Net Financial Liabilities Ratio				
Net Financial Liabilities	20,310	39%	43%	34%
Total Operating Income	52,181			
<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>				
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 Operating Surplus Ratio				
Operating Surplus	2,768	5.3%	(4.9)%	0.6%
Total Operating Income	52,592			
Adjusted Net Financial Liabilities Ratio				
Net Financial Liabilities	20,310	39%	42%	34%
Total Operating Income	52,592			
3. Asset Renewal Funding Ratio				
Asset Renewals	7,823	85%	106%	93%
Infrastructure & Asset Management Plan required expenditure	9,212			
<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 the Financial Statements

for the year ended 30 June 2021

Note 16. Uniform Presentation of Finances

\$ '000	2021	2020
<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	52,181	46,536
less Expenses	(49,824)	(49,078)
Operating Surplus / (Deficit)	2,357	(2,542)
Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	(7,823)	(9,718)
add back Depreciation, Amortisation and Impairment	9,451	9,207
add back Proceeds from Sale of Replaced Assets	604	714
	2,232	203
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(5,372)	(3,223)
add back Amounts Received Specifically for New and Upgraded Assets	2,409	556
add back Proceeds from Sale of Surplus Assets (including investment property, real estate developments & non-current assets held for resale)	17	1,647
	(2,946)	(1,020)
Net Lending / (Borrowing) for Financial Year	1,643	(3,359)

Notes to the Financial Statements

for the year ended 30 June 2021

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	Right of Use	ICT Equipment Leases	Property Leases	Total
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
2020				
Opening balance	239	–	–	239
Transfer from leased assets (former finance leases)	–	–	–	–
Additions to right-of-use assets	703	–	–	703
Adjustments to right-of-use assets due to re-measurement of lease liability	–	–	–	–
Depreciation charge	(214)	–	–	(214)
Other	–	–	–	–
Balance at 30 June	728	–	–	728

(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	2021	2020
Balance at 1 July	732	239
Additions	352	703
Accretion of interest	17	11
Payments	(353)	(221)
Balance at 30 June	748	732
Classified as:		
Current	323	286
Non Current	425	446

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

Council had total cash outflows for leases of \$402k.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 17. Leases (continued)

\$ '000	2021	2020
The following are the amounts recognised in profit or loss:		
Depreciation expense of Right-of-Use Assets	341	214
Interest expense on lease liabilities	17	11
Expense relating to short term leases	49	308
Total amount recognised in profit or loss	407	533

Notes to the Financial Statements

for the year ended 30 June 2021

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 (9.50% in 2020-21; 9.50% in 2019-20). 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 2019-20) 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 the Financial Statements

for the year ended 30 June 2021

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	
	2021	2020	2021	2020
Council's Share of Net Income				
Joint Ventures	751	63	2,342	1,491
Total Council's Share of Net Income	751	63	2,342	1,491

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

\$ '000	Principal Activity	2021	2020
Eastern Waste Management Authority	Waste Management	241	138
Gawler River Floodplain Management Authority	Floodplain Management	993	937
Adelaide Hills Regional Waste Management Authority	Waste Management	1,108	416
Total Carrying Amounts - Joint Ventures & Associates		2,342	1,491

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 Norwood, Payneham & St. Peters, Burnside, Mitcham, Campbelltown 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	
	2021	2020	2021	2020	2021	2020
Eastern Waste Management Authority	14.29%	14.29%	14.29%	14.29%	14.29%	14.29%
Gawler River Floodplain Management Authority	4.54%	4.23%	4.54%	4.23%	16.67%	16.67%
Adelaide Hills Regional Waste Management Authority	35.78%	34.40%	37.40%	40.52%	25.00%	25.00%

Notes to the Financial Statements

for the year ended 30 June 2021

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	
	2021	2020	2021	2020	2021	2020
Opening Balance	138	101	937	878	416	371
Share in Operating Result	89	28	(13)	(10)	675	45
Share in Other Comprehensive Income	14	–	–	–	17	–
Adjustments to Equity	–	9	69	69	–	–
Council's Equity Share in the Joint Venture or Associate	241	138	993	937	1,108	416

Notes to the Financial Statements

for the year ended 30 June 2021

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

The following assets and liabilities do not qualify for recognition in the Balance Sheet, 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 2021, Council was managing three appeals, one appeal against a CAP decision by a third party, one enforcement appeal and one building fire safety appeal. All costs to 30 June 2021 were recognised, but as on-going appeal matters further associated costs are expected in the 2021-22 year.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 21. Events after the Balance Sheet Date

Events that occur after the reporting date of 30 June 2021, 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, the financial impacts on Council's operations have not been significant and Council expects that further impacts on Council's operations to flow into the 2021-22 financial year will not be significant. We refer to Note 1.15 providing details of the financial impacts caused by COVID-19 during the 2020-21 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 the Financial Statements

for the year ended 30 June 2021

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, 20 persons were paid the following total compensation.

\$ '000	2021	2020
The compensation paid to Key Management Personnel comprises:		
Short-Term Employee Benefits	1,595	1,590
Long-Term Benefits	118	116
Total	1,713	1,706

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	2	1
Total	2	1

Seven Key Management Personnel are a Board Members/Deputy Board Members of seven entities, namely the Adelaide Hills Regional Waste Management Authority, Adelaide Hills Tourism, Local Government Association of SA, Local Government Professionals SA, Piccadilly CFS, Southern Hills LGA, and The Hut Community Centre respectively, which have had some dealings with Council but it is not considered that those members control or jointly control those organisations.

During the financial year the Adelaide Hills Council:

- paid Adelaide Hills Regional Waste Management Authority, being a Council subsidiary, \$1.4m for collection and disposal of waste and associated services
- paid Adelaide Hills Tourism funding of \$116,737 along with grants of \$4,950
- paid to Local Government Association of SA \$57,838 for Membership and \$24,202 for Training, Seminar/Forum and Tenders & Contracts
- paid to Local Government Professionals SA, \$5,000 for bronze memberships and \$8,468 for conferences and training
- paid a grant of \$1,500 to the Piccadilly CFS
- paid to Southern & Hills LGA an amount of \$25,279 for Membership and \$5,313 as a public health plan levy
- paid \$196,126 to The Hut Community Centre relating to funding for provision of Community Home Support Program of \$12,650; other funding of \$171,328; reimbursement of volunteer expenses of \$11,428 and reimbursement of 80% of electricity of \$719

One Key Management Person received salary and wages from The Hut Community Centre Inc for the 2020-21 financial year. Details of the transactions by Council with this entity are disclosed above.

One other Key Management Person received income from the University of SA for the 2020-21 financial year. In the 2020-21 financial year Council paid \$2,200 to University of SA for the CERM PI Review of Adelaide Hills Library Service 2020.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 22. Related Party Transactions (continued)

Six Key Management Personnel are members on nine management committees of groups that received contributions from Adelaide Hills Council. Details of those contributions are as follows:

- Adelaide Hills (War Memorial) Swimming Centre Inc who received \$84,913 as a maintenance contribution and \$2,500 as a community development grant
- Birdwood High School who received a \$150 donation
- Gawler River Flood Plain Management Authority, being a Council subsidiary who received \$27,712 as Council's 20-21 Subscription
- Lenswood & Forest Range Community Association who received \$200 event support
- Lobethal Centennial Hall who received hall hire of \$952 and reimbursement of water rates of \$712
- Piccadilly Valley Community Recreation Centre who received \$1,500 as a community development grant
- RSL Gumeracha Sub branch who received a grant of \$300
- Woodside Hall who received \$1,032 for reimbursement of expenses
- Woodside Recreation Ground Committee, who received \$12,200 for Oval Maintenance and \$7,600 for power reimbursement



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INDEPENDENT AUDITOR'S 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 2021, the statement of comprehensive income, the statement of changes in equity and the cash flow statement for the year then ended, and 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 2021, 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.

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

08 November 2021

David Chant CA, FCPA
Simon Smith CA, FCPA
David Sullivan CA, CPA
Jason Seidel CA
Renaë Nicholson CA
Tim Muhlhausler CA
Aaron Coonan CA
Luke Williams CA, CPA
Daniel Moon CA

INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS

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 2020 to 30 June 2021 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 2020 to 30 June 2021.

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 2020 to 30 June 2021. 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.



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under Professional Standards Legislation

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 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.

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

08 November 2021

Adelaide Hills Council

General Purpose Financial Statements for the year ended 30 June 2021

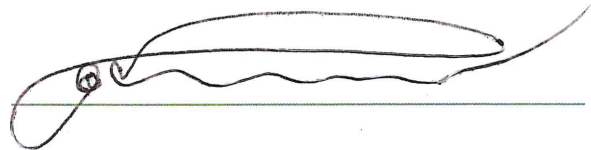
Certification of Auditor Independence

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 2021, 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*.



Andrew Aitken
Chief Executive Officer



Malcolm Herrmann
Presiding Member Audit Committee

Date: 02 NOVEMBER 2021

David Chant CA, FCPA
Simon Smith CA, FCPA
David Sullivan CA, CPA
Jason Seidel CA
Renaë Nicholson CA
Tim Muhlhausler CA
Aaron Coonan CA
Luke Williams CA, CPA
Daniel Moon CA



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ADELAIDE HILLS COUNCIL

GENERAL PURPOSE FINANCIAL STATEMENTS

For the year ended 30 June 2021

Statement by Auditor

I confirm that, for the audit of the financial statements of Adelaide Hills Council for the year ended 30 June 2021, 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) Regulation 2011*.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

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

Tim Muhlhausler CA, Registered Company Auditor

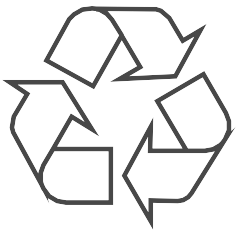
Partner

08 November 2021



Appendix Two

Subsidiary Annual Reports



2020-21 Annual Report



Adelaide Hills
COUNCIL



Bridge to Opportunity

The Rural City of
**MURRAY
BRIDGE**



ALEXANDRINA



MOUNT BARKER
DISTRICT COUNCIL

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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 (Constituent Councils).

Waste management and recycling services for local ratepayers, residents and visitors is a key Local Government function. The Constituent Councils resolved to work together through the Authority to coordinate waste management and recycling within the region.

The Authority undertakes landfill operations, resource recovery centre management, hooklift truck transport services and mobile 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 also facilitates a shared Strategic Resource Recovery Coordinator for three of the Constituent Councils.

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

REPORT FROM THE CHAIR

Firstly, I would like to thank our Member Councils for their continuing support throughout the year.

In 2020/21 we saw a slight change in Board Members, with Adelaide Hill Council representatives John McArthur being replaced by Marc Salver and then Chair Cr John Kemp being replaced by Cr Ian Bailey. I was pleased to be elected to the subsequently vacant Chairperson position at the February 2021 Board Meeting.



Cr Harry Seager Chair

2020/21 has been a challenging, yet successful year for the Authority:

- The Authority has successfully navigated through 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.
- The Charter Review process has been finalised, and all Constituent Councils have now endorsed the revised Charter. The new board structure should come into effect mid 21/22.
- The Authority's Finance Manager was transferred from Alexandrina Council to the Authority in the position of Finance and Business Manager.
- A new position of Risk, WHS and Project Officer was also established and filled, which is focused on addressing the outcomes of the LGRS WHS and risk audit.
- Continued assistance to Constituent Councils with managing the impacts of the China Sword Policy and recycling services.
- Implementation of a polystyrene recycling service at the Heathfield Resource Recovery Centre funded by the Adelaide Hills Council and Green Industries SA. This has proved to be a popular service, with use continuing to build over the time since its introduction.
- Approved an Asset Management Plan and replaced a Front End Loader, in accordance with this plan.
- Constructed a workshop hanger at Brinkley, thus enabling servicing of plant and equipment within a designated location onsite.
- 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 in order to ensure we can manage operational needs, meet legislative requirements and the meet the needs of Constituent Councils, while remaining focussed on the delivery of an efficient and timely service to the ratepayers whom we service.

In my time as Chair I have recognised the ongoing commitment that the Authority's Executive Officer 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 with staff demonstrating 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 with efficient and effective waste and resource management services. Along with core services the Authority continues to enhance its representation within the industry and represents its Constituent Councils in relevant forums.

AHRWMA SERVICE AREA MAP



STRATEGIC DIRECTION

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:

- To take a leadership role in resource recovery and community education.
- Responsibly develop and manage the Authority’s landfill to be a model regional landfill meeting all legislative requirements and operating benchmarks.
- Financial sustainability in waste services for Constituent Councils by pursuing a shared services model.
- Advocate, research and promote best practice waste management and actively represent Constituent Councils in all forums.
- 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. In 2020/21 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 are elected by ballot of the whole Board from those Board Members who are Elected Members.

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.

2020-21 Board Members

Rural City of Murray Bridge

Heather Barclay, General Manager Assets & Infrastructure
Cr Fred Toogood
Malcolm Downie, Manager City Assets, Deputy Board Member

Mount Barker District Council

Greg Parker, General Manager Community Services
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

John McArthur, Manager Waste & Emergency Services (Vacated Position Sep 2020)
Marc Salver, Director Development & Regulatory Services (Commenced position Nov 2020)
Cr John Kemp (Chairperson, Vacated Position Sep 2020)
Cr Ian Bailey, Deputy Chairperson (Commenced position Nov 2020)

Current Board Members



Cr Harry Seager
Chair
MBDC



Cr Ian Bailey
Deputy Chair
AHC



Cr Mike Farrier
Alexandrina



Cr Fred Toogood
RCMB



Cr Simon
Westwood
Dep. Member
MBDC



Cr John
Kemp Dep.
Member AHC



Heather Barclay
General Manager
Assets &
Infrastructure
RCMB



Greg Parker
General Manager
Community
Services
MBDC



Marc Slaver
Director
Development &
Regulatory
Services
AHC



Elizabeth Williams
General Manager
Resources
Alexandrina



Cr John Carter
Dept. Member
Alexandrina



Malcolm Downie
Dep. Member
Manager City
Assets
RCMB

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. The Audit Committee is comprised of two Board Members as determined by resolution of the Board and one Independent Member, who is also the Chair.

The Audit Committee meets as required and at least once every four months, prior to Board Meetings.

The current Audit Committee Members include;

Independent Member: Peter Brass

Board Members: Greg Parker - District Council of Mount Barker, Elizabeth Williams – Alexandrina Council

Management & Operations Committee

In 2018/19 the Board re-established the Management and Operations Committee. The committee includes a staff member from each Constituent Council and provides valuable support to the Executive Officer. The Committee meets as required to discuss strategic and operational matters.

The current Management & Operations Committee Members include;

Malcolm Downie – Rural City of Murray Bridge

Greg Parker – Mount Barker District Council

John McArthur – Adelaide Hills Council

Elizabeth Williams – Alexandrina Council

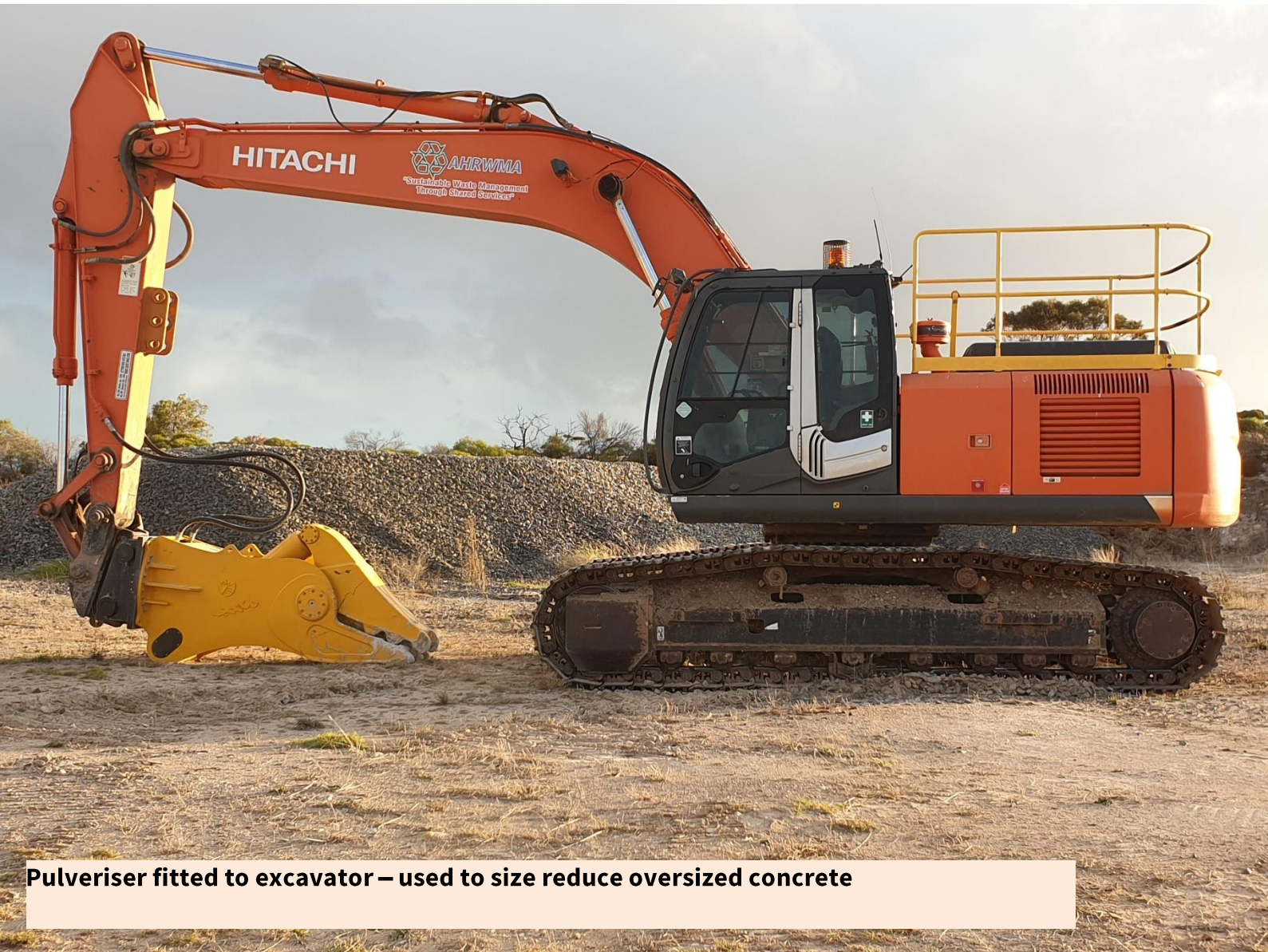
2020/21 ACHIEVEMENTS

Landfill & Operations

- 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, taking into account the waste disposal levy increases for the period.
- The mattress stockpile at the Brinkley Landfill was processed, of which approximately 1,500 mattresses were processed in January 2021. This generated 25.64 tonnes of steel for recycling & 15.72 tonnes of flock returned to landfill.
- A hanger style shelter/workshop was installed at the Brinkley Landfill to provide an undercover area for heavy plant maintenance, Rural City of Murray Bridge funded the installation of the concrete pad floor.
- A compaction rate of 0.84t/m³ was achieved at the Brinkley Landfill Cell 8/9 for the period 02/07/2020 - 30/06/2021. This is a positive compaction rate result, exceeding the long running target of 0.8 t/m³.
- A solar powered aeration system was purchased and installed within the leachate pond at the landfill to assist with reducing leachate volume & odour.
- The Authority assisted Mount Barker District Council with crushing waste concrete at the Windmill Hill Waste Transfer Station. Approximately 600 tonnes of rubble was produced through the crusher, which including size reducing 200 tonne of material using the Authority's new pulveriser.
- 1,360 cubic metres of mulch was produced at the Brinkley RRC.
- 2,603 tonnes of concrete was 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 was reduced in size using the pulveriser.
- A pipeline was installed at the Brinkley RRC to transfer run-off from the street sweepings pad to the leachate pond. This assists with reducing cost of pumping and transporting runoff. This was a Rural City of Murray Bridge capital item, funded by the Rural City of Murray Bridge and project managed by the Authority.
- 8,085m³ of mulch was produced at the Heathfield RRC over 4 individual processing campaigns.
- 1,960.2 tonnes of concrete was crushed and rubble produced and tested, with test results categorising the material as waste fill suitable for re-use.
- The polystyrene melt machine was installed at the Heathfield RRC. This is operating 3-4 times per week and to date has produced approximately 192 melted poly blocks with a total weight of roughly 1.5 tonnes.
- A phytocap landfill design was drafted and submitted to the EPA for review and approval.

Major purchases

- 3 hook lift bins with tarps.
- 20 tonne wheel loader.
- Pulveriser, for size reducing & decontaminating oversized concrete.
- 40 tonne dump truck.
- Solar aerator.



Pulveriser fitted to excavator – used to size reduce oversized concrete

- All Constituent Councils approved the Authority's reviewed Charter in 2020/21. This Charter and a new Board will be implemented mid 2021/22.
- The Charter review also included a review of the equity interest calculation methodology and this has been reflected in the 2021/22 CCI schedule.
- A Work Health Safety, Risk & Projects Officer was employed in 2020/21.
- A new WHS system has been implemented, to formalise WHS requirements and to continually improve WHS
- A Business Continuity Plan was developed.
- An Asset Management Plan was developed and adopted by the Board.
- A system for Mass Balance Reporting (a requirement of new EPA legislation) has been implemented



Waste disposal services are provided at the Brinkley Landfill.

Resource Sharing, Resource Recovery Centres & Value Add

- Free greens days have been held across the RRCs.
- Hooklift waste and recycling transport services continue to be provided across the region. A tender was submitted to the Mount Barker District Council for the provision of hook-lift services.
- Positive working relationships have been maintained with Constituent Councils, commercial and non-member local government customers.

AHRWMA Annual Report 2020/21

- 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”.



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



Finances

- The audited financials have been completed for the year 2020/21 and are attached.
- The year to 30 June 2021 ended with the Authority achieving a total surplus of \$1,934K compared to a third quarter budget review of net surplus \$579,000. This variance was largely due to an accounting amendment relating to booking known income in the 2020/21 financial year, which was previously budgeted over future years.
- The Brinkley Resource Recovery Centre finished \$44,962 ahead of budget for the financial year, while the Heathfield Resource Recovery Centre finished over budget by \$26,568.

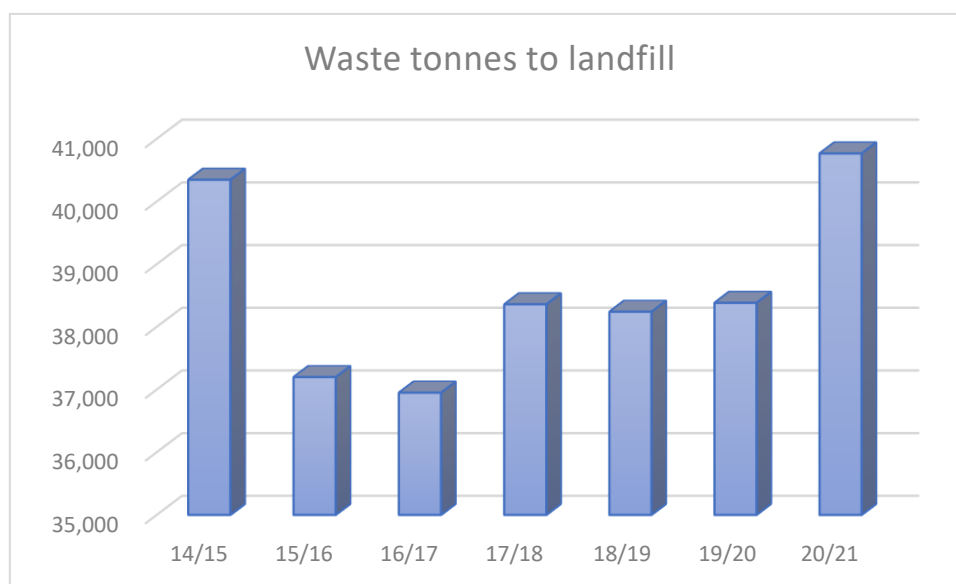
Household Chemical & Paint Facility at the Heathfield RRC.



LANDFILL OPERATIONS

Brinkley Landfill Statistics

Waste disposed to landfill increased by 2,383 tonnes in the 2020/21 financial year. Waste tonnes to landfill increased across all sectors. Constituent Council tonnes increased by 1,610 tonnes, other Local Government increased by 227 tonnes and commercial tonnes increased by 546 tonnes. This increase in waste disposal may be a result of COVID-19 implications along with growth across the regions serviced by the landfill.

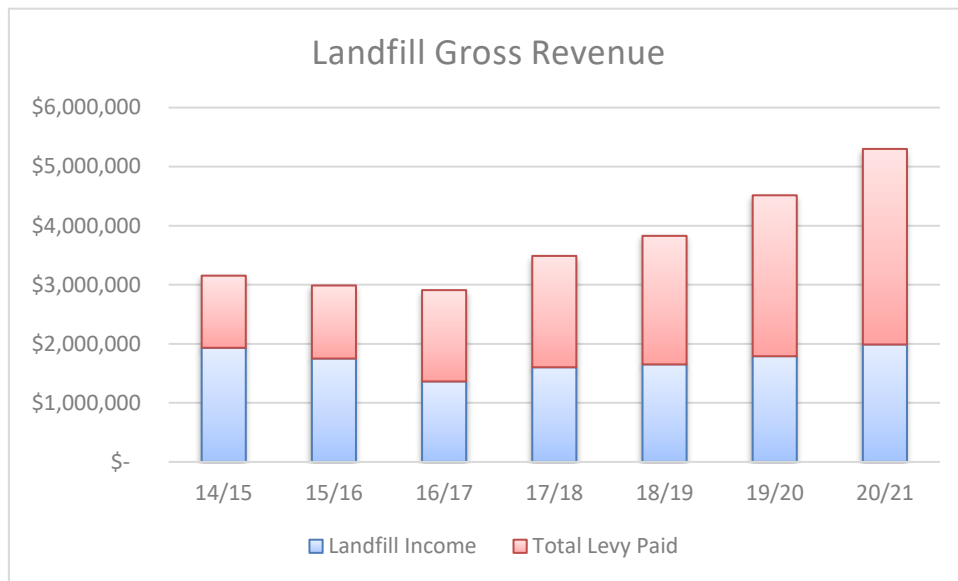


Revenue

Landfill gross revenue increased in 2020/21 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 2020/21 the levy increased from \$70.00 to \$71.50 for non- metropolitan waste and from \$140.00 to \$143.00 for metropolitan waste .



Financial Indicators

The Authority adopted financial indicators for 2020/21 which are outlined in the table below.

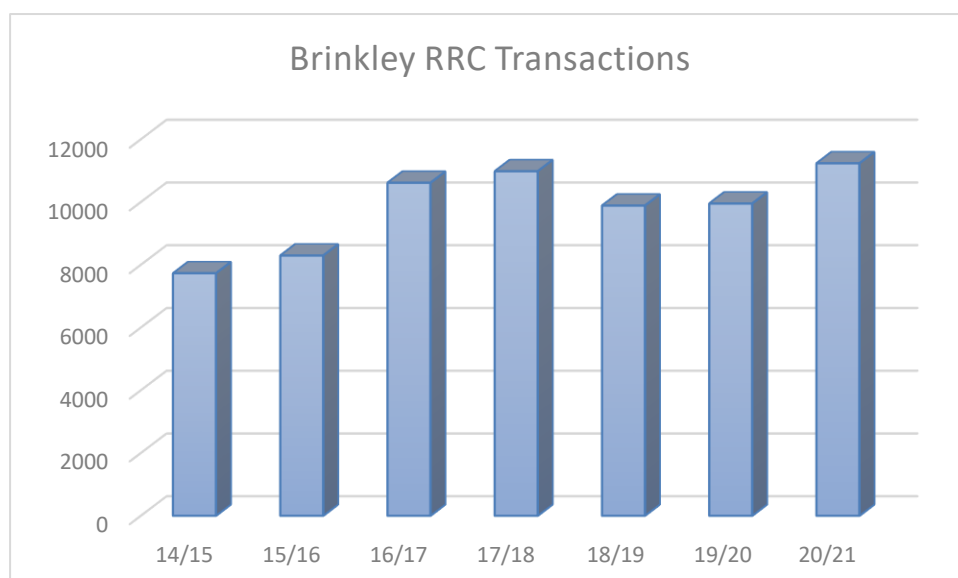
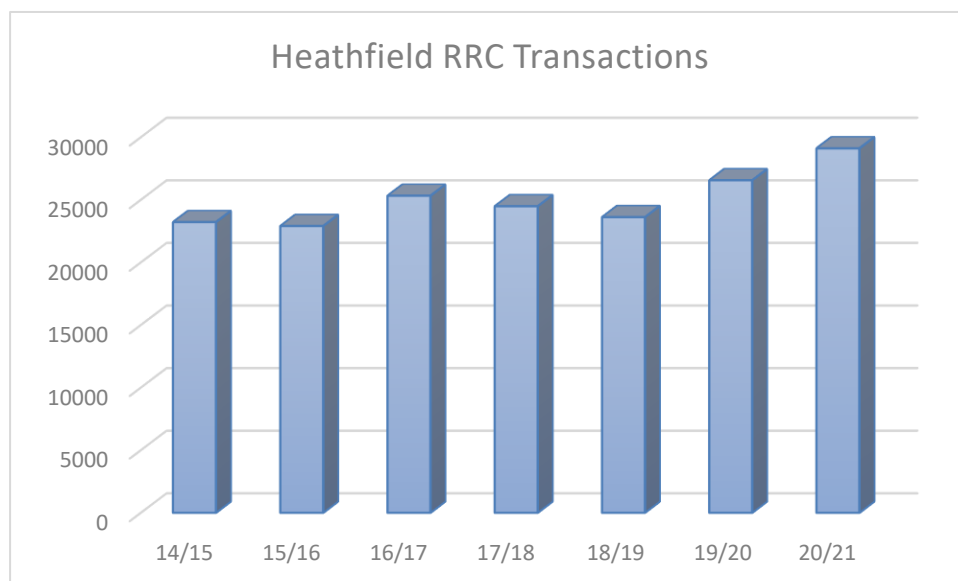
	Budget	Actual	Short term Adopted Target
Operating Surplus Ratio - Indicator 1	0%	21%	>0%
Net Financial Liabilities Ratio - Indicator 2	13%	19%	70%
Interest Cover Ratio - Indicator 3	0.60%	0.35%	1.50%
Asset Renewal Funding Ratio - Indicator 4	100%	103%	100%

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 increased substantially in 2019/20, which is likely a result of increased services, such as the chemical drop off, fire waste disposal and free green organics days and this increasing trend has continued into 2020/21. The Brinkley RRC also saw an increase in customer numbers in 2020/21.



Tonnes to Landfill

The tonnes of waste disposed to landfill from both the Brinkley RRC reduced in 2020/21 and Heathfield increased slightly, which is a good outcome considering the increase in customer numbers. 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						
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Heathfield	2,010	1,840	1,562	1,533	1,719	1,760
Brinkley	1,682	1,818	1,719	1,623	1,138	1,041

Financials

The Brinkley RRC exceeded the 2020/21 budget target, finishing the year with a net surplus of \$13,795, compared to a budgeted loss of \$34,000. Even though the Brinkley RRC finished the year in surplus there is material on site requiring processing, which did not occur in the financial year and therefore this expense will be carried over to 2021/22.

The Heathfield site finished the year a net loss of \$66,568, compared to a budget net loss of \$40,000, a negative variance of \$26,568.

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.



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





In 2020/21 the Heathfield RRC received 69 tonnes of material

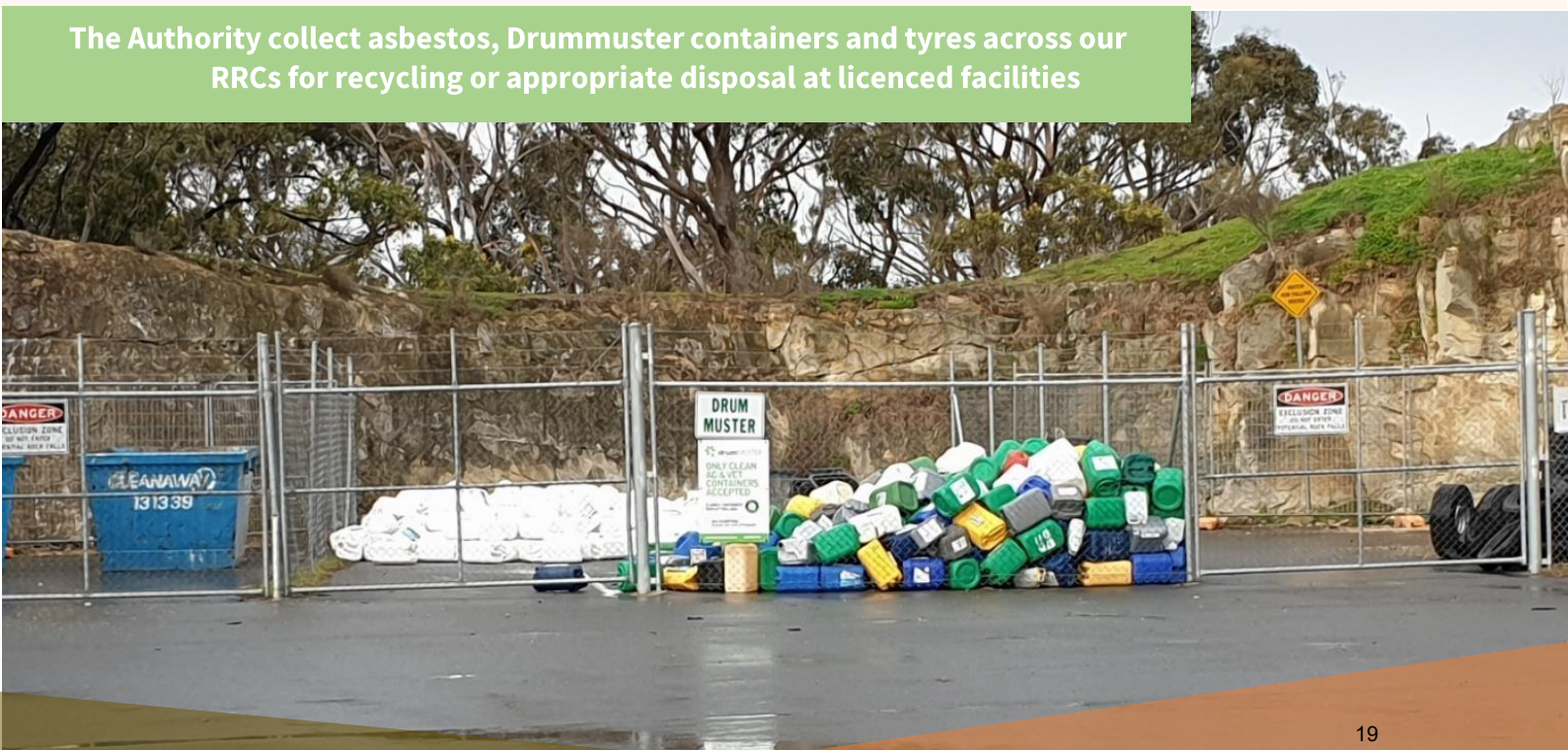
Top ten hazardous waste quantity increases (by percentage) by category at the Heathfield Resource Recovery Centre:

Chemical name	2019-20 (kg)	2020-21 (kg)	Grand Total	Increase
Waste oil	2,655	17,669	20,324	665.50%
Solvent-based paint	2,293	6,374	8,667	277.98%
Water-based paint	8,515	21,596	30,111	253.62%
Carbon Dioxide canister	387	861	1,248	222.48%
Creosote*	1,556	3,384	4,940	217.48%
Gas bottles LPG	1,937	3,271	5,208	168.87%
Alkaline batteries	411	670	1,081	163.02%
Aerosol paints	422	682	1,104	161.61%
Coolant	6,166	9,882	16,048	160.27%
Flammable liquids	1,874	2,433	4,307	129.83%

*Creosote is a toxic organic liquid

These are just some of the waste materials that make up the more than 69 tonnes, of hazardous waste that responsible residents have dropped off free of charge to the Heathfield Resource Recovery Centre (HRRC) in the 2020/21 financial year alone

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



KERBSIDE WASTE & RECYCLING COLLECTIONS

Adelaide Hills, Mount Barker & Murray Bridge

The Authority facilitates the shared Strategic Resource Recovery Coordinator across three of the Member Councils: Adelaide Hills Council, Mount Barker District Council and the Rural City of Murray Bridge. The Strategic Resource Recovery Coordinator manages waste services on behalf of these Councils.

2020-21 Highlights

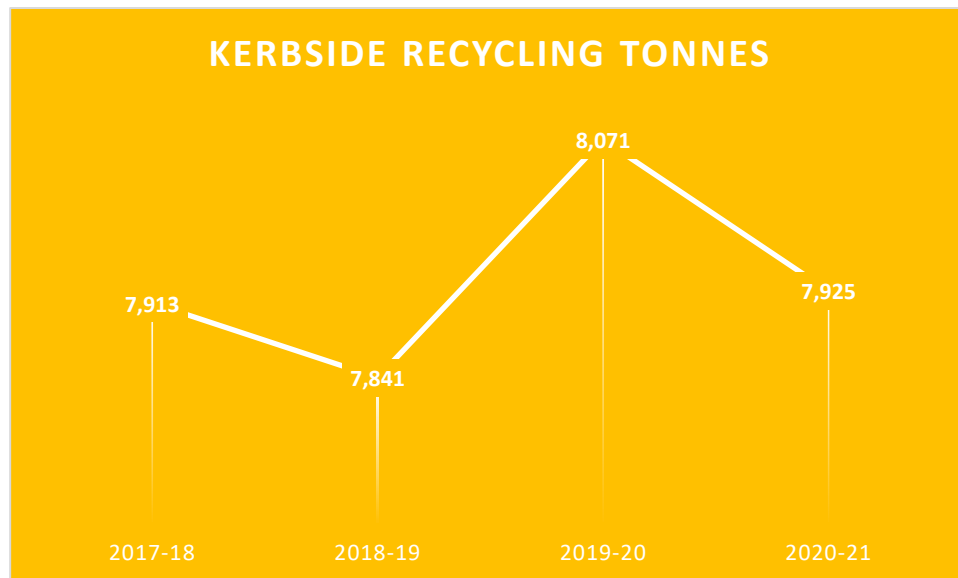
In conjunction with our Constituent Councils the Strategic Resource Recovery Coordinator achieved the following;

- Undertook a hard waste service investigation for MBDC, including multiple reports, community consultation and presentations to Elected Members.
- Successfully applied for and received funding from Green Industries SA to conduct a Strategic Review of Windmill Hill Transfer Station
- Lead role in the development of a working party to implement a consistent waste management system for the Civic Centre, the ESC and Library for MBDC.
- Implemented waste education program for schools and community groups via KESAB for MBDC.
- Provided ongoing advice and support to management in the negotiation of the kerbside collection contracts with Solo for both MBDC and RCMB in response to the impact of the China National Sword Policy for recyclables. Aided the resolution of operational issues as required, including review of invoicing and data management.
- Successfully applied for and received funding from Green Industries SA for the Regional Transport Subsidies Program for MBDC and RCMB to support their continued recycling efforts in response to the challenges presented by China's National Sword Policy.
- Successfully implemented a polystyrene (foam) machine at Heathfield Resource Recovery Centre as part of funding received from Green Industries SA.
- Coordinated and managed environmental monitoring at various operating and closed sites.
- Provided ongoing assistance and advice to management for the site contamination audit at the a former closed landfill, including ongoing environmental monitoring on behalf of AHC.
- Coordinated regular operational meetings between the Authority and RCMB for the Brinkley RRC.
- Completed mandatory reporting on behalf of Constituent Councils and provided general waste and recycling information and advice.

Recycling Service

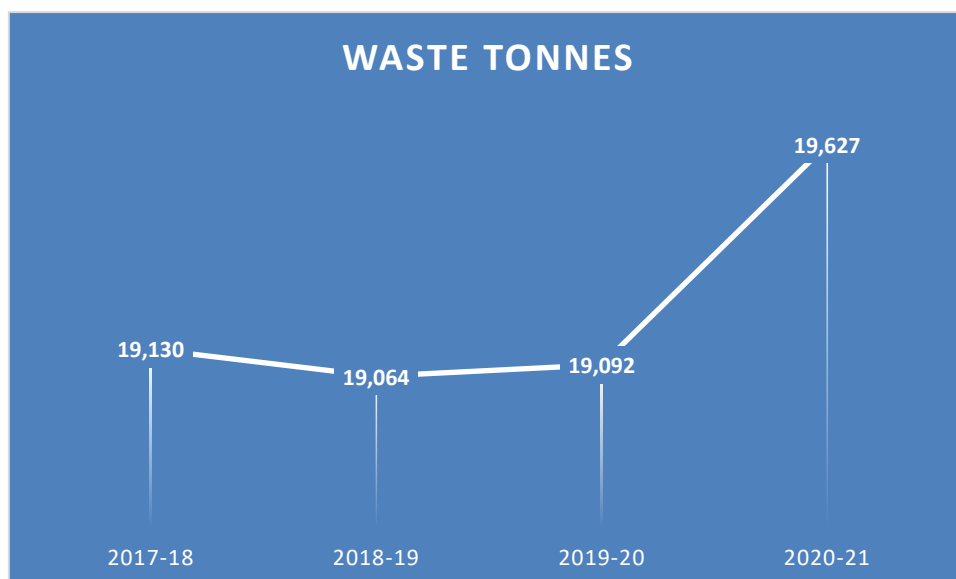
Recycling Service

Across the three Constituent Councils a total of 7,925 tonnes of recycling was collected via the kerbside service, which is a decrease of 147 tonnes (-1.82%) compared to the 2019/20 year (where as there was an increase of 231 tonnes (2.94%) from the previous 2018/19 year when compared to the 2019/20 year).



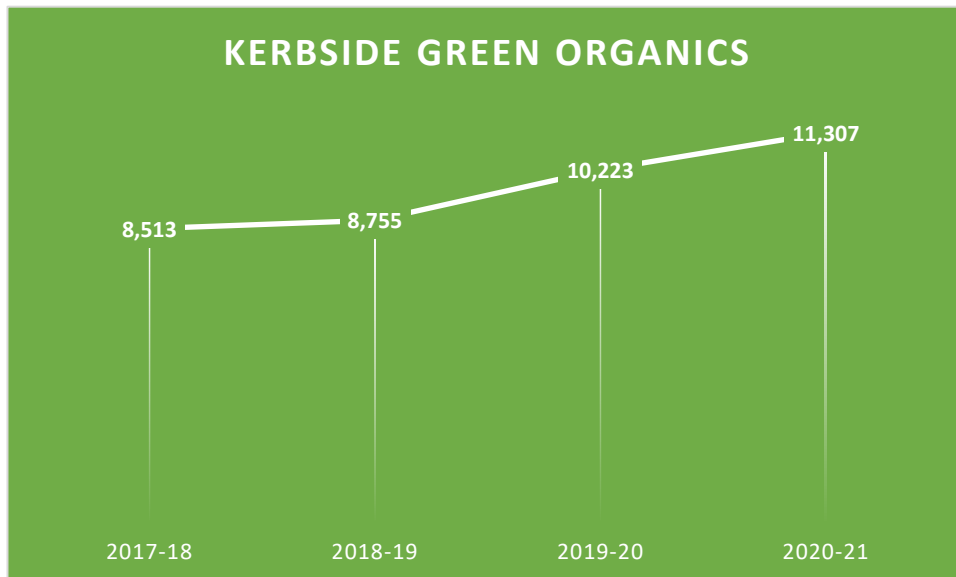
Waste Service

Total kerbside waste disposed to landfill (19,627 tonnes) from within the three Constituent Council regions increased by 535 tonnes (2.8%) in comparison to the previous 2019/20 year, while the population continues to grow. MBDC saw a significant increase of 6.67% (480 tonnes) whereas AHC saw a decrease of 39 waste tonnes (-0.52%) for the year.



Kerbside Green Organics (FOGO)

Properties within the township areas of the three Constituent Councils are entitled to a green bin service, which also accepts food waste. The green organics tonnes collected has continued to increase significantly. The 2020/21 financial year saw an increase of green organics of 1,084 tonnes (10.6%) from the previous 2019/20 financial year.

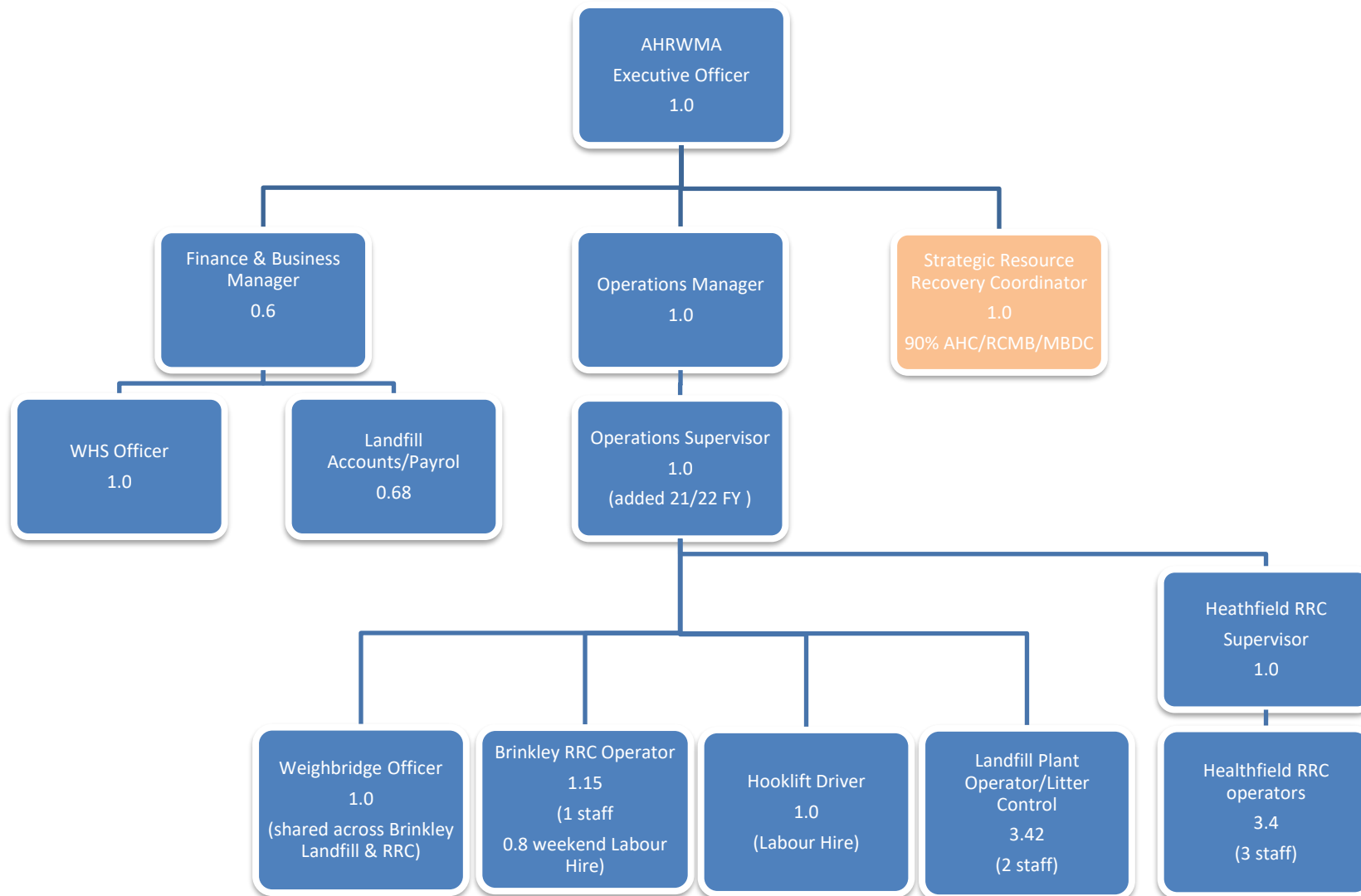


Diversion Rates

Each of the Councils have achieved the following landfill diversion rates and all have increased slightly when compared to the previous 2019/20 year.

Council	2019/20	2020/21	% change
AHC	50.7%	51.7%	1.0%
MBDC	49.4%	49.5%	0.1%
RCMB	44.5%	45.1%	0.6%

Organisation Chart 2020/21



Adelaide Hills Region Waste Management Authority
General Purpose Financial Reports
for the year ended 30 June 2021

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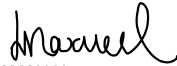
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Adelaide Hills Region Waste Management Authority
Annual Financial Statements
for the year ending 30 June 2021

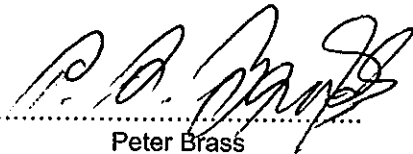
CERTIFICATION OF AUDITOR INDEPENDENCE

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 2021, 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*.



.....
Leah Maxwell
EXECUTIVE OFFICER



.....
Peter Brass
CHAIR
AUDIT COMMITTEE

Date: 01 September 2021

Adelaide Hills Region Waste Management Authority
Statement of Comprehensive Income
for the year ended 30 June 2021

	Notes	2021 \$	2020 \$
INCOME			
User charges	2	5,300,030	4,451,469
Investment income	2	16	140
Other income	2	3,991,821	2,035,916
Total Income		<u>9,291,867</u>	<u>6,487,525</u>
EXPENSES			
Employee costs	3	1,388,354	1,120,733
Materials, contracts and other expenses	3	5,371,434	4,586,109
Depreciation, amortisation & impairment	3	612,849	599,696
Finance costs	3	32,143	50,925
Total Expenses		<u>7,404,780</u>	<u>6,357,463</u>
OPERATING SURPLUS / (DEFICIT)		<u>1,887,087</u>	<u>130,062</u>
Asset disposal and fair value adjustments	4	47,052	1,419
NET SURPLUS / (DEFICIT) (transferred to Equity Statement)		<u>1,934,139</u>	<u>131,481</u>
Total Other Comprehensive Income		-	-
TOTAL COMPREHENSIVE INCOME		<u>1,934,139</u>	<u>131,481</u>

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

Adelaide Hills Region Waste Management Authority
Statement of Financial Position
for the year ended 30 June 2021

ASSETS	Notes	2021	2020
		\$	\$
Current Assets			
Cash and cash equivalents	5	264,637	267,497
Trade and other receivables	5	1,788,975	614,549
Inventories	5	1,958	2,256
Total Current Assets		<u>2,055,570</u>	<u>884,302</u>
Non-current Assets			
Infrastructure, property, plant and equipment	6	4,744,650	4,936,546
Total Non-current Assets		<u>4,744,650</u>	<u>4,936,546</u>
Total Assets		<u>6,800,220</u>	<u>5,820,848</u>
LIABILITIES			
Current Liabilities			
Trade and other payables	7	853,291	878,205
Borrowings	7	671,808	1,471,228
Provisions	7	308,568	276,221
Total Current Liabilities		<u>1,833,667</u>	<u>2,625,654</u>
Non-current Liabilities			
Borrowings	7	190,429	236,989
Provisions	7	1,815,560	1,931,780
Total Non-current Liabilities		<u>2,005,989</u>	<u>2,168,769</u>
Total Liabilities		<u>3,839,656</u>	<u>4,794,423</u>
NET ASSETS		<u>2,960,564</u>	<u>1,026,425</u>
EQUITY			
Accumulated surplus		<u>2,960,564</u>	<u>1,026,425</u>
TOTAL EQUITY		<u>2,960,564</u>	<u>1,026,425</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 2021

		Accumulated Surplus	TOTAL EQUITY
2021	Notes	\$	\$
Balance at end of previous reporting period		1,026,425	1,026,425
Net Surplus / (Deficit) for Year		1,934,139	1,934,139
Balance at end of period		2,960,564	2,960,564
2020			
Balance at end of previous reporting period		894,944	894,944
Net Surplus / (Deficit) for Year		131,481	131,481
Balance at end of period		1,026,425	1,026,425

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

Adelaide Hills Region Waste Management Authority
Statement of Cash Flow
for the year ended 30 June 2021

		2021	2020
	Notes	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES			
<i>Receipts:</i>			
User charges		5,812,283	4,724,188
Investment receipts		16	140
Other revenues		2,899,094	1,895,953
<i>Payments:</i>			
Employee costs		(1,348,408)	(1,103,698)
Materials, contracts and other expenses		(5,985,112)	(4,707,074)
Finance payments		(37,033)	(55,661)
Net Cash provided by (or used in) Operating Activities		1,340,840	753,848
CASH FLOWS FROM INVESTING ACTIVITIES			
<i>Receipts:</i>			
Sale of replaced assets		80,780	53,000
<i>Payments:</i>			
Expenditure on renewal/replacement of assets		(514,300)	(202,037)
Expenditure on new/upgraded assets		(64,200)	(452,000)
Net Cash provided by (or used in) Investing Activities		(497,720)	(601,037)
CASH FLOWS FROM FINANCING ACTIVITIES			
<i>Receipts:</i>			
Proceeds from borrowings		-	100,000
<i>Payments:</i>			
Repayments of borrowings		(801,607)	(252,645)
Repayment of lease liabilities		(44,373)	(42,261)
Net Cash provided by (or used in) Financing Activities		(845,980)	(194,906)
Net Increase (Decrease) in cash held		(2,860)	(42,095)
Cash and cash equivalents at beginning of period	9	267,497	309,592
Cash and cash equivalents at end of period	9	264,637	267,497

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 2021

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

Except as 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 (\$).

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.

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 10.

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.

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

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 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 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

Cell amortisation is calculated by amortising total consumed airspace. Used airspace is surveyed monthly by an independent surveyor. In prior years the Authority has calculated landfill amortisation on estimated remaining useful life. Accordingly the change to amortisation based on airspace consumption is considered to be a more accurate representation of written down value.

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

6.4 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 inflows or value in use).

6.5 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 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.

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 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 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 (9.50% in 2021 and 9.5% in 2020). No further

Adelaide Hills Region Waste Management Authority

Notes to and forming part of the Financial Statements

for the year ended 30 June 2021

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 2019-20) 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 119.34(a), 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 2020. 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.

10 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.

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.

11 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

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

The Authority recognises right-of-use assets as at 1 July 2019. 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.

12 ***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.

13 ***Amendments to AASB101 and AASB 108 Definition of Material***

The amendments provide a new definition of material that states, "information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity." The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users. These amendments had no impact on the financial statements of, nor is there expected to be any future impact to the Authority.

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 2 - INCOME

	Notes	2021	2020
		\$	\$
USER CHARGES			
Waste processing and disposal fee		1,988,923	1,726,835
EPA waste levy collected		3,311,107	2,724,634
		5,300,030	4,451,469
INVESTMENT INCOME			
Interest on investments		16	140
OTHER INCOME			
Consultancy service		14,889	3,447
Waste officer contribution		174,671	116,802
Waste transfer station income		1,648,655	1,443,863
Waste transfer station recuperation		52,773	53,353
Transport income		250,938	234,143
Fuel tax rebate		48,219	43,865
Machinery charge out		123,725	113,159
Recycled income		8,561	2,997
Sundry		1,669,390	24,287
		3,991,821	2,035,916

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 3 - EXPENSE

	Notes	2021	2020
		\$	\$
EMPLOYEE COSTS			
Salaries and wages		1,017,531	838,688
Employee leave expense		164,666	115,200
Superannuation	1(9.2)	102,336	88,821
Superannuation - defined benefit plan contributions	1(9.2)	3,071	-
Workers' compensation insurance		34,012	26,719
Other		66,738	51,305
Total Operating Employee Costs		1,388,354	1,120,733
Total Number of Employees		13	11
<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		5,508	4,702
Bad and doubtful debts		812	-
Subtotal - Prescribed Expenses		6,320	4,702
<u>Other Materials, Contracts & Expenses</u>			
Materials, contractors and other		364,193	236,106
Waste transfer station expenses		1,134,076	988,957
Consultants		52,681	51,359
Administration and accountancy service		71,261	82,138
EPA licence fee		9,611	9,430
Repairs and maintenance		179,075	189,031
Insurance and legal		66,053	126,621
EPA waste levy paid		3,311,107	2,724,634
Parts, accessories & consumables		157,621	161,519
Sundry		19,436	11,612
Subtotal - Other Materials, Contracts & Expenses		5,365,114	4,581,407
		5,371,434	4,586,109

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 3 - EXPENSES con't

		2021	2020
	Notes	\$	\$
DEPRECIATION, AMORTISATION & IMPAIRMENT			
Depreciation			
Road infrastructure		5,534	5,534
Buildings		15,012	13,458
Vehicles		29,378	16,654
Plant and equipment		284,909	258,579
Landfill cells		99,583	110,533
Leachate pond		8,697	8,697
Landfill rehabilitation		38,443	50,232
Landfill cell capping		82,750	87,466
Right of use assets	7	48,543	48,543
		612,849	599,696
FINANCE COSTS			
Interest on overdraft and short-term drawdown		24,999	42,511
Interest on leases		7,144	8,414
		32,143	50,925

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 4 - ASSET DISPOSALS AND FAIR VALUE ADJUSTMENTS

		2021	2020
Notes	\$	\$	\$
INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT			
<i>Assets renewed or directly replaced</i>			
Proceeds from disposal	80,780	53,000	
Less: Carrying amount of assets sold	(33,728)	(51,581)	
Gain (Loss) on disposal	47,052	1,419	
NET GAIN (LOSS) ON DISPOSAL OR REVALUATION OF ASSETS	47,052	1,419	

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 5 - CURRENT ASSETS

		2021	2020
CASH AND EQUIVALENT ASSETS	Notes	\$	\$
Cash on hand and at bank		264,637	267,497
		264,637	267,497
TRADE AND OTHER RECEIVABLES			
Accrued revenues		1,209,967	53,291
Debtors - general		579,008	561,258
		1,788,975	614,549
INVENTORIES			
Stores and materials		1,958	2,256
		1,958	2,256

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

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

	2020				2021			
	\$'000				\$'000			
Fair Value Level	Fair Value	Cost	Acc' Dep'n	Carrying Amount	Fair Value	Cost	Acc' Dep'n	Carrying Amount
Road infrastructure	-	138,352	(38,807)	99,545	-	138,352	(44,341)	94,011
Buildings	-	273,605	(91,170)	182,435	-	274,532	(106,182)	168,350
Vehicles	-	131,482	(61,974)	69,508	-	164,768	(55,743)	109,025
Plant and equipment	-	3,218,528	(1,548,695)	1,669,833	-	3,599,055	(1,739,181)	1,859,874
Landfill cells	-	2,559,142	(1,353,088)	1,206,054	-	2,559,142	(1,452,671)	1,106,471
Leachate pond	-	173,938	(54,106)	119,832	-	173,938	(62,803)	111,135
Landfill rehabilitation	-	602,784	(205,369)	397,415	-	461,321	(243,812)	217,509
Landfill cell capping	-	1,470,335	(553,491)	916,844	-	1,487,979	(636,241)	851,738
Right of use assets	-	323,623	(48,543)	275,080	-	323,623	(97,086)	226,537
Total	-	8,891,789	(3,955,243)	4,936,546	-	9,182,710	(4,438,060)	4,744,650
Comparatives	-	7,671,248	(3,456,828)	4,214,420	-	8,891,789	(3,955,243)	4,936,546

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 2021

Note 6 - INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT

	2020 \$								2021 \$	
	Carrying Amount	Net Adjust AASB 16	Additions		Disposals	Dep'n	Impair't	Adjustment	Net Reval'n	Carrying Amount
			New / Upgrade	Renewals						
Road infrastructure	99,545		-	-	-	(5,534)	-	-	-	94,011
Buildings	182,435		927	-	-	(15,012)	-	-	-	168,350
Vehicles	69,508		-	68,895	-	(29,378)	-	-	-	109,025
Plant and equipment	1,669,833		63,273	445,405	(33,728)	(284,909)	-	-	-	1,859,874
Landfill cells	1,206,054		-	-	-	(99,583)	-	-	-	1,106,471
Leachate pond	119,832		-	-	-	(8,697)	-	-	-	111,135
Landfill rehabilitation	397,415		-	-	-	(38,443)	(141,463)	-	-	217,509
Landfill cell capping	916,844		-	-	-	(82,750)	17,644	-	-	851,738
Right of use assets	275,080		-	-	-	(48,543)	-	-	-	226,537
Total IPP&E	4,936,546	-	64,200	514,300	(33,728)	(612,849)	-	(123,819)	-	4,744,650
<i>Comparatives</i>	4,214,420	323,623	452,000	202,037	(51,581)	(599,696)	-	395,743	-	4,936,546

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 7 - LIABILITIES

	Notes	2021		2020	
		Current	Non-current	Current	Non-current
TRADE AND OTHER PAYABLES					
Goods and services		768,118	-	678,849	-
Payments received in advance		20,000	-	20,000	-
Accrued expenses - other		4,234	-	9,124	-
GST payable		24,262	-	116,568	-
Other payables		36,677	-	53,664	-
		853,291	-	878,205	-
BORROWINGS					
Leases liabilities	17	46,560	190,429	44,373	236,989
LGFA cash advance debenture facility		625,248	-	1,426,855	-
		671,808	190,429	1,471,228	236,989
PROVISIONS					
Employee entitlements (including oncosts)		308,568	23,042	276,221	15,443
Future reinstatement / restoration, etc		-	461,321	-	602,784
Cell capping		-	1,331,197	-	1,313,553
		308,568	1,815,560	276,221	1,931,780
Movements in Landfill Provisions – 2021 year only (current & non-current)					
			<i>Future Reinstatement</i>	<i>Cell capping</i>	<i>Total</i>
Opening balance		602,784	1,313,553	1,916,337	
Add (Less) remeasurement adjustments		(141,463)	17,644	(123,819)	
Closing balance		461,321	1,331,197	1,792,518	

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

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:

	Notes	2021	2020
		\$	\$
Total cash and equivalent assets	5	<u>264,637</u>	267,497
Balances per cash flow statement		<u>264,637</u>	<u>267,497</u>

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)		1,934,139	131,481
Non-cash items in income statement			
Depreciation, amortisation and impairment		612,849	599,696
Net increase (decrease) in unpaid employee benefits		39,946	17,035
Net (Gain) Loss on disposals		(47,052)	(1,419)
		<u>2,539,882</u>	<u>746,793</u>
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		(49,426)	(210,733)
Net (increase) decrease in inventories		298	1,535
Net increase (decrease) in trade & other payables		(24,914)	216,252
Net Cash provided by (or used in) operations		<u>2,465,840</u>	<u>753,847</u>

(c) Non-Cash Financing and Investing Activities

Estimated future reinstatement etc. costs		<u>(123,819)</u>	<u>395,744</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 2021

Note 9 - FINANCIAL INSTRUMENTS

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

Accounting Policies - Recognised Financial Instruments

Bank, Deposits at Call	<p>Accounting Policy: carried at lower of cost and net realisable value, interest is recognised when earned.</p> <p>Terms and conditions: deposits at call have an average maturity of 90 days and an average interest rate of 0.3% (2020: 90 days 0.45%)</p> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
Receivables - Fees and other charges	<p>Accounting Policy: carried at nominal values less any allowances for doubtful debts.</p> <p>Terms and 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 Authority's 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 and conditions: liabilities are normally settled on 30 days after the month of invoice.</p> <p>Carrying amount: approximates fair value.</p>
Liabilities - Interest Bearing Borrowings	<p>Accounting Policy: carried at the principle amounts. Interest is charged as an expense as it accrues.</p> <p>Terms and conditions: secured over future revenues, interest is payable quarterly and principle due at CAD end date.</p> <p>Carrying amount: approximates fair value.</p>
Liabilities - Leases	<p>Accounting Policy: accounted for in accordance with AASB 16 as stated in note 1</p>

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 9 - FINANCIAL INSTRUMENTS (con't)

Liquidity Analysis

2021	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
	\$	\$	\$	\$	\$
<u>Financial Assets</u>					
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	625,248	-	-	625,248	625,248
Lease Liabilities	52,722	202,371	-	255,093	236,989
Total	1,527,027	202,371	-	1,729,398	1,711,294

2020	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
	\$	\$	\$	\$	\$
<u>Financial Assets</u>					
Cash & Equivalents	267,497	-	-	267,497	267,497
Receivables	614,549	-	-	614,549	614,549
Total	882,046	-	-	882,046	882,046
<u>Financial Liabilities</u>					
Payables	869,081	-	-	869,081	869,081
Current Borrowings	1,426,855	-	-	1,426,855	1,426,855
Non-Current Borrowings	51,688	255,093	-	306,781	281,362
Total	2,347,624	255,093	-	2,602,717	2,577,298

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

	30 June 2021		30 June 2020	
	Weighted Average Interest Rate	Carrying Value	Weighted Average Interest Rate	Carrying Value
	%	\$	%	\$
LGFA cash advance debenture	2.4	625,248	2.6	1,426,855
Non interest bearing		849,057		869,081
		1,474,305		2,295,936

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

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 allowance for doubtful debts. All Authority investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Note 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 2021 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 2021 that need to be disclosed in the financial statements.

Note 12 - EVENTS OCCURRING AFTER REPORTING DATE

There were no events subsequent to 30 June 2021 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 2021

Note 13 - 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 authority entities 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 authorities finances.

	2021	2020
	\$	\$
Income	9,291,867	6,487,525
Expenses	<u>(7,404,780)</u>	<u>(6,357,463)</u>
Operating Surplus / (Deficit)	1,887,087	130,062
Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	(514,300)	(202,037)
Add back Depreciation, Amortisation and Impairment	612,849	599,696
Proceeds from Sale of Replaced Assets	<u>80,780</u>	<u>53,000</u>
	179,329	450,659
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets <i>(including investment property & real estate developments)</i>	(64,200)	(452,000)
	<u>(64,200)</u>	<u>(452,000)</u>
Net Lending / (Borrowing) for Financial Year	<u>2,002,216</u>	<u>128,721</u>

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 14 - 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 asset recognised within Infrastructure Property, Plant and Equipment.

Carrying Value	Land \$
At 1 July 2020	275,080
Depreciation Charge	(48,543)
At 30 June 2021	226,537

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

	2021 \$
Opening balance 1 July 2020	281,362
Accretion of Interest	7,144
Payments	(51,517)
Closing Balance 30 June 2021	236,989
Current	46,560
Non Current	190,429
The following are amounts recognised on profit or loss:	
Depreciation expense right of use asset	48,543
Interest expense on lease liabilities	7,144
Total amount recognised in profit and loss	55,687

Adelaide Hills Region Waste Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 15 - 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:

	2021	2020
	\$	\$
Salaries, allowances & other short term benefits	214,063	211,910
Post-employment benefits	-	-
Long term benefits	13,569	13,506
Termination benefits	-	-
TOTAL	227,632	225,416

The following transactions occurred with related parties:

	2021	Outstanding 30 June 2021	2020	Outstanding 30 June 2020
	\$,000	\$,000	\$,000	\$,000
Adelaide Hills Council - provision of waste processing & disposal service	1,380	160	1,194	132
Alexandrina Council - provision of waste processing & disposal service	276	34	238	23
Mount Barker District Council - provision of waste processing & disposal service	1,219	134	952	87
Rural City of Murray Bridge - provision of waste processing & disposal service	781	58	569	81
TOTAL	3,656	386	2,953	323

*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 2021

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 2021, 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: 19 August 2021

Adelaide Hills Region Waste Management Authority

Certification of Auditor Independence for the year ending 30 June 2021

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 2021, 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.



.....
Glenn Rappensberg
CHIEF EXECUTIVE OFFICER
Alexandrina Council

Date:

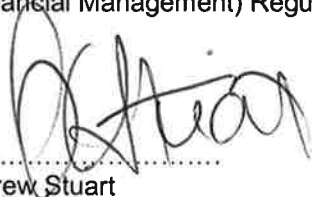
19 | 7 | 2021

Adelaide Hills Region Waste Management Authority

Certification of Auditor Independence for the year ending 30 June 2021

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 2021, 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: 12/08/21


ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2021

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 2021, 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

20.07.2021

Date:

HEAD OFFICE

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North Adelaide SA 5006

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North Adelaide SA 5006

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Dean Newbery
ABN: 30 164 612 890

Auditor's Independence Declaration under Section 22 of the Local Government (Financial Management) Regulations 2011 to the Adelaide Hills Region Waste Management Authority

I confirm that, for the audit of the financial statements of the Adelaide Hills Region Waste Management Authority for the year ended 30 June 2021, 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*.



SAMANTHA CRETEN
PARTNER

Signed on the 19th day of July 2021,
at 214 Melbourne Street, North Adelaide, South Australia 5006

EastWaste

ANNUAL
REPORT
2020-2021



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.

EastWaste

Annual Report 2020-2021 Contents

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





'Food scraps to green bin' and the use of kitchen caddies was promoted through bus shelters and street signs. Pictured: Kerry March and Michaela Tamlin from City of Mitcham.

Chairperson's Report

It is with much enthusiasm that I commend to you the second Annual Report of my tenure as Chair of East Waste for the 2020/21 financial year.

The challenges, opportunities and learnings that have come with the position have been thoroughly enjoyable and it is hard to communicate to those outside of the industry how much it is continually evolving. A number of moving parts, strategically, politically (policy) and operationally are constantly occurring. All of this is moving in a positive direction and East Waste continues to perform well and participate in the right discussions to benefit our Members and the community.

Financially, East Waste has performed strongly once again and through efficient and diligent budget management, coupled with favourable markets, East Waste has been able to deliver an Operating Surplus of \$726,000. These savings will be returned to our Member Councils. This alone demonstrates one of the key benefits and distinctions of being part of the East Waste subsidiary.

This great financial performance has unquestionably been aided by a highly engaged

and conscientious Audit and Risk Management Committee, which has worked with Management and the Board to further enhance the systems and Governance of the Organisation. I want to take this opportunity to thank all Members of the Audit and Risk Management Committee.

While in this vein, I must thank the members of our Board. Our meetings generate strong robust conversations and decision making which is applied to all matters. As a result, our Member Councils enjoy a high degree of confidence in the governance, processes and strategic direction of the Organisation. We will continue to build upon this. Many of the Board members have been a valuable counsel and this helps from time to time. I would specifically like to acknowledge Mario Barone's time on the Board. Mario sat on the Board and various sub-committees for a number of years. His insights on all matters were very valuable.

Through the 2030 Strategic Plan East Waste set a number of bold targets that it seeks to



Chairperson's Report



● The popular Why waste it? and Which Bin? education stalls were hosted at a total of 21 Council events.

aspire to achieve and we know that we cannot do these alone. We require the assistance and influence of many individuals and Organisations and are fortunate that we have already built some strong partnerships with parties like the Northern Adelaide Waste Management Authority (NAWMA), Fight Food Waste Cooperative Research Centre (FFW CRC), KESAB, the Environment Protection Authority and Green Industries SA (GISA). We look forward to continuing to work with these Organisations and others for the express benefit of our Member Councils.

Since its transformation from Zero Waste SA, we have been fortunate to have Vaughan Levitzke head up GISA. Vaughan's retirement earlier this year closes a long and distinguished Public Sector career and his legacy on the waste industry and support of local Councils will provides benefits well outliving his career. On behalf of East Waste we congratulate and thank Vaughan. We look forward to Dr Ian Overton, his replacement, putting his own strong stamp on the role and valued Organisation.

Earlier this year, as part of our project with the FFW CRC, which is supported by GISA and Adelaide University, we undertook the most comprehensive individual bin audit ever undertaken in South Australia. While the results

of the project are still being analysed, the early data coming from the project provides insight and will help shape not only East Waste's future behaviour change and education programs, but those more broadly rolled out through state and local government across Australia. The project is a fantastic demonstration of the value of like-minded, but diverse Organisations collaborating to advance research and innovate new ways to tackle age old problems.

In my 25 years in the waste industry, the only constant has been change itself. The year ahead will be no different and undoubtedly will deliver a number of opportunities and challenges. With the engaged Board, Administration and Member Councils that we have, we are exceptionally well placed to tackle each of these issues and maximise them for the benefit of our Member Councils.



Fraser Bell
East Waste Chair





113,332 TOTAL TONNAGES COLLECTED



8,500,000+ ANNUAL BIN COLLECTIONS



3,275 HARD WASTE TONNES CONVERTED TO FUEL



56% OF MATERIAL DIVERTED FROM LANDFILL



45 COLLECTION VEHICLES



5,769 BIN REPAIRS UNDERTAKEN BY THE MOBILE TEAM



4,449 BIN DELIVERIES UNDERTAKEN PER YEAR



2,000+ ENQUIRIES RECEIVED & RESOLVED EACH WEEK

General Manager's Report

In reflecting on the year, the first thing that comes to mind is an enormous sense of gratitude. Gratitude to the East Waste staff who have continually adapted to the changing nature of the COVID environment that we live in. From our Drivers and Mechanics to Customer Service staff and Management, all have worked with us to ensure all our services could continue to be delivered regardless of the phase we found ourselves in.

East Waste adopted (and is continuing to do so) a number of changes to our business operations to ensure the health, safety and welfare of our staff and their families, well ahead of many others in the waste industry and to ensure we can continue to deliver our services. This was (and is) only possible with the continued support and adaptability of our staff. To all, my ongoing thanks.

In late 2020 the Board adopted a new 10-year Strategic Plan for East Waste. The 2030 plan sets the aspirational vision of being "The leading waste logistics Company in Australia through the delivery of innovative collection and resource

management services to our Member Councils and their communities."

Bold Key Performance Targets were set as part of this, most notably (and challengingly), 100% of food waste being separately collected and recycled by 2030. With a baseline of just 13% (2019 East Waste Audit), there is an enormous amount of work and step change required to achieve this. As will driving our kerbside diversion rate up to 75% which currently sit at 54%. Transferring food waste and compostable materials from the landfill bin (which currently make up almost 40% of the total contents (2019 East Waste Audit)) to the organics bin is undoubtedly the



General Manager's Report



key to achieving this target. As Fraser mentions in his report, we appreciate that we cannot do this alone and that we need the support and partnerships of others.

East Waste has for the past 4 years been a strong and active participant in the waste education and behaviour change space and our work over the past year is no different. Through the 2020/21 Annual Plan, East Waste committed to undertaking a review of East Waste's Education Program, principally with a view to determining the return on investment. Measuring the true value/benefit of any educational program is challenging and none more so than waste education, where a process of awareness and behaviour change is first needed before actual results can be realised. Typically, this is not instantaneous and can often be a long-protracted implementation. Undertaken by an independent economic firm, the results showed that the benefit-cost ratio (BCR) of the investment is a minimum of \$3.10 for every \$1.00 of investment expenditure incurred in implementing the education program.

This program is largely driven by our Education & Promotions Coordinator Megan Bekesi and her passion and active engagement in this space was

rewarded with being a joint winner of the Green Industries SA 2020 Women in Circular Economy Award winner. As a winner Megan receives funding to further study education in waste and we look forward to seeing her apply her findings to our already successful campaign.

Finally, I want to thank and acknowledge the Board and Audit and Risk Management Committee which have supported our initiatives and provided valuable feedback to solidify our strength as an organisation. To Chair, Mr Fraser Bell, your guidance and encouragement has been invaluable, but above these your enthusiasm for the industry and Organisation ensures the long-term viability of East Waste for our Member Councils.



Rob Gregory
General Manager



'Food scraps to green bin' and the use of kitchen caddies was promoted through bus shelters and street signs. Pictured: Customer Service staff, Hedy Hashemi and Cristina Nazar from Town of Walkerville.

Kerbside Tonnages Collected



Member Council	Recyclables	Organics	Waste
Adelaide Hills Council	3,559	4,560	7,190
City of Burnside	4,055	6,858	7,224
Campbelltown City Council	4,124	7,274	9,872
City of Mitcham	5,684	10,128	11,898 ¹
City of Norwood, Payneham & St Peters	3,531	4,931	7,224
City of Prospect	1,740	3,141	4,177
Town of Walkerville	663	1,087	1,211

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 eight 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 eight formal meetings over the 2020-2021 financial year. The table below details Board Member attendance.

BOARD MEMBER	MEETINGS
Mr Fraser Bell (Chair)	6/6
Cr Linda Green (Adelaide Hills Council)	5/6
Mr Simon Bradley (City of Prospect) *Ceased 20 May 2021	3/4
Mr Vincent Cammell (City of Prospect) *Appointed 22 May 2021	1/2
Cr Julian Carbone (City of Burnside)	3/6
Mr Paul Di Iulio (Campbelltown City Council)	4/6
Mayor Heather Holmes-Ross (City of Mitcham)	4/6
Mr Mario Barone (City of Norwood, Payneham & St Peters) *Ceased 31 December 2020	2/2
Cr Mike Stock (City of Norwood, Payneham & St Peters) *Appointed 01/01/2021	4/4
Cr Rob Ashby (Corporation of the Town of Walkerville)	6/6

DEPUTY DIRECTOR ATTENDANCE	MEETINGS
Mr Craig Harrison (City of Mitcham)	1/6

East Waste Governance



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 2020-2021 financial year. The table below details Audit Committee Member attendance.

AUDIT & RISK MANAGEMENT COMMITTEE MEMBER	MEETINGS
Mr Fraser Bell (Chair)	4/5
Mr Mario Barone (City of Norwood, Payneham & St Peters) *Ceased 31/12/2020	2/2
Cr Mike Stock (City of Norwood, Payneham & St Peters) *Appointed 31/01/2021	1/1
Mr Simon Bradley (City of Prospect) *Appointed 01/01/2021 *Ceased 20/05/2021	1/2
Cr Linda Green (Adelaide Hills Council)	5/5
Mr Tim Muhlhausler (Independent Member) *Ceased 31/12/2020	2/2
Ms Emma Hinchey (Independent Member) *Appointed 01/01/2021	3/3
Ms Sandra Di Blasio (Independent Member) *Appointed 01/01/2020	5/5

The Audited Financial Statements for the year ending 30 June 2021 are provided on the following pages.

EastWaste

FINANCIAL
STATEMENTS
2020-2021



Financial Statements

2020-2021

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Financial Statements 2020-2021

CERTIFICATION OF FINANCIAL STATEMENTS

EASTERN WASTE MANAGEMENT AUTHORITY INC

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2021

CERTIFICATION OF FINANCIAL STATEMENTS

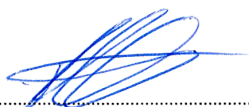
We have been authorised by Eastern Waste Management Authority Inc. to certify the financial statements in their final form. In our opinion:

- 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 2021 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: 30 SEPTEMBER 2021

Financial Statements 2020-2021

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2021

	Notes	2021 \$'000	2020 \$'000
INCOME			
User charges	2	16,707	16,756
Investment income	2	12	21
Grants, subsidies and contributions		-	-
Other	2	917	677
Total Income		17,636	17,454
EXPENSES			
Employee costs	3	6,089	5,851
Materials, contracts & other expenses	3	9,149	9,120
Finance costs	3	262	281
Depreciation & amortisation	3	1,986	2,069
Total Expenses		17,486	17,321
OPERATING SURPLUS		150	133
Asset disposal & fair value adjustments	4	105	60
NET SURPLUS		255	193
Other Comprehensive Income		-	-
Total Other Comprehensive Income		-	-
TOTAL COMPREHENSIVE INCOME		255	193

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

Financial Statements 2020-2021

STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE 2021

	Notes	2021 \$'000	2020 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	5	3,168	2,322
Trade & other receivables	5	661	1,019
Total Current Assets		3,829	3,341
Non-current Assets			
Property, Plant & Equipment	6	8,098	7,652
Total Non-current Assets		8,098	7,652
Total Assets		11,927	10,993
LIABILITIES			
Current Liabilities			
Trade & Other Payables	7	1,609	1,205
Provisions	7	654	597
Borrowings	7	1,925	1,929
Total Current Liabilities		4,188	3,731
Non-current Liabilities			
Borrowings	7	6,423	6,221
Provisions	7	97	77
Total Non-current Liabilities		6,520	6,298
Total Liabilities		10,708	10,029
Net Assets		1,219	964
EQUITY			
Accumulated Surplus		1,219	964
Total Equity		1,219	964

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



Financial Statements 2020-2021

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2021

	Accumulated Surplus \$'000	Total Equity \$'000
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	1,219	1,219
Balance at start of period - 1 July 2019	706	706
Net Surplus for Year	193	193
Other Comprehensive Income		
Contributed Equity	65	65
Distributions to Member Councils	-	-
Balance at end of period - 30 June 2020	964	964

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

Financial Statements 2020-2021

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2021

	Notes	2021 \$'000	2020 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts		18,457	17,136
Investment receipts		7	16
Employee costs		(6,012)	(5,795)
Materials, contracts & other expenses		(9,243)	(8,677)
Finance payments		(233)	(291)
Net cash provided by operating activities	8	2,976	2,389
CASH FLOWS FROM INVESTING ACTIVITIES			
Sale of replaced assets	4	124	81
Expenditure on renewal/replacement of assets	6	(2,452)	(2,297)
Net cash used in investing activities		(2,328)	(2,216)
CASH FLOWS FROM FINANCING ACTIVITIES			
Capital contribution by member councils		-	65
Proceeds from Borrowings		2,284	2,171
Repayments of Borrowings		(1,826)	(1,834)
Repayment of lease liabilities		(260)	(220)
Net cash provided by (used in) financing activities		198	182
Net Increase (Decrease) in cash held		846	355
Cash & cash equivalents at beginning of period	5	2,322	1,967
Cash & cash equivalents at end of period	5	3,168	2,322

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

Financial Statements 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

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

Financial Statements 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

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 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
Plan, 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 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

Asset Class	Estimated Useful Lives	Capitalisation Threshold
Plan, 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.

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 has recognised for the first time in 2020/21 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.



East Waste's public education program is largely driven by our Education & Promotions Coordinator Megan Bekesi. Her passion and active engagement in this space was rewarded with being a joint winner of the Green Industries SA 2020 Women in Circular Economy Award. Pictured: David Speirs MP, Minister for Environment and Water, and Megan Bekesi.

Financial Statements 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

7.2 Superannuation

The Authority makes employer superannuation contributions in respect of its employees to Statewide Super (formerly Local Government Superannuation Scheme). The Scheme has 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; 9.5% in 2019/20). 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 2019/20) 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 2020. 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.

Financial Statements 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

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 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.

The Authority has recorded a liability totalling \$0.47 million as at 30 June 2021 as a result of over estimating waste charges required to be recovered from Member Councils to fund operational expenses relating to the current financial year. A liability has been recorded in Note 7 as at 30 June 2021 which will be returned in the form of a reduction in waste collection fees to be charged to Member Councils in the following financial year.

12 New Accounting Standards

The Authority applied for the first-time certain new standards and amendments, which are effective for annual reporting periods beginning on or after 1 January 2020. New standards and amendments relevant to the Authority are listed below. The Authority has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Amendments to AASB 101 and AASB 108 Definition of Material

The amendments provide a new definition of material that states, "information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide

Financial Statements 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

financial information about a specific reporting entity". The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users. These amendments had no impact on the financial statements of, nor is there expected to be any future impact to the Authority.

13 Highbury Landfill Authority Inc.

The Authority, originally known as the East Torrens Municipal Destructor Trust, was established on 19 July 1928 (the name change took place in 1993). As at 1 July 2004, the Authority comprised of 3 Member Councils, being the City of Norwood, Payneham & St Peters, City of Burnside and the Corporation of the Town of Walkerville.

On 5 August 2004, the City of Norwood, Payneham & St Peters, the City of Burnside and the Corporation of the Town of Walkerville established the Highbury Landfill Authority Inc. Its purpose included the facilitation of the closure and the post closure of the Highbury Landfill site, as well as managing the joint interests and liability of the Councils in relation to the closure of the site.

On 31 December 2004 the property known as the Highbury Landfill site was transferred from East Waste to Highbury Landfill Authority Inc.

On 1 January 2005, the Authority's Charter was amended to include the three new Member Councils – the City of Mitcham, the City of Campbelltown and the Adelaide Hills Council.

On 1 January 2005 a loan was created between the Authority and the Highbury Landfill Authority that represented the net value of assets in East Waste prior to 1 January 2005. This was an At Call Loan and interest had been capitalised until the loan was called in by the Highbury Landfill Authority in November 2008. The loan amount was \$873,000 and the Authority borrowed the money from the National Australia Bank with an Interest Only Loan. This loan was re-financed through the Local Government Finance Authority, to be repaid over 10 years.

The Board of the Authority resolved in February 2010 to charge Member Councils the loan repayments for this loan in their equity percentages as set out in the January 2006 Charter.

The loan was fully repaid in the 2019/20 financial year.



Financial Statements 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

NOTE 2 - INCOME

	Notes	2021 \$'000	2020 \$'000
USER CHARGES			
Waste Collection Income		12,327	12,159
Waste Processing Income		4,640	4,509
Administration		235	225
Member Council Waste Collection Rebate		(540)	(137)
		16,707	16,756
INVESTMENT INCOME			
Interest on investments			
Local Government Finance Authority		12	21
		12	21
OTHER INCOME			
Bin Supply		254	203
Replacement Bins		642	457
Sundry		21	17
		917	677
NOTE 3 - EXPENSES			
EMPLOYEE COSTS			
Salaries and Wages		4,924	4,599
Employee leave expense		76	56
Superannuation		403	381
Wages Casual Agency		490	467
Workers' Compensation Insurance		113	196
Other		83	152
Total Employee Costs		6,089	5,851
<i>Number of FTE Employees as at reporting date</i>		<i>57</i>	<i>59</i>

Financial Statements 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

NOTE 3 - EXPENSES (Cont.)

	Notes	2021 \$'000	2020 \$'000
MATERIALS, CONTRACTS & OTHER EXPENSES			
Auditor's Remuneration		9	10
Board Expenses		29	33
Waste Processing Costs		4,614	4,532
Electricity		4	27
Fuel, Gas & Oil		993	1,076
Legal Expenses		27	34
Maintenance		2,214	2,123
Parts, Accessories & Consumables		2	11
Printing, Stationery & Postage		36	24
Professional Services		440	449
Registration & Insurance - Trucks		215	364
Sundry		566	437
		9,149	9,120
FINANCE COSTS			
Interest on Loans		234	247
Interest on Leases		28	34
		262	281
DEPRECIATION & AMORTISATION			
Buildings & Other Structures	6	10	25
Plant, Machinery & Equipment	6	1,725	1,788
Right-of-use assets	6	251	256
		1,986	2,069

Financial Statements 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

NOTE 4 - ASSET DISPOSAL

	Notes	2021 \$'000	2020 \$'000
Proceeds from disposal		124	81
Less: Carrying amount of assets sold		(19)	(21)
Gain (Loss) on disposal		105	60

NOTE 5 - CURRENT ASSETS

CASH & CASH EQUIVALENTS

Cash on Hand and at Bank		2,995	1,160
Deposits at Call		173	1,162
		3,168	2,322

TRADE & OTHER RECEIVABLES

Debtors - general		654	1,013
Accrued Income		-	6
Prepaid Expenses		7	-
		661	1,019

Financial Statements 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

NOTE 6 - PROPERTY, PLANT & EQUIPMENT

	Notes	2021 \$'000	2020 \$'000
Buildings & Other Structures - At Cost		325	162
Accumulated Depreciation		(92)	(82)
		233	80
Plant, Machinery & Equipment - At Cost		17,227	16,573
Accumulated Depreciation		(10,176)	(10,090)
		7,051	6,483
Right-of-use-assets		1,321	1,345
Accumulated Depreciation		(507)	(256)
		814	1,089
Total Property, Plant & Equipment		8,098	7,652

	2020 \$'000						2021 \$'000
	Carrying Value	Additions		Disposals	Depreciation	Adjustment	Carrying Value
		New/ Upgrade	Renewal				
Buildings & Other Structures	80	163	-	-	(10)	-	233
Plant, Machinery & Equipment	6,483	2,312	-	(19)	(1,725)	-	7,051
Right-of-use-asset	1,089	-	-	-	(251)	(24)	814
	7,652	2,475	-	(19)	(1,986)	(24)	8,098
2020	6,100	3,642	-	(21)	(2,069)	-	7,652

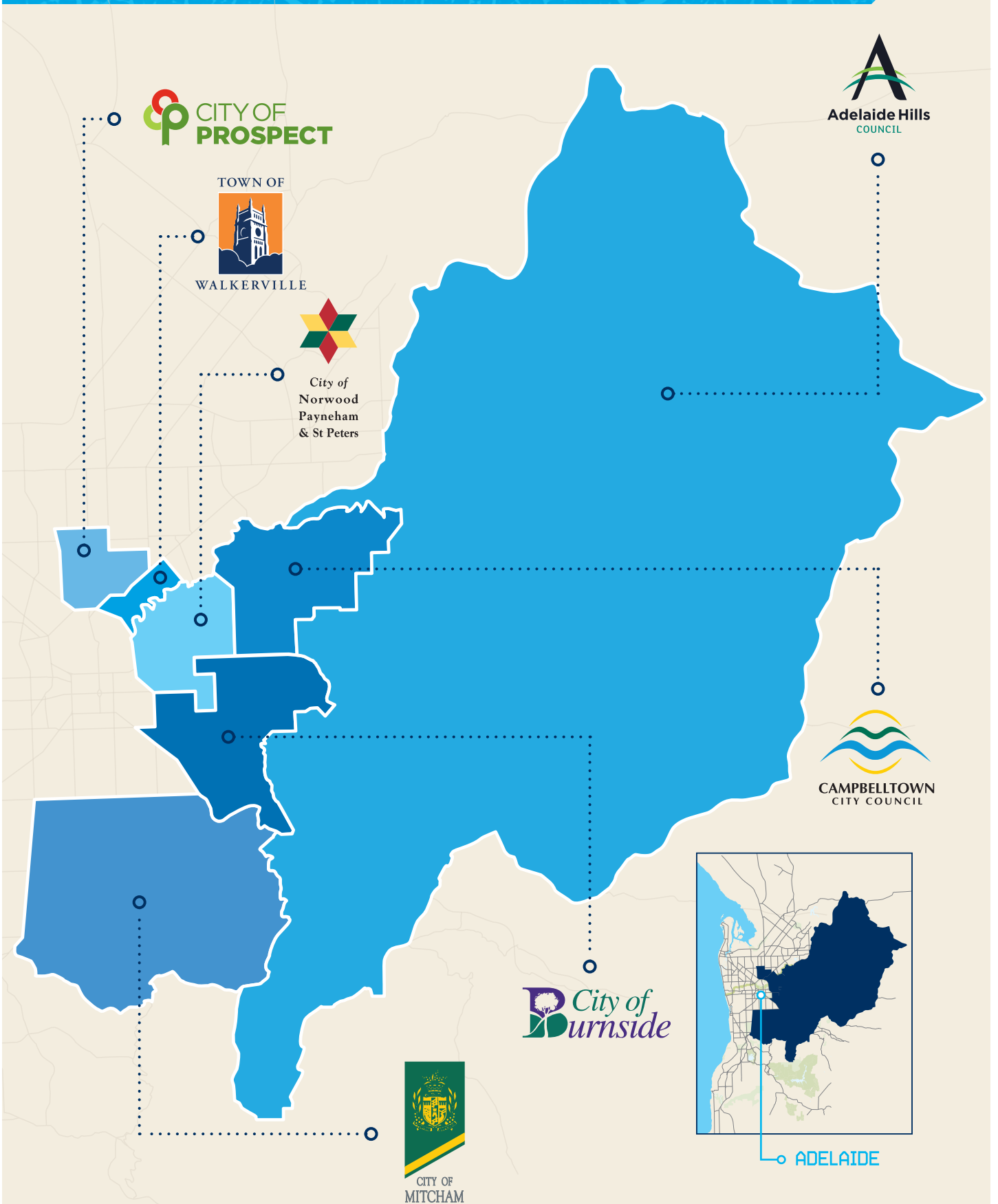
Financial Statements 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

NOTE 7 - LIABILITIES

	2021 \$'000		2020 \$'000	
	Current	Non-current	Current	Non-current
TRADE & OTHER PAYABLES				
Goods & Services	902	-	998	-
Accrued expenses - other	707	-	207	-
	1,609	-	1,205	-
BORROWINGS				
Loans	1,679	5,805	1,692	5,334
Lease Liabilities	246	618	237	887
	1,925	6,423	1,929	6,221
PROVISIONS				
Annual Leave	302	-	304	-
Rostered-Day-Off (RDO)	51	-	-	-
Long Service Leave	301	97	293	77
	654	97	597	77

Current Service Area



Financial Statements 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

NOTE 8 - CASH FLOW RECONCILIATION

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:

	2021 \$'000	2020 \$'000
Total cash & equivalent assets	3,168	2,322
Balances per Cash Flow Statement	<u>3,168</u>	<u>2,322</u>

(a) Reconciliation of Change in Net Assets to Cash Flows from Operating Activities

Net Surplus (Deficit)	255	193
Non-cash items in Income Statement of Comprehensive Income		
Depreciation	1,986	2,069
Net increase (decrease) in employee benefits	(77)	(56)
Net increase (decrease) accrued expenses	24	(15)
(Gain) / Loss on Disposal	(105)	(60)
Waste Rebates	470	-
	<u>2,553</u>	<u>2,131</u>
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	363	(297)
Net increase (decrease) in trade & other payables	(94)	443
Net increase (decrease) in other provisions	154	112
Net Cash provided by (or used in) operations	<u>2,976</u>	<u>2,389</u>

(b) Financing Arrangements

Corporate Credit Cards	15	15
Cash Advance Debenture Facility - LGFA	1,000	1,000

Financial Statements 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

NOTE 9 - FINANCIAL INSTRUMENTS

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	<p>Accounting Policy: Initially recognised at fair value and subsequently measured at amortised cost.</p> <p>Terms & conditions: Deposits on Call do not have a maturity period and have an average interest rates of 0.3% (2020: 0.4% - 0.45%).</p> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
Receivables - Waste Collection Fees & Associated 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>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 at amortised cost. Interest is charged as an expense using the effective interest rate.</p> <p>Terms & conditions: secured over future revenues and Member Councils, borrowings are repayable on fixed interest terms. Rates between 1.7% - 5.35% (2020: 2.55% - 5.35%).</p>
Liabilities - Leases	<p>Accounting Policy: accounted for in accordance with AASB 16 as stated in Note 11.</p>

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 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

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

2021	≤ 1 year	Maturity > 1 year ≤ 5 years	> 5 years	Non- Interest Bearing	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Financial Assets</i>					
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

2020	≤ 1 year	Maturity > 1 year ≤ 5 years	> 5 years	Non- Interest Bearing	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Financial Assets</i>					
Cash & Equivalents	2,322	-	-	-	2,322
Receivables	-	-	-	1,013	1,013
Total	2,322	-	-	1,013	3,335
<i>Financial Liabilities</i>					
Payables	-	-	-	998	998
Borrowings	1,929	5,460	726	-	8,115
Total	1,929	5,460	726	998	9,113

Financial Statements 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

NOTE 10 - EXPENDITURE COMMITMENTS

Expenditure Commitments

The Authority has expenditure commitments totalling an estimated \$2 million as at reporting.

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 2020	1,089	1,089
Additions of right-of-use-assets	-	-
Depreciation Charge	(251)	(251)
Adjustments to right-of-use-assets	(24)	(24)
At 30 June 2021	814	814

Set out below are the carrying amounts of lease liabilities and the movements during the period:

	2020 \$'000
At 1 July 2020	1,124
Additions	-
Accretion of interest	28
Payments	(258)
Adjustments to lease liability	(30)
At 30 June 2021	864
Current	265
Non-Current	599

NOTE 12 - POST BALANCE DATE EVENTS

There were no events post balance date that are required to be disclosed.

Financial Statements 2020-2021

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

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:

	2021 \$'000	2020 \$'000
Salaries, allowances & other short term benefits	462	476
TOTAL	462	476

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	3,307	55	Provision of kerbside waste collection and hard waste collection services
City of Burnside	3,064	79	Provision of kerbside waste collection and hard waste collection services
City of Mitcham	3,082	171	Provision of kerbside waste collection and hard waste collection services
City of Norwood, Payneham & St Peters	2,823	159	Provision of kerbside waste collection and hard waste collection services
City of Prospect	1,471	35	Provision of kerbside waste collection and hard waste collection services
Corporation of the City of Campbelltown	3,508	76	Provision of kerbside waste collection and hard waste collection services
Corporation of the Town of Walkerville	581	25	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 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 2020-2021

CERTIFICATION OF AUDITOR INDEPENDENCE



Bentleys SA Audit Partnership

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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 2021, 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

A handwritten signature in black ink, appearing to read "David Papa".

David Papa
Partner

Dated at Adelaide this 30th September 2021

INDEPENDENT AUDITOR'S REPORT



Bentleys SA Audit Partnership

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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 2021, 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 2021, 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.

Financial Statements 2020-2021

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

A handwritten signature in black ink, appearing to read "David Papa".

DAVID PAPA
PARTNER

Dated at Adelaide this 1st day of October 2021

East Waste's behavioural change initiatives include eliminating food waste from being disposed of to landfill by targeting 100% of food waste collected from residential premises to be recycled by 2030.

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East Waste - Eastern Waste
Management Authority



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The Barossa Council

ANNUAL REPORT 2020-21

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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4. Evaluation of Performance Against the Business Plan	14
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Chair Report

The past year of the Gawler River Floodplain Management Authority's (GRFMA) operation has been challenging across many fronts, the impact of COVID-19 primarily presenting difficulties with communications for the 13-member Board representing the six constituent councils forming the GRFMA (i.e., Adelaide Hills, Adelaide Plains, Barossa, Gawler, Light and Playford), Federal and State governments and other stakeholders having interest in the protection of the Gawler River floodplain.

The GRFMA Board conducted six (6) Ordinary meetings and convened two (2) Special meetings during the report period. Further, the GRMA's Audit Committee met on four (4) occasions.

The GRFMA Audit Committee provides an important role between the Authority, its management and constituent councils. The Committee provides suggestions and recommendations to the GRFMA Board about actions to be taken to enhance financial and operational governance, considered to be in the best interests of the subsidiary and constituent councils.

Numerous Committee and Working Group meetings were also undertaken enabling the progression of activities identified necessary by the GRFMA Board.

Sincere thanks are extended to all who have been available for e-meetings and alternate means of communication allowing the business of the GRFMA to progress effectively. Special mention is also made of the assistance provided by the Town of Gawler Council and Playford Council allocating staff and IT resources assisting with the scheduling and conduct of e-meetings as required.

Notwithstanding the above, there have been a number of significant achievements throughout the report period which are briefly outlined below.

Charter and Governance – Two Stage Review Implementation

As reported in 2019, a periodic review of the Charter and associated governance (First Stage) was completed with adoption by the GRFMA’s Board on the 28 January 2020. A more comprehensive review “Charter Review 2” commenced in April 2020 with Jeff Tate Consulting being engaged to undertake the required work. This review was to explore further governance and operational processes including options for alternative management (i.e., other than the Authority) for the Gawler River and supporting financial arrangements.

A further report completed in September 2020 included a number of recommendations for consideration by the Board:

1. The Authority’s legal structure continue as a Regional Subsidiary under s43 of the Local Government Act 1999.
2. At this stage the GRFMA continue to have a representative Board of an Elected Member and staff member from each Council (and an Independent Chair).
3. Consideration be given to an arrangement between the Chief Executive Officers of the constituent councils to ensure that the combined staff appointments to the Board include all relevant skills.
4. Consideration be given to amending clause 4.3.2 of the GRFMA Charter so that Deputy Members attending Board meetings in their own right and not in place of the Member may be permitted to speak with approval of the meeting, rather than having the same right to speak as Members.
5. The GRFMA proactively build relationships with relevant South Australian Government Departments and agencies, separately and together, to build understanding of the issues relating to the Gawler River and to assist with strategies, plans, and advice including about external funding.
6. The GRFMA and constituent councils consider the four funding model options set out in the report, starting from a consideration of funding principles and then potential scenarios for modelling (possibly through Finance and Engineering staff of the constituent councils).
7. The GRFMA develop and implement a clear, resourced strategy for achieving external funding, including consideration of a ‘broker’ to identify and pursue funding opportunities.

The GRFMA Board is currently progressing recommendation 6 and directing the Charter Review 2 Working Group to engage resources to compile and evaluate required data to further understand possible funding principles and formula to be applied in any proposed funding model. Noting any final consideration would be subject to support or otherwise of the GRFMA and constituent councils. The GRFMA Board will be considering all recommendations and is looking to finalise the review early in the 2021/2022 financial year.

Strategic Plan

As a requirement of Charter Review 1 the GRFMA is now working to establish a Strategic Plan . The plan will consist of a 5 year Strategic Plan (2026) and have regard to any longer term strategic issues (2026-2036) that might be identified during preparation of the plan.

Consultation on the plan with constituent councils and other stakeholders commenced in May 2021 and it is anticipated the document will be completed by the end of September 2021.

Gawler River UNHaRMED Management Tool (GRUMP)

In 2019 the GRFMA entered into partnership with the Bushfire and Natural Hazards CRC and the University of Adelaide to develop a decision support tool (UNHaRMED) to explore how to manage flood risk into the future. The model tool has now been completed and will be made available to other local government authorities and floodplain managers responsible for flood-associated social, environmental and economic risk modelling and subsequent management.

Gawler River Stormwater Management Plan

The GRFMA 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 have commenced a project to develop a Stormwater Management Plan (SMP) for the Gawler River.

The plan will provide background and strategic direction for managing stormwater in the Gawler River. The SMP catchment is defined as the 'Gawler River proper', being the main channel below the confluence of the North Para and South Para Rivers, down through Buckland Lake to the coastal outlet.

In consideration of the strategic nature of any SMP recommendations that may result, the current flood mitigation considerations including increasing the height of the Bruce Eastick North Para Flood Mitigation Dam and the construction of the Northern Floodway Proposal have been placed on hold.

Assistance from the City of Playford in providing in-kind support of a Project Manager to manage the SMP process is recognised and appreciated.

Bruce Eastick North Para Flood Mitigation Dam

The Bruce Eastick North Para Flood Mitigation Dam (BENPFMD) Operation and Safety Plan has now been completed. The Plan was facilitated by the GRFMA in partnership with the Local Government Association of South Australia Council Ready Program.

The completed plan provides direction in two parts specifically for the operational response to a critical flood event and secondly, where signs of imminent dam failure BENPFMD are observed.

Periodic maintenance has also been undertaken at the Dam replacing security screens on the high level outlet pipes and repairing welds to the crest handrails.

Tenders submitted for works requiring repair of the lower level outlet pipes and reinstatement of dislodged baffle blocks in the stilling basin are currently under consideration. It is envisaged the agreed services for works will be undertaken post winter 2021.

Gawler River Flood Mitigation

The 2020-21 State Government Budget allocated \$9 Million for Gawler River flood mitigation works. This initiative provides works to be completed over the three years 2021-23 for a range of Gawler River projects aimed at reducing flood risks across the Northern Adelaide Plains.

Budgeted works include:

1. Removal of trees and debris following the Hillier bushfire (\$350-\$370K).
2. Construction of a drainage system on Carmelo and Park Road, Virginia (\$3.8M).
3. Installation of new flood warning infrastructure and improvement of flood forecasting and warning service (\$1M).
4. River survey, silt and weed removal, revegetation and levee repair (\$3.8M).

The GRFMA has engaged with the South Australian Department of Environment and Water to assist delivery of the four projects and further development of the longer term solutions for flood mitigation in the Gawler River.

Australian Rail Track Corporation (ARTC) Bridge

The ARTC commenced work in September 2020 to replace the existing rail bridge across the Gawler River.

The GRFMA engaged with ARTC during the Bridge design and construction phase to ensure that the resultant bridge structure and embankment did not compromise water flows in the Gawler River channel.

Retiring and New GRFMA Board Members

Acknowledgement is made of long-serving Board Member Mr Mark Salver (Adelaide Hills Council) who retired from representation during the report period. Mr Ashley Curtis was welcomed as his successor.

Finally, I wish to thank the six constituent councils, Board, Audit Committee, Working Group representatives and Executive Officer for their ongoing involvement and direction provided.

There have been many achievements attained throughout the report period which ultimately will lead to the provision of better flood mitigation and warning systems for the Gawler River and associated floodplain.

The GRFMA will continue to work with the Federal and State governments and stakeholders to achieve this end.

Ian J. Baldwin
Chair and Independent Member
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 provides for 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 two years.

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 Alyssa Denicola
The Barossa Council	Mayor Bim Lange Mr Gary Mavrinac	Cr Russell Johnstone
Town of Gawler	Cr Paul Koch Mr Sam Dilena	Cr Nathan Shanks Mr Ben DeGilio
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 13 August 2020 – Town of Gawler
- Thursday 15 October 2020 – Adelaide Plains Council
- Thursday 10 December 2020 – City of Playford
- Thursday 11 February 2021 – Light Regional Council
- Thursday 15 April 2021 – Adelaide Hills Council
- Thursday 17 June 2021 – The Barossa Council

Two Special Board Meetings:

- Friday 17 July 2020 – City of Playford
- Wednesday 17 March 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
- Dr Moji Kan, Principal Engineer Dams, SA Water
- Mr Matt Elding, Barossa Council
- Mr Braden Austin, Playford Council
- Mr David Hitchcock Executive Officer

No meetings of the Panel were held during the year, however, email out of session consideration was 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:

- 04 August 2020
- 25 November 2020
- 10 March 2021
- 09 June 2021

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 2021.

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 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	152	4	Possible commercial advantage of a person	4	3
Technical Assessment Panel	0	0	N/A	0	0
Audit Committee	24	0		0	0

Evaluation of Performance Against the Business Plan

This Statement of Achievements against the Business Plan will form part of the Key Outcomes Summary to Councils following the meetings at which it is tabled. The June report will form part of the GRFMA Annual Report 2020-2021.

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).

Gawler River Flood Mitigation Scheme	
Two	<p>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 advises 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.</i></p> <p>Determine if a second dam on the North Para River or modification to the Bruce Eastick North Para Flood Mitigation Dam is an option. The GRFMA Board has recently accepted a tender for a Findings Report to undertake an assessment to determine if a second dam is required and feasible. <i>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 Northern Floodway Project proposal. Noting feasibility of raising the height of the Bruce Eastick Dam is still a strategic consideration.</i></p>
Three	<p>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. <i>Completed.</i></p>
Four	<p>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. <i>Will be a consideration of the Gawler River Stormwater Management Plan 2021/2022.</i></p>
Five	<p>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. <i>It is anticipated the Gawler River Unharmful Mitigation Project, will contribute to understanding of this issue and relevant strategies.</i></p>
Six	<p>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. <i>Ongoing – new replacement of the rail bridge completed April 2021.</i></p>

Gawler River Flood Mitigation Scheme	
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. <i>Will be a consideration of the Gawler River Stormwater Management Plan 2021/2022.</i>
Eight	Investigate opportunities for funding partners and grants to undertake the necessary assessments and designs. <i>Ongoing. GRFMA currently working with the Department of Environment and Water on the \$9M Gawler River Flood Mitigation projects.</i>
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. <i>Pending finalisation of the review by the Department of Environment and Water. GRFMA submission provided.</i>

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 inspection completed 8/9/2020. As per O&M manual. <input checked="" type="checkbox"/> Replacement signage. Repairs to handrails and replacement of HLOP screen completed January 2021.

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.
Charter Review 1 and Charter Review 2	December	<p>The performance of the Executive Officer be reviewed annually</p> <p>Charter Review</p>	<input checked="" type="checkbox"/> Review conducted in December 2020. <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 2020-2024. <input checked="" type="checkbox"/> Appropriate levels of insurance reviewed in July 2020.
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 2020 – Business Plan 2020-2021 adopted. <input checked="" type="checkbox"/> June 2020 – Achievements against the Business Plan 2019-20 presented.
Budget 20/21	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"/> 2021-22 draft Budget forwarded in March 2021 to constituent councils for consultation. <input checked="" type="checkbox"/> Budget Reviews 1 & 2 adopted by GRFMA Audit Committee and GRFMA Board.
Subscriptions	June December	Send half year subscriptions to Council	<input checked="" type="checkbox"/> All first half subscriptions paid, <input checked="" type="checkbox"/> Five (5) Second half subscriptions paid.

Performance Targets:	Timings:	To be measured by:	Actual Achievements:
Report to Constituent Councils	Following each Board meeting By 30 th September	The receipt of the following reports by Councils, Board Meeting Key Outcomes 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"/> New Fraud and Corruption Policy <input checked="" type="checkbox"/> Delivery of Strategic Plan initiated consultation underway – delivery September 2021. * Public Interest Disclosure Policies drafted and on hold pending consideration of requirement for public officer – review October 2021. * Asset Management Plan and Long Term Financial Plan to be developed.
Annual Operations		Advocacy for construction of Northern Floodway project GRFMA currently working with DEW on the \$9M Gawler River Flood Mitigation projects Dewatering and repair of the low-level inlet pipe and stilling basin Scheduled inspection Establishment of the Dam Safety Emergency Plan Environmental management of land associated with the Dams location GRUMP decision support tool to manage flood risk Revegetate land zone around the Bruce Eastick North Para Flood Mitigation Dam.	* Hiatus. Pending completion of the Gawler River Stormwater Management Plan. <input checked="" type="checkbox"/> * Tenders for works considered at the 17/6/2021 GRFMA Board meeting. <input checked="" type="checkbox"/> Completed September 2020. <input checked="" type="checkbox"/> Completed January 2021. <input checked="" type="checkbox"/> Annual land management lease in place. <input checked="" type="checkbox"/> Completed 30 June 2021 – project was delayed due to COVID-19. <input checked="" type="checkbox"/> Commenced June 2020

Financial Statements 2020-21

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 2021
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 2021 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

19/8/2021

Date



Ian Baldwin
CHAIRMAN

19/8/21

Date

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
SCHEDULE OF PROFIT AND LOSS AND COMPREHENSIVE INCOME
for the year ended 30 June 2021

	Notes	2021 \$	2020 \$
INCOME			
Subscriptions	4	196,235	230,300
Investment income	1(d)	1,009	1,042
State Government Grants	3	20,000	98,980
Other Income		100	100
Total Income		<u>217,344</u>	<u>330,422</u>
EXPENSES			
Contractual Services	5	156,177	235,881
Depreciation	1(h), 11	321,163	321,163
Other		21,359	21,155
Total Expenses		<u>498,698</u>	<u>578,198</u>
OPERATING SURPLUS / (DEFICIT)		(281,354)	(247,776)
NET SURPLUS / (DEFICIT)		<u>(281,354)</u>	<u>(247,776)</u>
transferred to Equity Statement			(247,776)
Other Comprehensive Income			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in revaluation surplus - infrastructure, property, plant & equipment		-	-
Total Other Comprehensive Income		<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME		<u>(281,354)</u>	<u>(247,776)</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 2021

ASSETS	Notes	2021	2020
		\$	\$
Current Assets			
Cash and cash equivalents	1(d)	169,344	151,764
Trade and Other Receivables		49,278	32,152
Total Current Assets		<u>218,622</u>	<u>183,916</u>
Non-current Assets			
Infrastructure	10	25,329,000	25,329,000
Accumulated Depreciation Infrastructure	1(h), 10	(4,116,325)	(3,795,163)
Land	10	477,000	477,000
Total Non-current Assets		<u>21,689,675</u>	<u>22,010,838</u>
Total Assets		<u>21,908,297</u>	<u>22,194,753</u>
LIABILITIES			
Current Liabilities			
Trade & other payables		36,567	41,669
Borrowings		-	-
Total Liabilities		<u>36,567</u>	<u>41,669</u>
NET ASSETS		<u>21,871,730</u>	<u>22,153,084</u>
EQUITY			
Accumulated Surplus		13,189,757	13,471,111
Asset Revaluation Reserves	1(g)	8,681,973	8,681,973
TOTAL EQUITY		<u>21,871,730</u>	<u>22,153,084</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 2021

	Notes	Accumulated Surplus \$	Asset Revaluation Reserve \$	TOTAL EQUITY \$
2021				
Balance at end of previous reporting period		13,471,111	8,681,973	22,153,084
Restated opening balance		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
2020				
Balance at end of previous reporting period		13,718,887	8,681,973	22,400,860
Restated opening balance		13,718,887	8,681,973	22,400,860
Net Surplus / (Deficit) for Year		(247,776)	-	(247,776)
Other Comprehensive Income				
Gain on revaluation of infrastructure, property, plant & equipment		-	-	-
Balance at end of period		13,471,111	8,681,973	22,153,084

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 2021

		2021	2020
CASH FLOWS FROM OPERATING ACTIVITIES	Notes	\$	\$
Receipts		199,195	299,175
Interest Receipts		1,023	1,055
Payments		<u>(182,638)</u>	<u>(215,367)</u>
Net Cash provided by (or used in) Operating Activities		17,580	84,863
 CASH FLOWS FROM INVESTING ACTIVITIES			
<u>Payments</u>			
Expenditure on new/upgraded assets		-	-
Net Cash provided by (or used in) Investing Activities		<u>-</u>	<u>-</u>
 Net Increase (Decrease) in cash held	8	<u>17,580</u>	<u>84,863</u>
 Cash & cash equivalents at beginning of period		<u>151,764</u>	<u>66,902</u>
Cash & cash equivalents at end of period	8	<u>169,344</u>	<u>151,764</u>

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 2021**

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

The dam 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.

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. The estimate of the replacement cost was \$25.245 million at June 2019. In accordance with Accounting Standard (AASB)13 Fair Value Measurement, it is to be noted that valuation has been under level 3 valuation. The next Valuation is expected to undertaken as at 30 June 2024.

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

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 Council.

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 straight line depreciation with an expected life of 80 years.

The depreciation period for the Access Road is based on straight line depreciation with an expected 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 2021

Note 2 - Schedule of Constituent Council's Interest in Net Assets as at 30th June 2021

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.

This Schedule has been prepared on the basis that the Authority was 'wound up' on 30 June 2021. The value of infrastructure and land as stated in the Financial Statements at reporting date have been included. Grants and contributions from the Commonwealth Government, State Government and Northern Adelaide Barossa Catchment Water Management Board that have contributed to these costs have not been deducted.

Calculation of Net Equity

Assets

Investments / Debtors	\$ 218,622
Infrastructure	\$ 21,212,675
Land	<u>\$ 477,000</u>
	\$ 21,908,297

Less Liabilities

Accounts Payable / Creditors	<u>\$ 36,567</u>
NET EQUITY	\$ 21,871,730

Allocation of Councils Interest in Net Assets

Constituent Councils	Accumulated Subscriptions for Operations to 30 June 2021	Accumulated Subscriptions for Maintenance to 30 June 2021	Accumulated Subscriptions for Scheme Works to 30 June 2021	All Subscriptions to 30 June 2021	Percentage of Contributions to the Total	Council's Interests in Net Assets
Adelaide Hills Council	\$172,082	\$6,352	\$70,988	\$249,422	4.54%	\$992,977
The Barossa Council	\$172,082	\$31,813	\$354,951	\$558,846	10.17%	\$2,224,355
Town of Gawler	\$172,082	\$63,586	\$709,892	\$945,560	17.21%	\$3,764,125
Light Regional Council	\$172,082	\$31,813	\$354,951	\$558,846	10.17%	\$2,224,355
Adelaide Plains Council	\$172,082	\$106,079	\$1,183,146	\$1,461,307	26.60%	\$5,817,880
City of Playford	\$172,089	\$127,254	\$1,419,763	\$1,719,106	31.31%	\$6,848,038
	\$1,032,499	\$366,897	\$4,093,691	\$5,493,087	100%	\$21,871,730

Schedule of Constituent Councils' Interests in Net Assets' as at the 30th June 2021 adopted by the Board in accordance with Clause 15.5 of the Charter on 19 August 2021.

Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

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	2021	-	\$147,044	\$147,044	\$85,115	\$61,929
	2020	-	\$146,042	\$146,042	\$90,152	\$55,890
Other	2021	\$20,000	\$ 50,300	\$ 70,300	\$92,421	(\$22,121)
Environment:						
Flood Mitigation	2020	\$98,980	\$ 85,400	\$184,380	\$166,883	\$17,497
Total	2021	\$20,000	\$197,344	\$217,344	\$177,536	\$39,808
	2020	\$98,980	\$231,442	\$330,422	\$257,035	\$73,387

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	
	2021	2020	2021	2020	2021	2020
Adelaide Hills Council	\$ 871	\$ 1,476	\$24,322	\$24,166	\$25,193	\$25,642
The Barossa Council	\$ 4,361	\$ 7,396	\$24,322	\$24,166	\$28,683	\$31,562
Town of Gawler	\$ 8,722	\$14,791	\$24,322	\$24,166	\$33,044	\$38,957
Light Regional Council	\$ 4,361	\$ 7,396	\$24,322	\$24,166	\$28,683	\$31,562
Adelaide Plains Council	\$14,541	\$24,660	\$24,322	\$24,166	\$38,863	\$48,826
City of Playford	\$17,444	\$29,581	\$24,325	\$24,170	\$41,769	\$53,751
TOTAL	\$50,300	\$85,300	\$145,935	\$145,000	\$196,235	\$230,300

Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

Note 5- Contractual Services

	2021	2020
Executive Officer	\$56,280	\$57,330
Audit Committee <i>(Independent & Presiding Member)</i>	\$2,600	\$2,600
Audit Fees	\$5,000	\$7,057
Legal Fees	\$0	\$2,133
Gawler River Scheme Consultancies	\$84,737	\$139,025
Maintenance Contractors	\$7,560	\$27,736
TOTALS	\$156,177	\$235,881

Note 6 - Comparison of Budget and Actual Results (excluding depreciation)

	2021		2020	
	Budget	Actual	Budget	Actual
Revenue				
Administration	\$147,050	\$147,044	\$146,400	\$146,042
Other Environment: Flood Mitigation	\$0	\$0	\$0	\$100
State Grant	\$20,000	\$20,000	\$110,980	\$98,980
Maintenance	\$50,300	\$50,300	\$85,300	\$85,300
Other Environment: Flood Mitigation Capital	\$0	\$0	\$0	\$0
Total Revenue	\$217,350	\$217,344	\$342,680	\$330,422
Expenditure				
Administration	\$88,050	\$85,115	\$89,095	\$90,152
Other Environment: Flood Mitigation	\$97,950	\$7,684	\$25,150	\$27,858
Maintenance	\$100,736	\$84,736	\$158,475	\$139,025
Other Environment: Flood Mitigation Capital				
Total Expenditure	\$286,736	\$177,535	\$272,720	\$257,035
Surplus (deficit)	(\$69,386)	\$39,809	\$69,960	\$73,387

Note 7 - Expenditure Commitment

An agreement has been entered into with David Hitchcock to provide Executive Officer and Supervision of Consultants services to 31 December 2021.

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

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:

	2021	2020
	\$	\$
Total cash & equivalent assets	<u>169,344</u>	<u>151,764</u>
Balances per Cash Flow Statement	<u>169,344</u>	<u>151,764</u>

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)	(281,354)	(247,776)
Non-cash items in Income Statement		
Depreciation, amortisation & impairment	<u>321,163</u>	<u>321,163</u>
	39,809	73,387
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	(17,127)	(30,194)
Net increase (decrease) in trade & other payables	<u>(5,102)</u>	<u>41,669</u>
Net Cash provided by (or used in) operations	<u>17,580</u>	<u>84,862</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 2021

Note 10 - Non-Current Assets Summary

	Fair Value Level	2021				2020			
		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	-	(\$14,200)	\$69,800	\$84,000	-	(\$8,600)	\$75,400
North Para Dam	3	\$25,245,000	-	(\$4,102,125)	\$21,142,875	\$25,245,000	-	(\$3,786,563)	\$21,458,437
Total Infrastructure and Land		\$25,806,000	-	(\$4,116,325)	\$21,689,675	\$25,806,000	-	(\$3,795,163)	\$22,010,837
Comparatives		\$25,806,000	-	(\$3,795,163)	\$22,010,937	\$25,806,000	-	(\$3,474,000)	\$22,332,000

	2020	Carrying Amount Movements During the Year							2021	
		Carrying Amount	Additions		Disposals	Depreciation	Impairment	Transfers	Net Valuation	Carrying Amount
			New Upgrade	Renewals						
Land and easements	\$477,000	-	-	-	-	-	-	-	\$477,000	
Access Roads	\$75,400	-	-	-	(\$5,600)	-	-	-	\$69,800	
Infrastructure - North Para Dam	\$21,458,437	-	-	-	(\$315,563)	-	-	-	\$21,142,875	
Total Infrastructure, Property, Plant & Equipment	\$22,010,837	-	-	-	(\$321,163)	-	-	-	\$21,689,675	
Comparatives	\$22,332,000	-	-	-	(\$321,163)	-	-	-	\$22,010,837	

Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

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 0.25% and 0.30% (2020: 0.25% and 1.25%).</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>

Liquidity Analysis

2021	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets	\$	\$	\$	\$	\$
Cash & Equivalents	169,344	-	-	-	169,344
Receivables	49,278	-	-	-	49,278
Total	218,622	-	-	-	218,622
Financial Liabilities					
Payables	36,567	-	-	-	36,567
Total	36,567	-	-	-	36,567
2020	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial Assets	\$	\$	\$	\$	\$
Cash & Equivalents	151,764	-	-	-	151,764
Receivables	32,152	-	-	-	32,152
Total	183,916	-	-	-	183,916
Financial Liabilities					
Payables	41,669	-	-	-	41,669
Total	41,669	-	-	-	41,669

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

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.

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 Authorities 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 2021**

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.

	2021 \$	2020 \$
Income	217,344	330,422
Expenses	<u>(498,698)</u>	<u>(578,198)</u>
Operating Surplus / (Deficit)	(281,354)	(247,776)
Less Net Outlays in Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	-	-
Add back Depreciation Amortisation and Impairment	321,163	321,163
Proceeds from Sale of Replaced Assets	-	-
	<u>321,163</u>	<u>321,163</u>
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>39,808</u>	<u>73,386</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 2021.

Note 14 - Events Occurring After Reporting Date

There were no events subsequent to 30 June 2021 that need to be disclosed in the financial statements.

**Gawler River Floodplain Management Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

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:

	2021	2020
	\$	\$
Salaries, allowances & Other Short Term Benefits	\$65,530	\$66,930
TOTAL	\$65,530	\$66,930

	Amounts received from Related Party during the financial year	Amounts outstanding from Related Party at the end of the financial year
	2021	2021
	\$	\$
Adelaide Hills Council	\$12,597	\$12,597
The Barossa Council	\$28,683	\$0
Town of Gawler	\$33,044	\$0
Light Regional Council	\$28,683	\$0
Adelaide Plains Council	\$38,863	\$0
City of Playford	\$41,769	\$0
TOTAL	\$183,639	\$12,597

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.

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INDEPENDENT AUDITOR'S REPORT

To the members of the Gawler River Floodplain Management Authority

Opinion

We have audited the accompanying financial report of the Gawler River Floodplain Management Authority (the Authority), which comprises the Statement of Financial Position as at 30 June 2021, the Statement of Comprehensive Income, the Statements of Changes in Equity, the Statement of Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and other explanatory information and the Certification of the Financial Statements.

In our opinion, the accompanying financial report presents fairly, in all material aspects, the financial position of the Authority as at 30 June 2021, and its financial performance and its cash flows for the year then ended in accordance with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and the Australian Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described as in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Authority in accordance with the auditor independence requirements of 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.

Responsibility of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation of the Authority's financial report in accordance with Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*, and for such controls as Management determines is necessary to enable the preparation of the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, Management is responsible for assessing the Authority'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 Authority or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Authority'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 the 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 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 Authority'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 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 Authority'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 Authority 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.

DEAN NEWBERRY



JIM KEOGH

Partner

Signed on the 21st day of September 2021,
at 214 Melbourne Street, North Adelaide, South Australia 5006

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2021

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 2021 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.

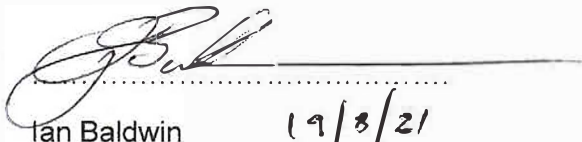
This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2011.



David Hitchcock 17/8/21
 EXECUTIVE OFFICER



Peter Brass 12/8/21
 PRESIDING MEMBER AUDIT COMMITTEE



Ian Baldwin 19/8/21
 CHAIR GRFMA

**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2021**

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 2021 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.


Andrew Aitken (Sep 7, 2021 17:25 GMT+9.5)

Andrew Aitken
Chief Executive Officer
Adelaide Hills Council



James Miller
Chief Executive Officer
Adelaide Plains Council


Henry Inat (Sep 14, 2021 21:12 GMT+9.5)

Henry Inat
Chief Executive Officer
Town of Gawler



Martin McCarthy
Chief Executive Officer
The Barossa Council



Sam Green
Chief Executive Officer
City of Playford


Brian Carr (Sep 14, 2021 17:05 GMT+9.5)

Brian Carr
Chief Executive Officer
Light Regional Council

HEAD OFFICE214 Melbourne Street
North Adelaide SA 5006PO Box 755
North Adelaide SA 5006T: (08) 8267 4777
www.deannewbery.com.auDean Newbery
ABN: 30 164 612 890**Auditor's Independence Declaration under Section 22 of the Local Government (Financial Management) Regulations 2011 to the Gawler River Floodplain Management Authority**

I confirm that, for the audit of the financial statements of the Gawler River Floodplain Management Authority for the year ended 30 June 2021, 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*.



JIM KEOGH
PARTNER

Signed on the 13th day of August 2021,
at 214 Melbourne Street, North Adelaide, South Australia 5006



Southern & Hills Local Government Association

Adelaide Hills Council | Alexandrina Council | Kangaroo Island Council | Mount Barker District Council
City of Victor Harbor | District Council of Yankalilla |

ANNUAL REPORT

2020-2021



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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 126,000 people as of 30th June 2020.
- ☑ 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 2020-2021. I referred to the COVID19 virus pandemic in my previous years report and alluded to its impact "has been far reaching and yet to play out in full". Regrettably the impact has been far greater and longer and broader than we anticipated.

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 this time. Nonetheless we were still able as an organisation to continue 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 development of a new 2030 Regional Transport Plan, monitoring the S&HLGA Regional Public Health plan and successfully rolling out two new critical social inclusion projects as well as implementing and monitoring the region's Climate Change Adaptation 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 plans supporting the establishment of 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 planning our new 2021-2025 Strategy and Business Plan. These activities are all designed to drive and improve the wellbeing of our communities.

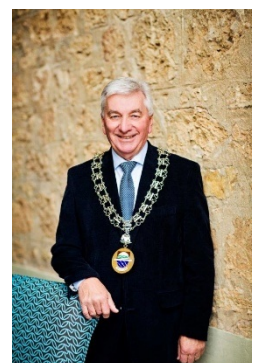
I would once again point out the S&HLGA Value proposition report documents a consistent four figure percentage return on member Council subscriptions demonstrating amazing value for member councils.

S&HLGA has been an active participant on the LGA regional SAROC committee.

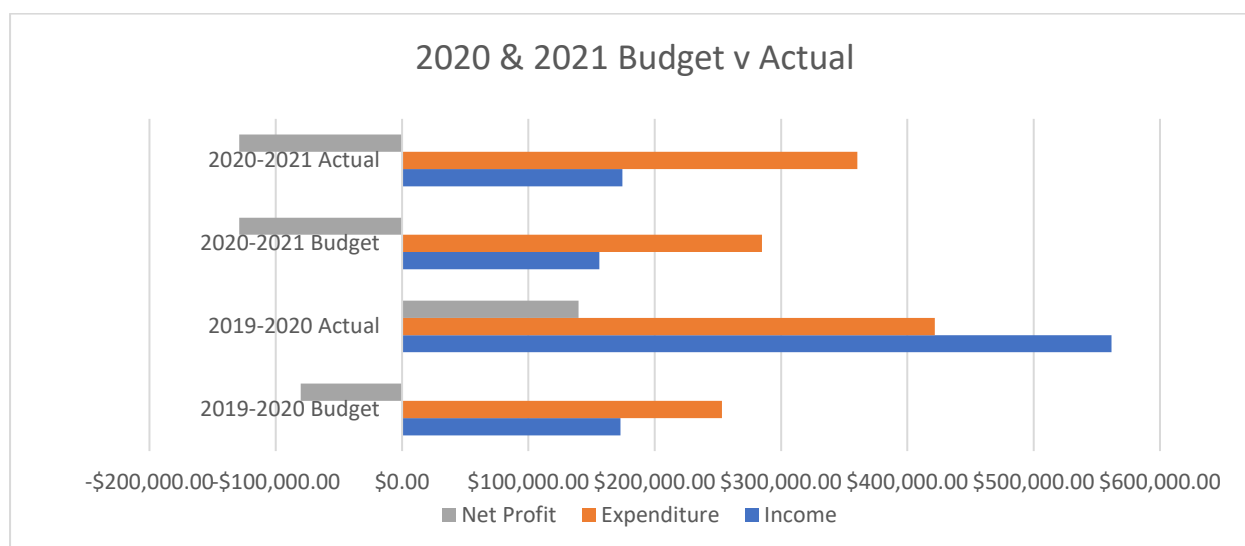
Thank you to our Executive Officer, Graeme Martin for his co-ordination and management and drive in supporting the body. He has been ably supported during 2020-2021 by Penny Worland in the Regional Public Health space.

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 2020-2021



Transport

- **Commenced the new 2030 S&HLGA Transport Plan**
- **Recommended for Special Local Roads Funding of \$1,853,300**
- **Active participant in South East Transport Corridor Passenger and Freight Committees and forums**
- **Progressed the South Coast Freight Route concept**

Health and Wellbeing

- **Continued with the development of the \$50,00 Community Wellbeing Indicators project**
- **Implemented and monitored the regional and member Council actions of the “Wellbeing in our Community” Regional Public Health Plan for S&HLGA**
- **Activated the two S&HLGA disability and inclusions projects, \$76,464 Regional Champions for Accessible Destinations and \$81,408 Regional Champions for Accessible Communications**

Environment

- **Successfully negotiated and signed a new Climate Change Regional sector Agreement**
- **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 strategies to combat and manage Little Corellas**

2021 S&HLGA Value Summary	Average Value per Council	Total Value for the S&HLGA region
General advocacy	\$20,000	\$120,000
Programs and Projects	\$363,062	\$2,178,372
Capacity building	\$7,025	\$42,151
Total	\$390,087	\$2,340,523

ORGANISATION

S&HLGA Organisation and its Board structure, members and Office bearers

The Southern and Hills Local Government Association Board

July 2020

Council	Elected Member Representative	Council Staff Representative
Adelaide Hills	Mayor Jan – Claire Wisdom	CEO Andrew Aitken
Alexandrina Council	Mayor Keith Parkes	CEO Glenn Rappensberg
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 Glen Rowlands*	CEO Nigel Morris
	*resigned 17 June 2021	

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	Simon Rothwell*	Deputy Mayor
	*Appointed to S&HLGA Board 17 June 2021	

Office Bearers 2020 – 2021

President	Mayor Keith Parkes, Alexandrina Council
Deputy President	Mayor Moira Jenkins, City of Victor Harbor
Executive Officer	Mr Graeme Martin
Auditor	Mr Nathan Saluja, 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
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		

Attendance register maintained for annual and half yearly conferences from 1968 to 1990

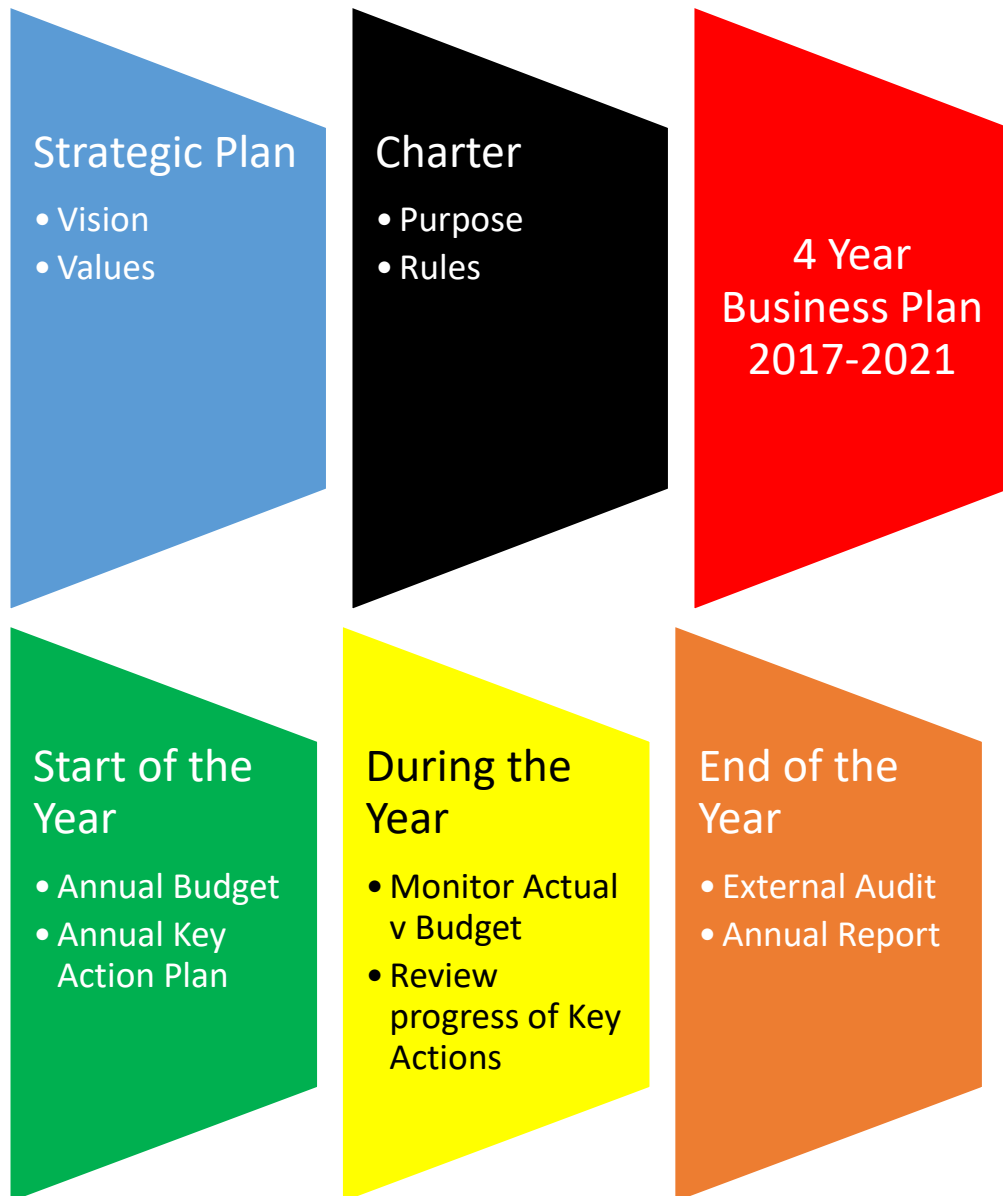
^a Until 12th May 2003 ^b Executive Officer ^c From February 2011 ^d To December 2011 ^e From January 2012

^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
21 August 2020	Mt Barker
23 October 2020	Adelaide Hills
11 December 2020	Alexandrina
26 February 2021	Kangaroo Island
16 April 2021	Adelaide Hills
18 June 2021	City of Victor Harbor

Key Issues acted on by the Board included:

- o Transferring, updating and maintaining of the S&HLGA Website to the new LGA Squiz platform
- o Implementing and monitoring the S&HLGA Regional Public Health Plan
- o Continued the development of the Community Wellbeing indicators project
- o Commenced 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 Co-ordinated and signed new Climate Change regional sector agreement with DEW
- 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 Assisted in the development of the South Australian Coastal Councils strategy and funding model
- o Continued to discuss and develop an updated Charter for S&HLGA

Regional Consultations and briefings were usually coordinated to occur on the day of Board meetings. 5 various speakers addressed meetings of the Board.

The Board reviewed its achievements to date via the 2020-2021 Key Action Plan, tracked the Actual performance against Budget and developed a new Budget and Action Plan for 2021-2022

At the commencement of 2019-2020 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 table1 below summarise the ongoing value per council and for the region as a total.

2021 Summary	Average Value per Council	Total Value for the S&HLGA region
General advocacy	\$20,000	\$120,000
Programs and Projects	\$363,062	\$2,178,372
Capacity building	\$7,025	\$42,151
Total	\$390,087	\$2,340,523

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
Av Council membership	\$12,529	\$12,279	\$13,536	\$15,202
Value per Council	\$427,871	\$430,953	\$401,809	\$390,087
Return on Investment	3,375%	3,385%	2,968%	2,466%

Table 2

COMMITTEES, PROGRAMS AND PROJECTS

S&HLGA Committees, work groups and the programs and projects
undertaken during 2020-2021

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
Regional Public Health	Secretarial/Administration	Every 2 months	ongoing
Resilient Hills & Coast - Climate change Adaptation	Secretarial/Administration	Every 2 months	ongoing
Regional Economic Development Officers	Committee member	Every 2 months	ongoing
Regional EO Management Group	Committee member	Every 2 months	Precedes SAROC
S&HLGA Advisory Group	Secretarial/Administration	As necessary	Precedes S&HLGA Board
S&HLGA Roads Works Group	Secretarial/Administration	Ad hoc but at least 3 times per annum	ongoing
S&HLGA CWMS User Group	Secretarial/Administration	As necessary	ongoing
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
15 December 2021	LGA Offices
22 April 2021	HDS (Aust) Pty Ltd offices

Key achievements and outcomes:

- Evaluated the tenders and appointed the consultant for the development of the 2030 S&HLGA Transport Plan
- Co-ordinated the application process of Councils to the SLRP.
- Made recommendations for the SLRP 2021 – 2022 based on the 2020 Transport Plan critical Roads database.

- Reviewed Part A drafts of the next 2030 S&HLGA Transport plan due for completion in 2021
- Further input into the South Coast Freight Corridor concept
- The following projects were recommended, based on the methodology of the Plan and proposed funding under the Special Local Roads Program for 2021 – 2022

Project	Council	Total Project Cost for this stage	SLRP request	Council contribution	comment
Wedgewood/Hickmans Rd	Kangaroo Island	\$1,650,000	\$1,100,00	\$550,000	Stage 4 of 4
Forktree Rd	District Council of Yankalilla	\$1,130,000	\$753,300	\$376,700	Stage 2 of 2
The Lane	Kangaroo Island	\$1,024,000	\$682,666	\$341,334	Stage 1 of 2
Total		\$3,804,000	\$2,535,966	\$1,268,034	



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
14 July 2020	Alexandrina, Goolwa
8 December 2020	Alexandrina, Strathalbyn
2 March 2021	City of Victor Harbor
18 May 2021	Video Conference

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 further development and administration of the Community Wellbeing Indicators project
- In addition, the region successfully commenced the two ILC grants for disability and inclusion projects for Communications and Destinations.



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
8 October 2020	District Council of Yankalilla
2 December 2020	Adelaide Hills, Stirling
11 March 2021	Alexandrina, Goolwa
25 May 2021	Adelaide Hills, Stirling

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:

- Developed and signed off on 2020-2025 Regional Sector Agreement
- Assisted South Australian Coastal Councils with funding and governance model
- Worked with SAROC developing a Little Corella management strategy
- Liaised with Hills and Fleurieu Landscape Board and had input into its Strategic Plan and annual business plan



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
10 August 2020	Video Conference
12 November 2020	Yankalilla, Normanville
8 February 2021	McLaren Vale
17 May 2021	Lobethal

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 advocacy on behalf of effected Councils for bushfire recovery funding
- Assisted and guided applicants with their Federal Government Building Better Regions Fund
- Worked through the meeting Action items
- Shared information and knowledge about individual Council projects and programs



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
2 July 2020	LGA House
27 August 2020	Whyalla
16 December 2020	LGA House
3 February 2021	Video Conference
28 April 2021	In - studio Adelaide

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 2020-2021 Business Plan
- Identified critical regional issues with CWMS and Waste recovery and developed research discussion papers on same
- Lead reviews of Special Local Roads Program and LGA Regional Capacity Building Grant program



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 to S&HLGA Board meetings and collegiate support to prepare submissions on behalf of country Councils that included:

Key achievements and outcomes:

- Review of the 2020 SAROC Annual Business Plan and development of the 2021 SAROC Annual Business Plan
- Working on the management and control of abundant pest species particularly Little Corellas
- Assist and input into the development and rollout of the new Planning and Design Code

- Continued working on Coastal Council Alliance project and the development of its Governance structure, strategic plan and funding model
- Taking a leadership position on Waste and recycling strategy
- Continued its work with the State Government on support for the second tranche of Climate Change and adaptation sector partner agreements
- Continued working with the State Government on the role of the LG sector in any economic recovery and stimulus programs
- Advocated to address deteriorating medical services in regional areas



MP Relationships

In conjunction with the CEO and Chair of the RDA, the EO S&HLGA met regularly with the regions State government MPs (Finniss, 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

Regional Research Papers and Submissions

The following Papers and Submissions have been prepared on behalf of Member Councils during the course of the year:

- 2021 Value proposition
- Review of the S&HLGA Charter
- Response and input into the Hudson Howell review of the Special Local Roads Program
- Report for the signing of the second Climate Change Regional Sector agreement
- Report for the continuance of the exemption for an Audit Committee

Workshops and seminars

The Executive officer represented the member Councils at various workshops and seminars during the course of the year:

Date	Event
September 2020	LGA Reform workshop
October 2020	RDA Rail Corridor meeting
October 2020	LGA AGM
February 2021	Hills Transport passenger group workshop
February 2021	Premiers Climate Change Council of SA Leaders Awards
March 2021	Hills Transport freight group workshop
April 2021	Bailey Abbott opportunities meeting
May 2021	LGA SLRP workshop

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 administrative 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 2021 Regional Public Health plan as required under legislation.

2020-2021 KEY ANNUAL ACTION PLAN

S&HLGA Key Annual Action Plan report for 2020-2021



KEY CATEGORIES & THEMES

THE 2017-2021 S&HLGA BUSINESS PLAN

OBJECTIVE
1. To provide leadership and advocacy for Member Councils on regional issues.
2. To market & promote the Southern & Hills Local Government Association
3. To support sustainable economic, environmental and social development in the region
4. To improve infrastructure to meet the community's needs.
5. To strengthen the capacity of the Association to meet its service obligations.

THE 2020-2021 S&HLGA ANNUAL KEY ACTION PLAN











Key themes









The LGA member's 2019 poll highlighted three major themes- Local Government reform, Waste strategy and Environmental/Climate change issues.





S&HLGA response:

- Managing in a post COVID 19 environment with expected revenue headwinds for member Councils – doing with less!
- The assessment of the history of S&HLGA value proposition demonstrates the high value of regional collaboration
- Be prepared for the “other side” and build in flexibility and nimbleness to respond to post COVID 19 recovery. Focus on the likely infrastructure opportunities via the co-operation with our RDA in refining our regional Infrastructure Priorities list
- Identify those projects and committees which may have to hibernate during 2020-2021. Actively seek external funding.
- Along with Business as usual in the administration area the Key 2020-2021 Action is the project scoping, appointment and production of the 2030 Regional Transport Plan
- Focus on any priority areas which have been on the radar but so far received minor attention. e.g., Waste

Theme	Items & Actions
General Administration (sound financial and compliance management)	Budget, Charter Review, Board meetings, Subscriptions and Levies, Key Actions, Audit, Annual Report, Grant reporting & acquittals.
Projects and support (sustainability and development)	Regional Public Health Plan, Resilient Hills & Coast Climate adaptation Plan, Community Wellbeing Indicators project, 2030 Regional Transport Plan
Leadership, advocacy and marketing	LG reform, Continue relationship building with Government MPs, Website transition & maintenance, Peri-Urban grouping
Opportunities (capacity and infrastructure)	CWMS, Waste, Regional Infrastructure Plan, External Funding, Regional Development Assessment Panel, Telecommunications and 5G

Theme	Items & Actions	Item	Status	Comment
General Administration (sound financial and compliance management)	Budget, Charter Review, Board meetings, Subscriptions and Levies, Key Actions, Audit, Annual Report, Grant reporting & acquittals, 3 year S&HLGA forward forecast	Budget		2020-2021 Budget adopted June 2020
		Charter review		Awaiting approval April 2021
		Subscriptions & levies		Members invoiced July 2020
		Audit		Completed July-August 2020
		Annual Report		Completed and distributed by 30 September 2020
		LGA Grants		Annual LGA Regional Capacity application submitted and received by 30 Sept 2020
		Website		Transitioned to Squiz. Maintained during 2020-21. Updated March 2021.
Projects and support (sustainability and development)	Regional Public Health Plan, Resilient Hills & Coast Climate adaptation Plan, Regional Transport Plan	Regional Public Health Plan		Defer new Regional Public Health Plan until 2021-2022. Maintain Committee and conclude Community Wellbeing Indicators project
		Resilient Hills & Coast Climate adaptation Plan		Defer appointment of regional Co-ordinator unless it is externally funded. Maintain Committee and continue to implement the Regional Climate Change adaptation plan.
		Regional Transport Plan		2020-21 SLRP applications submitted and successful. 2021-22 due 28 May 2021. South Coast Freight corridor concept review. New 2030 Transport Plan being developed

Theme	Items & Actions	Item	Status	Comment
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 organisation to be investigated
		LG reform		Continue to work with the LGA/SAOC
		Relationship with MPs		Regularly meeting
Opportunities (capacity and infrastructure)	CWMS, Waste, Regional Infrastructure Plan, External Funding and telecommunications	CWMS		Committee to meet regularly. Liaise with Legatus
		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. Overabundant species research required. Funding for Climate Change Officer required
		Telecommunications		Seek funding opportunities as presented

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	Draft tabled Dec 2020. Draft Charter out with Member Councils for consideration. All Council feedback now received. Estimated completion date now Sept 2021
	Active/Lead	Budget 2020-2021	Endorsed by Board 19/06/2020. 2021-2022 Budget out for information.
	Active/Lead	Key Action 2020-2021	Endorsed by Board 19/06/2020. 2021-2022 Key Action plan out for comment

Category	S&HLGA Role	Item	Comment/Description
	Active/Lead	Regional Capacity grant acquittal 2019-2020	Completed 21/07/2020
	Active/Lead	Audit 2019-2020	Completed 31/08/2020
	Active/Lead	Annual Report 2019-2020	Completed
	Active/Lead	2021-2022 year forward financial forecast	Draft 2021-2022 Budget issued April 2021 for discussion. Engagement plan with member elected bodies on offer. SAG to consider a draft 3 year Budget and funding model.
Projects – Lead/S&HLGA Committee	Active/Lead	Regional Public Health Plan	Ongoing. Committee has recommended a refresh to the Regional Plan due in 2021. Looking for an internal resource to undertake this task
	Active/Lead	Resilient Hills & Coast	On going
	Active/Lead	S&HLGA Advisory Group	Focus to move to 2021-2025 Business Plan, 2021-2022 Budget and Annual Key Action Plan have been discussed and recommended for endorsement at June Board meeting
	Active/Lead	Road Works Party	S&HLGA 2030 Transport Plan in progress with HDS and GTA. EO currently working with LGA on the LGA/Hudson Howell SLRP paper and recommendations
	Active/Influence	CWMS	Legatus Group now leading sector review
Projects – Lead	Active/Lead	Grants Commission methodology review	Ongoing
	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	Adam Gray appointed as project consultant Jan 2020. Strategic & Business Plans developed. Governance and Funding paper out for discussion. Decision required by S&HLGA Coastal councils re: funding
	Partner/Advocate	Telecommunications	Advocating for regional black spot funding and ready for 5G
	Partner/Influence	Economic Development Officers Forum	RDA lead but focus on Regional Infrastructure plan, Federal stimulus opportunities and Public

Category	S&HLGA Role	Item	Comment/Description
			Transport. Last meeting 17 May 2021
	Partner/Influence	Waste Management Strategy	EO on the Steering Committee. Project completed and with LGA for decision and action
	Partner/Advocate	Northern Freight Bypass	Co-ordinating next phase with RDA. Workshop completed 1 Dec. Ongoing review of the SE Hills Transport Corridor. Two sub committees formed Meetings 23 and 26 March 2021. Report being finalised
	Partner/Influence	Overabundant Species	S&HLGA/LGA/Landscapes Board working on collaborative project for managing Little Corellas
Relationships	Active/Lead/Influence	State MPs/Federal MP	Continue regular catch ups during 2020-2021
	Active/Lead/Influence	Peri –Urban Group	Advocate and seek input from potential expanded Council members into a larger peri – urban Regional Organisation. Meeting convened by Gawler Council August 2019. Information conveyed to Adelaide Plains Mayor Nov 2019 Planned meeting with Barossa in 2021

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
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 2020-2021

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

FINANCIAL STATEMENTS

Statement of Comprehensive Income for the Year Ended 30th June 2021

	Notes	2021 \$	2020 \$
Income			
Subscriptions	1.8	91,214	81,214
Operating Grants	2.2	42,151	423,581
Investment Income	1.7	1,258	2,282
Other		39,832	54,478
Total Income		174,455	561,555
Expenditure			
Contractual Services	3	153,741	243,951
Finance Charges		4,036	3,958
Other		202,560	173,850
Total Expenditure		360,338	421,759
Surplus (Deficit) from Operations		(185,882)	139,796

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

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

Balance Sheet as at 30th June 2021

	Notes	2021 \$	2020 \$
Current Assets			
Investments		201,700	376,271
Debtors		<u> </u>	<u>10,450</u>
Total Current Assets		<u>201,700</u>	<u>386,721</u>
Current Liabilities			
Accounts Payable		0	14,300
GST		(9,912)	(6,179)
PAYG Payable		2,576	2,760
Employee provisions		23,194	4,117
Rounding		(15)	(15)
Superannuation payable		906	906
Wages payable		<u>3,406</u>	<u>3,406</u>
Total Current Liabilities		<u>20,156</u>	<u>19,295</u>
Net Current Assets		<u>181,544</u>	<u>367,426</u>
Net Assets		<u>181,544</u>	<u>367,426</u>
Equity			
Accumulated Surplus		<u>181,544</u>	<u>367,426</u>
Total Equity		<u>181,544</u>	<u>367,426</u>

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 2021

	2021	2020
Notes	\$	\$
Accumulated Surplus		
Balance at beginning of period	367,426	227,630
Net Surplus / (Deficit)	<u>(185,882)</u>	<u>139,796</u>
Balance at end of period	<u>181,544</u>	<u>367,426</u>
Total Equity	<u>181,544</u>	<u>367,426</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 2021

	2021	2020
Notes	\$	\$
Cash Flows from Operating Activities		
Receipts	202,013	678,147
Payments	(390,984)	(448,083)
GST Paid (received)	17,179	(33,398)
Finance Costs	(4,037)	(3,958)
Interest Receipts	1,258	2,282
	(174,571)	194,990
Net Cash Provided by (Used in) Operating Activities	(174,571)	194,990
Net increase/(decrease) in Cash Held	(174,571)	194,990
Cash at the beginning of the reporting period	376,271	181,281
Cash at the end of the reporting period	201,700	376,271

Reconciliation of Change in Net Assets to Cash from operating activities

	2021	2020
		\$
Net Surplus	(185,882)	139,796
Decrease / (Increase) in Debtors	10,450	137,225
(Decrease) / Increase in Accounts Payable	860	(2,031)
(Decrease) / Increase in Grants in Advance	-	(80,000)
Net Cash provided by Operating Activities	(174,571)	194,990

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 2021

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 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 no non current assets or non current liabilities.

1.6 Employees

The Association has one employee having converted the EO from contractor to employee in February 2019.

1.7 Investments

Investments are valued at cost. Interest revenues are recognised as they accrue.

1.8 Subscriptions

Clause 6 of the Charter of the Association prescribes that subscriptions (not levies) by Constituent Councils are equal.

Constituent Council Subscription 2021	\$13,667
Constituent Council Subscription 2020	\$12,000

SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1.9 Income recognition

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

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.

Note 2.2 Functions / Activities of the Southern & Hills Local Government Association

Administration

Year	Revenue				Expenses		Surplus (Deficit)
	Grants	Other	Total Revenue	%	Expenses Total	%	
2021	0	92,472	92,472	53.0%	205,278	56.9%	(112,806)
2020	104,959	120,640	225,599	40.2%	176,808	41.9%	48,791
Projects							
2021	62,251	19,732	81,983	47.0%	155,060	45.4%	(73,077)
2020	318,622	17,334	335,956	59.8%	244,951	58.1%	91,005
Total							
2021	62,251	112,204	174,455	100%	360,338	100%	(185,882)
2020	423,581	137,974	561,555	100%	421,759	100%	139,796

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):

		2021	2020
Consultants:	Jeanette Pope	\$20,400	\$0
	URPS	\$47,496	\$0
	HDS Australia Pty Ltd	\$28,810	\$5,653
	Centre for Inclusive design	\$10,500	\$0
	Seed Consulting	\$0	\$117,182
	Jack Jensen	\$17,500	\$60,222
	Penny Worland Consulting	\$27,455	\$60,894
	ILC Advisors	\$1,580	\$0
Totals		\$153,741	\$243,951

4. Comparison of Budget and Actual Results

	2021		2020	
	Budget \$	Actual \$	Budget \$	Actual \$
Revenue				
Administration	92,214	92,472	152,914	225,599
Projects	63,910	81,983	20,033	335,956
Total Revenue	156,124	174,455	172,947	561,555
Expenditure				
Administration	184,449	205,278	175,750	176,808
Projects	100,559	155,060	77,400	244,951
Total Expenditure	285,008	360,338	253,150	421,759
Surplus (Deficit)	(128,884)	(185,882)	(80,203)	139,796

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 2020 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 31st August 2021



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 2020, 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 31st August 2021



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 2021**

I confirm that, for the audit of the financial statements of Southern & Hills Local Government Association for the year ended 30 June 2021, 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
31 August 2021

A handwritten signature in blue ink, appearing to read 'Jon Colquhoun'.

**Jon Colquhoun
Director**

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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 2021, 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 2021, 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

HLB Mann Judd Audit (SA) Pty Ltd
Chartered Accountants

Adelaide, South Australia
31 August 2021



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 2020 to 30 June 2021 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 2020 to 30 June 2021.

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
31 August 2021



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