



## ORDINARY COUNCIL MEETING

### NOTICE OF MEETING

To: Mayor Jan-Claire Wisdom

Councillor Kirrilee Boyd
Councillor Adrian Cheater
Councillor Nathan Daniell
Councillor Pauline Gill
Councillor Chris Grant
Councillor Malcolm Herrmann
Councillor Lucy Huxter
Councillor Leith Mudge
Councillor Mark Osterstock
Councillor Kirsty Parkin
Councillor Louise Pascale
Councillor Melanie Selwood

Notice is given pursuant to the provisions under Section 83 of the *Local Government Act 1999* that the next meeting of the Council will be held on:

**Tuesday 8 October 2024**  
**6.30pm**  
**63 Mt Barker Road Stirling**

A copy of the Agenda for this meeting is supplied under Section 83 of the Act.

Meetings of the Council are open to the public and members of the community are welcome to attend. Public notice of the Agenda for this meeting is supplied under Section 84 of the Act.

A handwritten signature in black ink, appearing to read 'GG', is written over a horizontal line.

**Greg Georgopoulos**  
**Chief Executive Officer**



## ORDINARY COUNCIL MEETING

**AGENDA FOR MEETING**  
**Tuesday 8 October 2024**  
**6.30pm**  
**63 Mt Barker Road Stirling**

### ORDER OF BUSINESS

**1. COMMENCEMENT**

**2. OPENING STATEMENT**

2.1. *Acknowledgement of Country*

Council acknowledges that we meet on the traditional Country of the Peramangk and Kurna people. We pay our respects to Ancestors and Elders past and present as the Custodians of this ancient and beautiful land.

2.2. Together we will care for this place for the generations to come and in this context the decisions we make should be guided by the principle that nothing we do should decrease our children's ability to live on this land.

**3. APOLOGIES/LEAVE OF ABSENCE**

3.1. Apology  
Apologies were received from .....

3.2. Leave of Absence

3.2.1. Cr Kirsty Parkin 7 October 2024 – 13 October 2024

3.2.2. Cr Malcolm Herrmann – 8 October 2024 – 8 October 2024

3.3. Absent

**4. MINUTES OF PREVIOUS MEETINGS**

Council Meeting – 24 September 2024

*That the minutes of the ordinary meeting held on 24 September 2024 as supplied, be confirmed as an accurate record of the proceedings of that meeting.*

**5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL**

**6. MAYOR'S OPENING REMARKS**

**7. QUESTIONS ADJOURNED/LYING ON THE TABLE**

7.1. Questions Adjourned

Nil

7.2. Questions Lying on the Table

Nil

**8. PETITIONS / DEPUTATIONS / PUBLIC FORUM**

8.1. Petitions

8.2. Deputations

8.3. Public Forum

**9. PRESENTATIONS (by exception)**

**10. QUESTIONS ON NOTICE**

Nil

**11. MOTIONS ON NOTICE**

Nil

**12. ADMINISTRATION REPORTS – DECISION ITEMS**

12.1. 2024 LGA Elections

1. *That the report be received and noted.*

2. *To cast its vote for ..... for LGA President.*

3. *To authorise the Mayor to mark the ballot paper reflecting the Council's determination and authorise the CEO (or their delegate) to lodge Council's nomination in accordance with the process set out in Appendix 1.*

12.2. Kerbside Bin System Trial Results

1. *That the report be received and noted.*

2. *Notes the success of the Council's Food Organic Garden Organic trial in achieving:*

*(a) Significantly improved landfill diversion rates and reductions in the total amount of waste consigned to landfill*

*(b) Reduced landfill greenhouse gas emissions*

*(c) Reduced exposure to the SA solid waste levy*

*(d) Increased recycling of food waste*

3. *Acknowledges the participation of Food Organic Garden Organic Trial participants, notes the feedback provided by participants and thanks them for their involvement and contribution.*
4. *That the properties within the Woodside East and Tiers/Swamp Road trial areas return to the pre-trial service of weekly waste collection and fortnightly comingled recycling collection from 1 November 2024.*
5. *That the properties within the Woodside Township trial area maintain a weekly food organic garden organic collection, fortnightly waste collection and fortnightly comingled recycling collection until 31 July 2025.*
6. *That subject to funding allocation in the 2025/26 budget, the township default kerbside bin collection service change to weekly 240 litre Food Organic Garden Organic and fortnightly 140 litre waste collection commencing in a staged rollout from August 2025. This arrangement be accompanied by suitable arrangements for those property owners who wish to opt out of the new arrangement so as to receive weekly waste collection, as required under law, and those with special circumstances necessitating increased waste collection.*
7. *Supports the Chief Executive Officer (or delegate) applying for grant funding to support the change to township bin collection if available and applicable at time of the proposed rollouts.*
8. *A review of the Waste and Resource Recovery Services Policy be undertaken prior to August 2025 which includes the necessary changes to ensure the Policy aligns with the new kerbside bin collection model within townships.*
9. *That council consider the provision of a food organic garden organic collection service to rural areas once the South Australian Government's position on proposed legislative changes regarding the provision of kerbside bin services is known.*

**13. ADMINISTRATION REPORTS – INFORMATION ITEMS**

- 13.1. GRFMA Appointment of Board Members

**14. CORRESPONDENCE FOR NOTING**

- 14.1. AHRWMA Annual Report 2023-24
- 14.2. AHRWMA CEO Announcement
- 14.3. Regional Education Plan 2024-29
- 14.4. SHLGA Annual Report 2023-24
- 14.5. East Waste Annual Report 2023-24

**15. QUESTIONS WITHOUT NOTICE**

**16. MOTIONS WITHOUT NOTICE**

**17. REPORTS**

- 17.1. Council Member Function or Activity on the Business of Council
- 17.2. Reports of Members/Officers as Council Representatives on External Organisations
- 17.3. CEO Report

**18. REPORTS OF COMMITTEES**

- 18.1. Council Assessment Panel  
Nil
- 18.2. Audit Committee  
Nil
- 18.3. CEO Performance Review Panel  
Nil
- 18.4. Boundary Change Committee  
Nil

**19. CONFIDENTIAL ITEMS**

Nil

**20. NEXT MEETING**

Tuesday 22 October 2024, 6.30pm, 63 Mt Barker Road, Stirling

**21. CLOSE MEETING**

## Council Meeting & Workshops 2024

DATE	TYPE	LOCATION	MINUTE TAKER
<b>JANUARY 2024</b>			
Wed 10 January	CAP	Stirling	Karen Savage
Tues 23 January	Council	Stirling	Rebekah Lyons
Tues 30 January	Workshop	Stirling	N/A
<b>FEBRUARY 2024</b>			
Mon 5 February	Workshop	Woodside	N/A
Tues 13 February	Council	Stirling	Rebekah Lyons
Wed 14 February	CAP	Stirling	Karen Savage
Mon 19 February	Audit Committee	Stirling	Jody Atkins
Tues 20 February	Professional Development	Stirling	N/A
Thurs 22 February	CEO PRP	Stirling	Jody Atkins
Tues 27 February	Council	Stirling	Rebekah Lyons
<b>MARCH 2024</b>			
Mon 4 March	Workshop	Woodside	N/A
Tues 12 March	Council	Stirling	Rebekah Lyons
Wed 13 March	CAP	Stirling	Karen Savage
Tues 19 March	Professional Development	Stirling	N/A
Tues 26 March	Council	Stirling	Rebekah Lyons
<b>APRIL 2024</b>			
Tues 2 April (Easter Monday)	Workshop	Woodside	N/A
Wed 10 April	CAP	Stirling	Karen Savage
Tues 16 April	Professional Development	Stirling	N/A
Mon 15 April	Audit Committee	Stirling	TBA
Mon 22 April	Boundary Change Committee	Stirling	Zoë Gill
Tues 23 April	Council	Stirling	Rebekah Lyons
<b>MAY 2024</b>			
Mon 6 May	Workshop	Woodside	N/A
Wed 8 May	CAP	Stirling	Karen Savage
Tues 14 May	Ordinary Council	Stirling	Rebekah Lyons
Mon 20 May	Audit Committee	Stirling	TBA
Tues 21 May	Professional Development	Stirling	N/A
Thur 23 May	CEO PRP	Stirling	Kelley Jones Lawyers
Tues 28 May	Council	Stirling	Rebekah Lyons
<b>JUNE 2024</b>			
Mon 3 June	Workshop	Woodside	N/A
Tues 11 June	Ordinary Council	Stirling	Rebekah Lyons
Wed 12 June	CAP	Stirling	Karen Savage
Tues 18 June	Professional Development	Stirling	N/A
Tues 25 June	Ordinary Council	Stirling	Rebekah Lyons

DATE	TYPE	LOCATION	MINUTE TAKER
<b>JULY 2024</b>			
Mon 1 July	Workshop	Woodside	N/A
Tues 9 July	Ordinary Council	Stirling	Rebekah Lyons
Wed 10 July	CAP	Stirling	Karen Savage
Tues 16 July	Professional Development	Stirling	N/A
Tues 23 July	Ordinary Council	Stirling	Rebekah Lyons
<b>AUGUST 2024</b>			
Mon 5 August	Workshop	Woodside	N/A
Tues 13 August	Ordinary Council	Stirling	Rebekah Lyons
Wed 14 August	CAP	Stirling	Karen Savage
Mon 19 August	Audit Committee	Stirling	TBA
Tues 20 August	Professional Development	Stirling	N/A
Thur 22 August	CEO PRP	Stirling	Kelley Jones Lawyers
Tues 27 August	Ordinary Council	Stirling	Rebekah Lyons
<b>SEPTEMBER 2024</b>			
Mon 2 September	Workshop	Woodside	N/A
Tues 10 September	Ordinary Council	Stirling	Rebekah Lyons
Wed 11 September	CAP	Stirling	Karen Savage
Tues 17 September	Professional Development	Stirling	N/A
Tues 24 September	Ordinary Council	Stirling	Rebekah Lyons
<b>OCTOBER 2024</b>			
Tues 1 October (Public Holiday)	Workshop	Woodside	N/A
Tues 8 October	Ordinary Council	Stirling	Rebekah Lyons
Wed 9 October	CAP	Stirling	Karen Savage
Tues 15 October	Professional Development	Stirling	N/A
Mon 14 Oct	Audit Committee	Stirling	TBA
Tues 22 October	Ordinary Council	Stirling	Rebekah Lyons
<b>NOVEMBER 2024</b>			
Mon 4 November	Workshop	Woodside	N/A
Tues 12 November	Ordinary Council	Stirling	Rebekah Lyons
Wed 13 November	CAP	Stirling	Karen Savage
Mon 18 November	Audit Committee	Stirling	TBA
Tues 19 November	Professional Development	Stirling	N/A
Tues 26 November	Ordinary Council	Stirling	Rebekah Lyons
<b>DECEMBER 2024</b>			
Mon 2 December	Workshop	Woodside	N/A
Wed 11 December	CAP	Stirling	Karen Savage
Tues 17 December	Ordinary Council	Stirling	Rebekah Lyons

*Meetings are subject to change, please check agendas for times and venues. All meetings (except Council Member Professional Development) are open to the public.*

# Council Member Attendance 2024

## Information or Briefing Sessions

Meeting Date	Mayor Jan-Claire Wisdom	Cr Kirrilee Boyd	Cr Adrian Cheater	Cr Nathan Daniell	Cr Leith Mudge	Cr Louise Pascale	Cr Mark Osterstock	Cr Kirsty Parkin	Cr Pauline Gill	Cr Chris Grant	Cr Malcolm Herrmann	Cr Lucy Huxter	Cr Melanie Selwood
19.03.2024 (PD)	LOA	F	F	F	F	F	AP	F	F	F	F	F	F
23.03.2024 (WS)	LOA	P	F	F	F	F	P	P	F	F	F	AP	F
02.04.2024 (WS)	LOA	AP	F	F	F	F	F	P	A	F	F	P	P
09.04.2024 (WS)	LOA	F	F	F	F	LOA	F	F	A	F	F	LOA	F
16.04.24 (WS)	LOA	F	P	F	AP	LOA	LOA	LOA	F	F	F	F	F
06.05.2024 (WS)	LOA	F	F	F	F	F	A	F	LOA	F	F	F	F
21.05.2024 (WS)	F	F	F	F	F	P	LOA	F	LOA	F	F	AP	F
3.06.2024 (WS)	AP	AP	F	F	F	F	AP	F	F	F	F	AP	F
18.06.2024 (PD)	F	F	F	F	F	F	F	AP	F	F	F	AP	F
01.07.24 (WS)	AP	F	AP	F	F	AP	AP	F	AP	F	P	P	F
09.07.24 (WS)	AP	F	F	F	LOA	F	F	F	AP	F	F	LOA	F
16.07.2024 (PD)	F	F	F	AP	F	F	LOA	F	AP	F	F	LOA	F
05.08.24 (WS)	A	F	F	F	F	P	A	F	F	A	F	F	F
20.08.24 (WS)	LOA	F	F	AP	F	F	F	AP	F	F	F	F	F

Index: Workshop (WS) / Professional Development (PD) / F = Full Attendance / P = Partial Attendance / AP = Apology / LOA = Leave of Absence / A = Absent



Meeting Date	Mayor Jan-Claire Wisdom	Cr Kirrilee Boyd	Cr Adrian Cheater	Cr Nathan Daniell	Cr Leith Mudge	Cr Louise Pascale	Cr Mark Osterstock	Cr Kirsty Parkin	Cr Pauline Gill	Cr Chris Grant	Cr Malcolm Herrmann	Cr Lucy Huxter	Cr Melanie Selwood
26.08.24 (PD)	LOA	F	F	F	F	F	F	F	F	F	F	F	F
02.09.24 (WS)	LOA	F	P	F	F	AP	AP	F	A	AP	F	F	F
16.09.24 (WS)	AP	F	AP	F	F	F	AP	F	F	F	F	F	F
17.09.24 (PD)	P	F	AP	F	F	AP	AP	AP	F	F	F	F	F
30.09.24	A	LOA	F	F	F	F	LOA	F	F	F	F	AP	F
1.10.24	F	LOA	F	AP	F	F	AP	AP	F	F	F	AP	F

## Council Member Attendance 2024

### Council Meetings (including Special Council Meetings)

Meeting Date	Mayor Jan-Claire Wisdom	Cr Kirrilee Boyd	Cr Adrian Cheater	Cr Nathan Daniell	Cr Leith Mudge	Cr Louise Pascale	Cr Mark Osterstock	Cr Kirsty Parkin	Cr Pauline Gill	Cr Chris Grant	Cr Malcolm Herrmann	Cr Lucy Huxter	Cr Melanie Selwood
26.03.2024	LOA	AP	F	F	F	P	LOA	F	F	AP	F	AP	F
9.04.2024	LOA	F	F	F	F	LOA	F	F	P	F	F	LOA	F
23.04.2024	LOA	F	F	F	F	LOA	F	F	AP	F	F	F	F
14.05.2024	LOA	F	F	F	F	F	LOA	AP	LOA	F	F	F	F
28.05.2024	F	F	F	F	F	AP	F	LOA	LOA	F	F	F	F
11.06.2024	F	F	F	F	F	F	F	LOA	F	F	F	AP	F
17.06.2024	F	F	F	F	F	F	AP	F	F	F	F	F	F
25.06.2024	F	AP	F	F	F	F	F	F	AP	F	F	F	F
01.07.2024	F	F	AP	F	F	AP	F	F	AP	F	F	F	F
09.07.2024	AP	F	F	F	LOA	F	F	F	AP	F	F	LOA	F
23.07.2024	LOA	F	F	F	F	LOA	F	F	LOA	F	F	LOA	F
13.08.2024	F	F	F	F	F	F	F	F	F	F	F	F	F
27.08.2024	LOA	AP	F	F	F	P	F	F	P	F	P	F	F
10.09.2024	LOA	F	LOA	F	LOA	F	F	F	LOA	F	F	F	F
24.09.2024	F	F	F	F	F	F	F	F	F	F	F	F	F

# Conflict of Interest Disclosure Form

**CONFLICTS MUST BE DECLARED VERBALLY DURING MEETINGS**

Date: \_\_\_\_\_

**Meeting Name (please tick one)**

- |                              |                          |                           |                          |
|------------------------------|--------------------------|---------------------------|--------------------------|
| Ordinary Council             | <input type="checkbox"/> | Audit Committee           | <input type="checkbox"/> |
| Special Council              | <input type="checkbox"/> | Boundary Change Committee | <input type="checkbox"/> |
| CEO Performance Review Panel | <input type="checkbox"/> | Other: _____              | <input type="checkbox"/> |

**Item No**                      **Item Name:**  
 \_\_\_\_\_

(Only one conflict of interest entry per form)

I, Mayor / Cr \_\_\_\_\_ have identified a conflict of interest as:

**GENERAL**

**MATERIAL**

**GENERAL**

In considering a General Conflict of Interest (COI), an impartial, fair-minded person might consider that the Council Member’s private interests might result in the Member acting in a manner that is contrary to their public duty.

**MATERIAL**

In considering a Material Conflict of Interest (COI), a member of a council has a material conflict of interest in a matter to be discussed at a meeting of the council if a class of persons as defined in s75(1)(a-l) in the Act would gain a benefit, or suffer a loss, (whether directly or indirectly and whether of a personal or pecuniary nature) depending on the outcome of the consideration of the matter at the meeting.

**The nature of my conflict of interest is as follows:**

(Describe the nature of the interest, including whether the interest is direct or indirect and personal or pecuniary)

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**I intend to deal with my conflict of interest in the following transparent and accountable way:**

- I intend to **stay** in the meeting (please complete details below)
- I intend to **stay** in the meeting as exempt under s75A (please complete details below)
- I intend to **leave** the meeting (*mandatory if you intend to declare a Material conflict of interest*)

**The reason I intend to stay in the meeting and consider this matter is as follows:**

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

(This section must be completed and ensure sufficient detail is recorded of the specific circumstances of your interest.)

**Office use only: Council Member voted FOR / AGAINST the motion.**

## 8. DEPUTATIONS

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*For full details, see Code of Practice for Meeting Procedures on [www.ahc.sa.gov.au](http://www.ahc.sa.gov.au)*

1. A request to make a deputation should be made by submitting a Deputation Request Form, (available on Council's website and at Service and Community Centres) to the CEO seven clear days prior to the Council meeting for inclusion in the agenda.
2. Each deputation is to be no longer than ten (10) minutes, excluding questions from Members.
3. Deputations will be limited to a maximum of two per meeting.
4. In determining whether a deputation is allowed, the following considerations will be taken into account:
  - the number of deputations that have already been granted for the meeting
  - the subject matter of the proposed deputation
  - relevance to the Council agenda nominated – and if not, relevance to the Council's powers or purpose
  - the integrity of the request (i.e. whether it is considered to be frivolous and/or vexatious)
  - the size and extent of the agenda for the particular meeting and
  - the number of times the deputee has addressed Council (either in a deputation or public forum) on the subject matter or a similar subject matter.

## 8.3 PUBLIC FORUM

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*For full details, see Code of Practice for Meeting Procedures on [www.ahc.sa.gov.au](http://www.ahc.sa.gov.au)*

1. The public may be permitted to address or ask questions of the Council on a relevant and/or timely topic.
2. The Presiding Member will determine if an answer is to be provided.
3. People wishing to speak in the public forum must advise the Presiding Member of their intention at the beginning of this section of the meeting.
4. Each presentation in the Public Forum is to be no longer than five (5) minutes (including questions), except with leave from the Council.
5. The total time allocation for the Public Forum will be ten (10) minutes, except with leave from the Council.
6. If a large number of presentations have been requested, with leave from the Council, the time allocation of five (5) minutes may be reduced.
7. Any comments that may amount to a criticism of individual Council Members or staff must not be made. As identified in the Deputation Conduct section above, the normal laws of defamation will apply to statements made during the Public Forum.
8. Members may ask questions of all persons appearing relating to the subject of their presentation.

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# **Minutes of Council**

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**ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
TUESDAY 24 September 2024  
63 MT BARKER ROAD STIRLING**

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In Attendance

**Presiding Member:** Mayor Jan-Claire Wisdom

**Members:**

Councillor Kirrilee Boyd
Councillor Adrian Cheater
Councillor Nathan Daniell
Councillor Chris Grant
Councillor Malcolm Herrmann
Councillor Lucy Huxter
Councillor Leith Mudge
Councillor Mark Osterstock
Councillor Kirsty Parkin
Councillor Louise Pascale
Councillor Melanie Selwood
Councillor Pauline Gill

In Attendance:

Greg Georgopoulos	Chief Executive Officer
Gary Lewis	Director Corporate Services
Jess Charlton	A/Director Community and Development
David Waters	Director Environment and Infrastructure
Tracy Riddle	Governance Support, Kelledy Jones Lawyers
Skye Ludzay	Minute Secretary
Tom Portas	Technical Support

**1. COMMENCEMENT**

The meeting commenced at 6.30pm.

**2. OPENING STATEMENT**

Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kurna people. They are Custodians of this ancient and beautiful land and so we pay our respects to Elders past, present and emerging. We will care for this country together by ensuring the decisions we make will be guided by the principle that we should never decrease our children's ability to live on this land.

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Mayor \_\_\_\_\_

8 October 2024

**ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
TUESDAY 24 September 2024  
63 MT BARKER ROAD STIRLING**

**3. APOLOGIES/LEAVE OF ABSENCE**

**3.1 Apology**

**3.2 Leave of Absence**

Cr Gill having previously been granted a leave of absence, was in attendance at the meeting and confirmed this brought her leave of absence to an end.

**Moved Cr Pauline Gill**

**S/- Cr Adrian Cheater** **338/24**

- 1 That a Leave of Absence from all duties of office be granted to Cr Malcolm Herrmann from 8 October 2024 to 8 October 2024.**
- 2 That any committee or panel membership currently held by Cr Malcolm Herrmann be undertaken by the Deputy during the leave of absence.**

<b>Carried Unanimously</b>
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**Moved Cr Adrian Cheater**

**S/- Cr Leith Mudge** **339/24**

- 1 That a Leave of Absence from all duties of office be granted to Cr Mark Osterstock from 30 September 2024 to 30 September 2024.**
- 2 That any committee or panel membership currently held by Cr Mark Osterstock be undertaken by the Deputy during the leave of absence.**

<b>Carried Unanimously</b>
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**3.3 Absent**

Nil

**4. MINUTES OF PREVIOUS MEETINGS**

**4.1 Council Meeting – 10 September 2024**

**Moved Cr Nathan Daniell**

**S/- Cr Lucy Huxter** **340/24**

**Council resolves that the minutes of the Ordinary Council meeting held on 10 September 2024, as supplied, be confirmed as an accurate record of the proceedings of that meeting.**

<b>Carried Unanimously</b>
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**ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
TUESDAY 24 September 2024  
63 MT BARKER ROAD STIRLING**

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**5. DECLARATION OF CONFLICT OF INTEREST BY MEMBERS OF COUNCIL**

**5.1 General Conflict of Interest, Mayor Jan-Claire Wisdom, Item 12.8 – CEO Performance Review Panel Recommendations to Council – CEO Key Performance Indicators**

Under section 74 of the Local Government Act 1999 Mayor Jan-Claire Wisdom confirmed she proposed to declare a General (section 74) Conflict of Interest in Item 12.8.

**5.2 General Conflict of Interest, Mayor Jan-Claire Wisdom Item 19.1 - CEO Performance Review Panel Recommendations to Council – CEO Review Process**

Under section 74 of the Local Government Act 1999 Mayor Jan-Claire Wisdom confirmed she proposed to declare a General (section 74) Conflict of Interest in Item 19.1.

**5.3 Material Conflict of Interest, Mayor Jan-Claire Wisdom Item 19.2 – HR Consultant Update**

Under section 75 of the Local Government Act 1999 Mayor Jan-Claire confirmed she proposed to declare a Material (section 74) Conflict of Interest in Item 19.2.

**6. PRESIDING MEMBER'S OPENING REMARKS**

The Mayor commented on Fabrik Arts and Heritage opening and offered congratulations and thanked all involved.

The Mayor also read a statement addressing part 5 of Council's resolution (308/24) which required the Mayor to publicly acknowledge she did not comply with the Mayor Seeking Legal Advice Policy and to attend training in relation to the Policy following its review.

In this statement, amongst other things, the Mayor expressed she unable to make the public acknowledgement due to concerns with the inquiry process as well as on the basis that she did not consider she had breached the Policy in the manner so found.

**6.1 Motion Without Notice**

Moved Cr Kirrilee Boyd  
S/- Cr Pauline Gill

/24

Council resolves that the minutes of the meeting include a copy of the Mayors statement so read.

Lost
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**ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
TUESDAY 24 September 2024  
63 MT BARKER ROAD STIRLING**

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**7. QUESTIONS ADJOURNED/LYING ON THE TABLE**

**7.1 Questions Adjourned**

Nil

**7.2 Questions Lying on the Table**

Nil

**8. PETITIONS/DEPUTATIONS/PUBLIC FORUM**

**8.1 Petitions**

**8.2 Speed and Traffic Review Longwood Road, Longwood**

Moved Cr Nathan Daniell

S/- Cr Leith Mudge

341/24

Council resolves:

1. That the petition signed by 31 signatories requesting Adelaide Hills Council to conduct a speed and traffic review of the 4-way intersection at Woolcock Road, Wright Way and Longwood Road, Longwood be received and noted.
2. That staff undertake a detailed review of the proposal, and if deemed to have merit, progress the matter for consideration by the Department for Infrastructure and Transport.
3. That the CEO advise the principal signatory of the Council's noting of the petition and of any resolutions relating to the matter.

<b>Carried Unanimously</b>
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**8.3 Deputations**

Nil

**8.4 Public Forum**

Nil

**9. PRESENTATIONS**

Nil

**ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
TUESDAY 24 September 2024  
63 MT BARKER ROAD STIRLING**

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**10. QUESTIONS ON NOTICE**

Nil

**11. MOTIONS ON NOTICE****11.1 Cr Melanie Selwood – Pedestrian and Cycling Infrastructure at Inverbrackie**

This item has been withdrawn.

**12. OFFICER REPORTS – DECISION ITEMS****12.1 Adelaide Hills Council Submission to the Royal Commission into Domestic, Family and Sexual Violence**

Moved Cr Louise Pascale

S/- Cr Pauline Gill

342/24

Council resolves:

1. That the report be received and noted.
2. To endorse the Adelaide Hills Council's submission to the Royal Commission into Domestic, Family and Sexual Violence in South Australia provided in *Appendix 1*.

<b>Carried Unanimously</b>
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**12.2 Adelaide Hills Council Roadside Vegetation Management Plan**

Moved Cr Leith Mudge

S/- Cr Pauline Gill

343/24

Council resolves:

1. That the report be received and noted.
2. The Roadside Vegetation Management Plan as contained in Appendix 1 and accompanying documents contained in Appendices 2 – 10 are endorsed for submission to the Native Vegetation Council.
3. That the Chief Executive Officer is authorised to make any minor changes to the Roadside Vegetation Management Plan arising from the review by the Native Vegetation Council in order to ensure it is acceptable for their approval.

**ADELAIDE HILLS COUNCIL  
MINUTES OF ORDINARY COUNCIL MEETING  
TUESDAY 24 September 2024  
63 MT BARKER ROAD STIRLING**

<b>Carried Unanimously</b>
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**12.3 Proposed Road Widening of Council Road Corridor – Intersection Tiers Road and Vickers Road, Lenswood**

Moved Cr Malcolm Herrmann  
S/- Cr Lucy Huxter

**344/24**

**Council resolves:**

- 1. That the report be received and noted.**
- 2. That Council agrees to purchase the piece of land road totalling approximately 268m<sup>2</sup> outlined in red and identified as Allotment 101, Tiers Road on the New Land Acquisition Survey Plan attached as *Annexure 2*, from the adjoining landowner of 447 Tiers Road, Lenswood, for the purchase price of \$6,700 (exclusive of GST).**
- 3. That Council agrees to pay all reasonable costs for the process to vest the subject land as a public road.**
- 4. That the Chief Executive Officer (and Mayor if necessary) be authorised to finalise, sign, and seal (if necessary), all necessary documentation pursuant to this resolution.**

<b>Carried Unanimously</b>
----------------------------

**12.4 Response to Review of the Single-use and other Plastic Products (Waste Avoidance) Act 2020**

Moved Cr Mark Osterstock  
S/- Cr Chris Grant

**345/24**

**Council resolves:**

- 1. That the report be received and noted.**
- 2. That the Council make a submission to the Review of the Single-use and Other Plastic Products (Waste Avoidance) Act 2020 in the form of the letter contained in Appendix 1.**

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3. That the Chief Executive Officer be authorised to finalise the response, including making any minor changes not affecting the substantive nature of the response, and submit it on Council's behalf.

<b>Carried Unanimously</b>
----------------------------

**12.5 Elections for LGFA Board of Trustees**

7:14pm Mayor Jan-Claire Wisdom, with leave of at least two thirds of the members present at the meeting, suspended operations of the formal meeting procedures for the purposes of discussing the item.

7:17 pm Mayor Jan-Claire Wisdom determined that the period of suspension should be brought to an end and resumed the formal meeting procedures.

**Moved Mayor Jan-Claire Wisdom  
S/- Cr Nathan Daniell**

**346/24**

**Council resolves:**

1. That the report be received and noted.
2. To vote for Michael Sedgeman and Grant Piggot as Representative Members of the Board of Trustees of the Local Government Finance Authority.
3. To authorise the Mayor to mark the ballot paper reflecting Council's determination and authorise the CEO (or their delegate) to lodge the ballot paper in accordance with the process set out in Appendix 1.

<b>Carried Unanimously</b>
----------------------------

**12.6 Representation Review**

**Moved Cr Nathan Daniell  
S/- Cr Pauline Gill**

**347/24**

**Council resolves:**

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1. That this report be received and noted.
2. To note that administration, under their delegation for the purposes of s12(5) of the *Local Government Act 1999*, was satisfied that C L Rowe and Associates Pty Ltd are qualified to address the representation and governance issues that may arise with respect to the representation review.
3. That the Representation Review Discussion Paper – August 2024 prepared by C L Rowe and Associates Pty Ltd (*Appendix 1*) be received and noted.
4. That in principle, Council should consult on Option 3 as detailed in *Appendix 1* for the future elector representation arrangement to come into effect at the next Local Government elections in 2026.
5. That a draft “Representation Report” be prepared presenting Option 3 as detailed in Appendix 1.
6. That the draft “Representation Report” be presented to Council, for consideration and endorsement, prior to the initiation of the public consultation process.

<b>Carried Unanimously</b>
----------------------------

**12.7 Confidential Items Review**

Moved Cr Nathan Daniell

S/- Cr Leith Mudge

**348/24**

Council resolves:

**DECISION 1**

1. That the report be received and noted.
2. That the items held as confidential in the Confidential Items Register (*Appendix 1*) be noted.

<b>Carried Unanimously</b>
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Moved Cr Chris Grant

S/- Cr Mark Osterstock

**349/24**

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**Council resolves:**

**DECISION 2 – Resolution 263/23 – Electricity Procurement – Legal Matter**

3. Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following documents shall be kept confidential, being documents relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(i) of the Act:
  - The report, related attachments, minutes and other (presentation, documents or similar) of 10 October 2023, Item 18.1, Electricity Procurement – Legal Matter, 263/23, unless previously released, remain confidential until further order and that this order be reviewed every twelve (12) months.
    - On the grounds that the Agenda Item is information relating to actual litigation, or litigation that the Council believes on reasonable grounds will take place, involving the Council.
4. That the document referred to in part 3 of the resolution remain in confidence until further order.
5. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

<b>Carried Unanimously</b>
----------------------------

**12.8 CEO Performance Review Panel Recommendations to Council – CEO KPI's**

7:40pm Cr Louise Pascale left the meeting room and did not return.

Under section 75B of the Local Government Act 1999 Mayor Jan-Claire Wisdom declared a General (section 74) Conflict of Interest in Item 12.8.

- I am no longer a member of the CEO PRP but was previously and have a public duty to act in a manner not contrary to my public duty.

Mayor Jan-Claire Wisdom advised the meeting that in dealing with this General Interest in a transparent and account manner, she will leave the meeting room.

7:41pm Mayor Jan-Claire Wisdom left the meeting room.

7:42pm The Deputy Mayor Melanie Selwood assumed the Chair.

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Moved Cr Kirsty Parkin  
S/- Cr Chris Grant

350/24

**Council resolves:**

1. That the report be received and noted.
2. That the CEO has substantially met the September 2024 Key Performance Indicators.

<b>Carried Unanimously</b>
----------------------------

7:47pm The Mayor resumed the Chair.

**13. OFFICER REPORTS - INFORMATION ITEMS**

Nil

**14. CORRESPONDENCE FOR INFORMATION**

- 14.1 Letter from Hon Joe Szakacs MP, Minister for Local Government – Special Local Roads Program grant funding allocation to Adelaide Hills Council
- 14.2 Letter from Sam Telfer MP, Shadow Minister for Local Government – continuing as Shadow Minister for Local Government
- 14.3 Letter from Hon Joe Szakacs MP, Minister for Local Government – Adelaide Hills Council preliminary operating result
- 14.4 Letter of response to Hon Joe Szakacs MP, Minister for Local Government – Adelaide Hills Council preliminary operating result
- 14.5 Letter from Auditor General – Proposed review of the accounts of Adelaide Hills Council
- 14.6 Letter of Response from CEO to Auditor General re proposed review of the accounts of Adelaide Hills Council

Moved Cr Melanie Selwood  
S/- Cr Adrian Cheater

351/24

**Council resolves to receive and note the listed correspondence at Agenda Item 14.**

<b>Carried Unanimously</b>
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**15. QUESTIONS WITHOUT NOTICE**

Cr Malcolm Herrmann asked two questions, a progress report on stormwater management on Junction Rd Balhannah/Main St Oakbank and a progress report on the Adelaide Hills War Memorial Swimming Centre.

**Moved Cr Malcolm Herrmann**

**S/- Cr Pauline Gill**

**352/24**

**Council resolves that the minutes of the meeting reflect the Questions Without Notice and the answers.**

<b>Carried Unanimously</b>
----------------------------

**Question:** Cr Malcolm Herrmann asked for a progress report on stormwater management on Junction Rd Balhannah/Main St Oakbank

**Answer:**

Mr David Waters, Director Environment and Infrastructure

Members will recall that Council resolved to increase its contribution to the stormwater works from \$200,000 to \$380,000, utilising Local Roads and Community Infrastructure Program funding. The total cost estimate for the works is in the order of \$750,000 - \$800,000. There have been numerous representations made to the State Government to seek their involvement in resolving a problem we believe they are partly responsible for, including a meeting involving our CEO and the Minister for Infrastructure and Transport. Subsequent to that meeting, a further meeting was held with the CEO of the Department who advised they would come back to Council with a funding proposal. As of last week, we were told that letter was imminent.

**Question:** Cr Malcolm Herrmann asked for a progress report on Adelaide Hills War Memorial Swimming Centre

**Answer:**

Mr David Waters, Director Environment and Infrastructure

The works have been out to tender. Staff are currently finalising the tender evaluation including some due diligence work, and working toward appointing a contractor as soon as possible. We are keeping the pool committee informed and engaged through this process. As a separate piece of work within the project, SA Power Networks have been engaged to do the necessary power supply upgrades required to ensure the site has suitable power supply for the upgraded facility.

**16. MOTIONS WITHOUT NOTICE**

Nil



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**17. REPORTS****17.1 Council Member Function or Activity on the Business of Council****Mayor Jan-Claire Wisdom**

- 16 September 2024, 50<sup>th</sup> Anniversary Dinner for Stirling Rotary Club, Stirling
- 19 September 2024, Metro Mayors Forum on Behavioural Issues for Mayors across the Local Government Sector, Adelaide
- 20 September 2024, Opening of Fabrik Arts and Heritage Centre, Lobethal

**Deputy Mayor Melanie Selwood**

- 13 September 2024, Tour of Fabrik Arts and Heritage Centre with Minister Bettison, Lobethal
- 14 September 2024, Upper Sturt Soldiers Memorial Hall Art Exhibition Opening, Upper Sturt
- 16 September 2024, Strategic Plan Consultation Session, Norton Summit
- 18 September 2024, Strategic Plan Consultation Session, Gumeracha
- 20 September 2024, Opening of Fabrik Arts and Heritage Centre, Lobethal

**Cr Louise Pascale**

- 13 September 2024, Meeting Kaye Parnell of Teringie Residents Association.
- 20 September 2024, Opening of Fabrik Arts and Heritage Centre, Lobethal.
- 23 September 2024, Woodforde Residents Association Meeting.

**Cr Malcolm Herrmann**

- 20 September 2024, Opening of Fabrik Arts and Heritage Centre, Lobethal.
- 21 September 2024, Birdwood CFS Brigade Dinner, Kersbrook.

**17.2 Reports of Members as Council/Committee Representatives on External Organisations**

Nil

**17.3 CEO Report**

Greg Georgopoulos, CEO, provided Council with a verbal update, including:

- Values Program.
- Recruitment progress for the Director Community and Development vacancy.
- Recent CEO focus on engaging with staff through site visits.
- Boundary Change Auditors BDO seeking input from Council.

**18. REPORTS OF COMMITTEES****18.1 Council Assessment Panel**

Nil

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**18.2 Audit Committee**

Nil

**18.3 CEO Performance Review Panel - Special Meeting 18 September 2024**

Moved Cr Nathan Daniell

S/- Cr Chris Grant

353/24

Council resolves that the minutes of the CEO Performance Review Panel special meeting held on 18 September 2024, as distributed, be received and noted.

<b>Carried Unanimously</b>
----------------------------

**18.4 Boundary Change Committee**

Nil

**18A URGENT ITEM – REQUEST OF LEAVE OF ABSENCE**

Moved Cr Adrian Cheater

S/- Cr Melanie Selwood

354/24

- 1 That a Leave of Absence from all duties of office be granted to Cr Kirrilee Boyd from 27 September 2024 to 3 October 2024.
- 2 That any committee or panel membership currently held by Cr Kirrilee Boyd be undertaken by the Deputy during the leave of absence.

<b>Carried Unanimously</b>
----------------------------

**19. CONFIDENTIAL ITEMS****19.1 CEO Performance Review Panel Recommendations to Council – CEO Review Process – Exclusion of the Public**

Under section 75B of the Local Government Act 1999 Mayor Jan-Claire Wisdom declared a General (section 74) Conflict of Interest in Item 19.1.

- I am no longer a member of the CEO PRP but was previously and have a public duty to act in a manner not contrary to my public duty.

Mayor Jan-Claire Wisdom advised the meeting that in dealing with this General Interest in a transparent and account manner, she will leave the meeting room.

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8:07pm The Mayor Jan-Claire Wisdom left the meeting room.

8:08pm The Deputy Mayor Melanie Selwood assumed the chair.

**Moved Cr Adrian Cheater**

**S/- Cr Kirrilee Boyd**

**355/24**

**Council resolves:**

**Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:**

- Chief Executive Officer, Greg Georgopoulos
- Director Environment & Infrastructure, David Waters
- Director Corporate Services, Gary Lewis
- Acting Director Community & Development, Jess Charlton
- Governance Support, Tracy Riddle, Kelledy Jones Lawyers
- Minute Secretary, Skye Ludzay
- IT Support, Tom Portas

**be excluded from attendance at the meeting for Agenda Item 19.1: (CEO Performance Review Panel Recommendations to Council – CEO Review Process) in confidence.**

**The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:**

**Section 90(3) (a) of the Local Government Act 1999, the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).**

**Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.**

<b>Carried Unanimously</b>
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**19.1.1 CEO Performance Review Panel Recommendations to Council – CEO Review Process  
Confidential Item**

**19.1.2 CEO Performance Review Panel Recommendations to Council – CEO Review Process –  
Duration of Confidentiality**

Moved Cr Chris Grant

S/- Cr Malcolm Herrmann

357/24

Council resolves:

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.1 in confidence under sections 90(2) and 90(3)(a) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

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Item	Duration of Confidentiality NB: Item to be reviewed every 12 months if not released
Report	Until Further Order
Related Attachments	Until Further Order
Minutes	Until Further Order
Other (presentation, documents, or similar)	Until Further Order

Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

<b>Carried Unanimously</b>
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8:20pm The Deputy Mayor as Chair, with leave of at least two thirds of the members present at the meeting, granted a break until 8:30pm.

## **19.2 HR Consultant Update – Exclusion of the Public**

8:30pm Mayor Jan-Claire Wisdom resumed the Chair.

Under section 75C of the Local Government Act 1999 Mayor Jan-Claire declared a Material (section 74) Conflict of Interest in Item 19.2.

- I have a direct personal and pecuniary interest in this item as I could suffer a loss or gain a benefit regarding the matter of the meeting.

Mayor Jan-Claire Wisdom advised the meeting that she will leave the meeting room.

8:31pm Mayor Jan-Claire Wisdom left the meeting room and did not return.

8:31pm Deputy Mayor Melanie Selwood assumed the chair.

**Moved Cr Adrian Cheater**

**S/- Cr Lucy Huxter**

**358/24**

**Council resolves:**

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

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- Director Corporate Services, Gary Lewis
- Snow Legal, Will Snow
- Red Wagon Workplace Solutions, Susan Sadler
- Minute Secretary, Skye Ludzay

be excluded from attendance at the meeting for Agenda Item 19.2: (HR Consultant Update) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

Section 90(3)(a) and (h) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is:

- (a) Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);
- (h) legal advice;

Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

<b>Carried Unanimously</b>
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**19.2.1 HR Consultant Update – Confidential Item**

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**19.2.2 HR Consultant Update – Duration of Confidentiality**

**Moved Cr Malcolm Herrmann**

**S/- Cr Chris Grant**

**360/24**

Council resolves:

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.2 in confidence under sections 90(2) and 90(3)(a) and (h) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

Item	Duration of Confidentiality NB: Item to be reviewed every 12 months if not released
Report	31 December 2024, must be reviewed by Council prior to release.
Related Attachments	31 December 2024, must be reviewed by Council prior to release.
Minutes	31 December 2024, must be reviewed by Council prior to release.
Other (presentation, documents, or similar)	31 December 2024, must be reviewed by Council prior to release.

Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

**VARIATION**

Through the Chair, Cr Nathan Daniel, with the consent of the Mover and Seconder, sought and was granted leave of the meeting to vary the motion.

**Council resolves:**

**Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.2 in confidence under sections 90(2) and 90(3)(a) and (h) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:**

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Item	Duration of Confidentiality NB: Item to be reviewed every 12 months if not released
Report	31 December <b>2025</b> , must be reviewed by Council prior to release.
Related Attachments	31 December <b>2025</b> , must be reviewed by Council prior to release.
Minutes	31 December <b>2025</b> , must be reviewed by Council prior to release.
Other (presentation, documents, or similar)	31 December <b>2025</b> , must be reviewed by Council prior to release.

Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.

<b>Carried</b>
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**20. NEXT ORDINARY MEETING**

The next ordinary meeting of the Adelaide Hills Council will be held on Tuesday 8 October 2024 from 6.30pm at 63 Mt Barker Road, Stirling.

**21. CLOSE MEETING**

The meeting closed at 9.27pm.



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# **Administration Reports Decision Items**

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**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 8 October 2024  
AGENDA BUSINESS ITEM**

**Item:** 12.1

**Responsible Officer:** Zoë Gill  
Executive Governance Officer  
Office of the CEO

**Subject:** 2024 LGA President Election

**For:** Information

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**SUMMARY**

On 19 June 2024, The Local Government Association (LGA) called for nominations for the position of LGA President.

Five (5) eligible nominations were received by the LGA and are as follows:

- Lord Mayor Jane Lomax-Smith (City of Adelaide)
- Mayor Michael Coxon (City of West Torrens)
- Mayor Kris Hanna (City of Marion)
- Mayor Heather Holmes-Ross (City of Mitcham)
- Mayor Claire Boan (City of Port Adelaide Enfield)

Council has received a ballot paper, and by resolution of Council determine which candidate to elect, detailed voting instructions were included in the received correspondence (***Appendix 1***).

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted.
  2. To cast its vote for ..... for LGA President.
  3. To authorise the Mayor to mark the ballot paper reflecting the Council's determination and authorise the CEO (or their delegate) to lodge Council's nomination in accordance with the process set out in ***Appendix 1***.
-

## 1. BACKGROUND

The successful candidate will take office from the conclusion of the LGA's 2024 Annual General Meeting for a term ending at the conclusion of the 2026 LGA Annual General Meeting.

In June, nominations for the position of president were requested from member councils and five (5) eligible nominations were received by the 16 August 2024 deadline.

The nominees are as follows:

- Lord Mayor Jane Lomax-Smith (City of Adelaide)
- Mayor Michael Coxon (City of West Torrens)
- Mayor Kris Hanna (City of Marion)
- Mayor Heather Holmes-Ross (City of Mitcham)
- Mayor Claire Boan (City of Port Adelaide Enfield)

Candidate profiles are included in **Appendix 1**.

## 2. ANALYSIS

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

*Strategic Plan 2020-24 – A brighter future*

Goal 5	A Progressive Organisation
Objective O4	We actively represent our community
Priority O4.2	Attract and develop a diverse and capable elected body that represents, promotes and reflects the composition of the community
Priority O4.3	Advocate to, and exert influence with, our stakeholders on behalf of our community to promote the needs and ambitions of the region
Objective O5	We are accountable, informed, and make decisions in the best interests of the whole community
Priority O5.1	Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations
Priority O5.2	Make evidence-based decisions and prudently assess the risks and opportunities to our community before taking action.

The nomination of suitable candidate(s) to the Authority is an important element of Council's commitment to open and transparent decision making which facilitates public accountability.

### ➤ Legal Implications

The position, role and function of President are set out in the LGA Constitution. The Administration has not identified any legal implications arising in respect to any particular candidate's appointment over another.

➤ **Risk Management Implications**

Notwithstanding that Council is only one of the 68 councils voting for the LGA President, given the role of the LGA, it is in Council's (and the sector's) interest to support a candidate that will assist in mitigating the risk of:

*Poor governance practices occur which leads to a loss of stakeholder (i.e. customer and regulator) confidence and/or legislative breaches.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Medium (3D)	Low (3E)

Note that there are many other controls that assist in mitigating this risk.

➤ **Financial and Resource Implications**

The LGA President is provided with administrative support, an annual allowance and is reimbursed travel and related expenses through the *LGA GPO2 Board and Committee Member Allowances and Expenses Policy by the LGA.*

As such, the LGA President's Member Council is not required to provide administrative support, nor reimbursement of any expenses relating to the LGA President's role.

The Council makes an annual financial contribution to the operations of the LGA, but there are no specific financial or resource implications arising from voting for President, nor in relation to voting for any one candidate over another.

➤ **Customer Service and Community/Cultural Implications**

There are no direct end-user customer service implications regarding the election of the LGA President however given the prominence of the role in the community, there is the potential for the incumbent to shape the community's perception of local government and, by extension, the Council.

➤ **Sustainability Implications**

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* Not Applicable

*Advisory Groups:* Not Applicable

*External Agencies:* Local Government Association

*Community:* Not Applicable

➤ **Additional Analysis**

Role of LGA President

The LGA Constitution does not specifically articulate the role of the President however anecdotally the role involves the following key functions:

- Presiding over LGA Board Meetings
- Presiding over LGA Ordinary and Annual General Meetings
- Principal spokesperson for the LGA (and therefore the LG sector)
- Meetings with the State Government Ministers and bureaucrats
- Work with the LGA CEO and staff on matters of LGA business

Again the Constitution does not set out specific qualifications, skills or experience for the President's position however Council may wish to consider general suitability factors including (but not limited to):

- Sound understanding of the key issues, trends, challenges, and operating contexts of the 68 South Australian councils
- Good understanding of the legislative environment and reform provisions (as these will be a key topic for the incoming President)
- Expertise in chairing small and large meetings
- Expertise in public speaking
- Expertise in media relations and the availability/ability to speak confidently/competently on behalf of the sector with short notice
- Current and future time commitments

Voting

As there is only one position, Council only needs to consider voting for one candidate that they wish to be elected. The candidate with the most votes will be deemed elected (i.e. first-past-the-post or simple majority voting system).

Alternatively Council may consider not to vote for a candidate for LGA President.

Following Council's consideration the Mayor will mark or not mark as the case may be the ballot paper and complete the voting process as set out in **Appendix 1**. The completed ballot paper must be lodged with the Returning Officer by 5.00pm, Monday 4 November 2024.

**3. OPTIONS**

Council has the following options:

- I. To determine its preferred candidate for LGA President and resolve accordingly (Recommended).
- II. To determine not to vote for a candidate for LGA President (Not Recommended).

**4. APPENDICES**

- (1) LGA Correspondence, Voting Instructions and Voting Papers

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# **Appendix 1**

*LGA Correspondence, Voting Instructions and Voting  
Papers*

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Our reference: ECM 821580 MW/LM

4 September 2024

Mr Greg Georgopoulos  
Chief Executive Officer  
Adelaide Hills Council  
PO Box 44  
Woodside SA 5244

Dear Greg

### **Election of LGA President**

On 19 June 2024, I wrote to Member Councils calling for nominations for the position of LGA President.

I wish to advise that at the close of nominations (5:00pm on 16 August 2024), the LGA received nominations for five (5) eligible candidates.

I hereby advise that in accordance with clause 29.4 of the LGA Constitution, an election for the position of LGA President will take place.

The five (5) candidates for election are listed below (in the order of the ballot draw):

- Lord Mayor Jane Lomax-Smith (City of Adelaide)
- Mayor Michael COXON (City of West Torrens)
- Mayor Kris HANNA (City of Marion)
- Mayor Heather HOLMES-ROSS (City of Mitcham)
- Mayor Claire BOAN (City of Port Adelaide Enfield)

I have attached a copy of each candidate's information together with a Ballot paper and voting envelopes for your council's completion in accordance with the enclosed instructions.

**I require the ballot paper to be received by me in hard-copy no later than 5:00pm Monday 4 November 2024.**



### **Voting Instructions**

Pursuant to clause 29 of the LGA Constitution, the casting of the vote by your council must be conducted as follows:

- each Member council shall determine by resolution the candidate it wishes to elect;
- the Delegate of a Member council or in the Delegate's absence, the chair of the meeting for that Member shall mark the ballot paper with an "X" next to the candidate that the Member council wishes elected and seal the ballot paper in the envelope marked "Ballot Paper" and then place this envelope inside the envelope marked "Returning Officer". Before sealing the second envelope marked "Returning Officer" the Delegate must indicate the member council's name on the inside flap of the envelope. The second envelope may then be sealed and delivered to the Returning Officer;
- on receipt of the envelopes the Returning Officer must:
  - open the outer envelope addressed to the "Returning Officer" and record the name of the Member council which appears on the inside flap of the envelope on the roll of Member council's eligible to vote; and
  - place the envelope marked "Ballot Paper" unopened into the ballot box;
- the Returning Officer shall nominate the date, time and place for the counting of votes and shall invite each candidate and a person nominated as the candidate's scrutineer to be present;
- at the counting of the votes the Returning Officer shall produce the unopened envelopes marked "Ballot Paper" and if satisfied that all votes are valid, count the number of votes received by each candidate;
- the candidate with the most votes shall be deemed elected and the Returning Officer shall declare the candidate elected at the Annual General Meeting; and
- in the case of candidates receiving the same number of votes, the Returning Officer shall draw lots at the counting of the votes and the lot drawn will be the candidate elected.

The counting of votes will take place on Tuesday 5 November 2024 commencing at 10:00am.

I am the Returning Officer for this election and I may appoint a Deputy Returning Officer to perform any of the powers, functions or duties described above.

**Helping local government  
build stronger communities.**

The successful candidate will take office from the conclusion of the LGA's 2024 Annual General Meeting for a term ending at the conclusion of the 2026 LGA Annual General Meeting.

The LGA is in the final stages of the LGA Constitution Review. Any changes to term-length or committee structure arising through this project will be managed by transitional provisions and will be communicated to Member Councils and Committee Members accordingly.

If you have any queries, please contact me or LGA Manager Corporate Support, Melanie Williams via email to [melanie.williams@lga.sa.gov.au](mailto:melanie.williams@lga.sa.gov.au) or by phoning 8224 2097.

Yours sincerely



Clinton Jury

**Chief Executive Officer**

Telephone: (08) 8224 2039

Email: [clinton.jury@lga.sa.gov.au](mailto:clinton.jury@lga.sa.gov.au)

Attach:

- ECM 821555 – 2024 LGA Elections – Combined Candidate Information - LGA President
- ECM 821459 – 2024 LGA Elections – Ballot Paper - LGA President
- Ballot Paper envelope
- Reply envelope addressed to Returning Officer

## 2024 LGA Elections

### LGA President – Candidate Information

1. Lord Mayor Jane Lomax-Smith – City of Adelaide
2. Mayor Michael Coxon – City of West Torrens
3. Mayor Kris Hanna – City of Marion
4. Mayor Heather Holmes-Ross – City of Mitcham
5. Mayor Claire Boan – City of Port Adelaide Enfield

# LGA President Candidate Information Sheet

(word limit is strictly 1,000 words)

<b>Name</b>	Lord Mayor, Dr Jane Lomax-Smith AM
<b>Council</b>	City of Adelaide
<b>Local Government Experience &amp; Knowledge</b>	<ul style="list-style-type: none"> <li>• <i>Elected Lord Mayor of Adelaide in 2022.</i></li> <li>• <i>Previously elected and served as Lord Mayor of Adelaide between 1997 and 2000.</i></li> <li>• <i>Served as a Ward Councillor in the City of Adelaide in between 1991 and 1997.</i></li> <li>• <i>Member of various committees and working groups of Council.</i></li> <li>• <i>Member, Patawalonga Catchment Board.</i></li> </ul>
<b>Local Government Policy Views &amp; Interests</b>	<p><i>I will strive for better acknowledgement by State and Federal Governments of the critical role councils play in the wellbeing of communities and the economy. I am therefore a strong advocate for:</i></p> <ul style="list-style-type: none"> <li>• <i>a more equitable share and distribution of our national tax income for local government.</i></li> <li>• <i>developing tools and supporting frameworks for consistent approaches to long term strategic thinking and sound financial management of ratepayer dollars, particularly the management of our assets on behalf of the community.</i></li> <li>• <i>easing the pressures on regional councils who have limited rate revenue and little opportunity for generating other income yet must maintain critical infrastructure assets which not only service local communities but facilitate support for significant sectors of our state economy such as agriculture, mining and regional tourism.</i></li> <li>• <i>establishing more partnering and collaborative arrangements between</i></li> <li>• <i>councils with capacity and councils Who lack critical mass which acts as constraint on their ability to attract full time professional employees in disciplines such as planning.</i></li> <li>• <i>partnering with State Government to create strategies for targeted programs to address rural health challenges, progressively dealing with housing shortages, and fast-tracking funding for jetty renewal and maintenance.</i></li> </ul>

	<p><i>I am of the view that often, councils are best placed to deliver services and infrastructure that have the most positive impact for their communities because they are tailored to local need. The bargain with the state must be transparent and funding certainty non-negotiable. To achieve this the sector must be unified about when to say yes, when to negotiate an outcome, and when to say no.</i></p>
<p><b>Other Information</b></p>	<ul style="list-style-type: none"> <li>• <i>A pathologist, variously working as a lecturer, clinical pathologist, medical researcher, hospital administrator, director of private pathology practice.</i></li> <li>• <i>2002 state election - elected to the South Australian House of Assembly for the seat of Adelaide.</i></li> <li>• <i>Between 2002 and 2010 served in the South Australian Government as:</i> <ul style="list-style-type: none"> <li>• <i>Minister for Education,</i></li> <li>• <i>Minister for Tourism,</i></li> <li>• <i>Minister for Mental Health &amp; Substance Abuse, and</i></li> <li>• <i>Minister for the City of Adelaide.</i></li> </ul> </li> <li>• <i>Former Chair, Teacher's Registration Board.</i></li> <li>• <i>Former Chair, South Australian Museum Board.</i></li> <li>• <i>2013 - appointed a Member of the Order of Australia for significant service to the community and the Parliament of South Australia.</i></li> <li>• <i>2015 - commissioned to examine options for the post coal-mining future of the township of Leigh Creek and wrote the Leigh Creek Futures report.</i></li> </ul>

**This form must accompany the Nomination Form**

# LGA President Candidate Information Sheet

(word limit is strictly 1,000 words)

<b>Name</b>	MAYOR Michael Coxon
<b>Council</b>	City of West Torrens
<b>Local Government Experience &amp; Knowledge</b>	<ul style="list-style-type: none"> <li>• 2018 – current - Mayor of the City of West Torrens</li> <li>• 2022 - current – LGASA Board Director</li> <li>• 2022 - current – LGASA Representative – Audit and Risk Committee</li> <li>• 2022 – current – LGASA Representative – Adelaide Coastal Councils Network (ACCN)</li> <li>• 2022 – current – GAROC Member</li> <li>• 2018 - current - Member of Road Safety Group - City of West Torrens</li> <li>• 2018 - 2023 – Vice President – Australian Mayoral Aviation Council</li> <li>• 2012 – 2014 - Chairperson of the Urban Services Committee - City of West Torrens</li> <li>• 2010 - 2012 - Chairperson of the Corporate &amp; Regulatory Committee - City of West Torrens</li> <li>• 2006 - 2014 - Councillor for the City of West Torrens</li> <li>• 2018 – 2022 – Member – Global Covenant of Mayors on Climate Change</li> <li>• 2018 – 2022 Member - Australian Local Government Women's Association of SA</li> </ul>
<b>Local Government Policy Views &amp; Interests</b>	<p>As LGA President, I will provide a non-partisan voice for local government at the State and Federal level on current and emerging matters such as a review of the Financial Assistance Grants (FAGS) funding model, climate adaptation and the environment, Financial Sustainability and ESCOSA, cybersecurity, asset and infrastructure, artificial intelligence (AI) and emerging technology, community wellbeing and engagement and climate change.</p> <p>I look forward to working alongside current LGASA President Dean Johnson and the Secretariat to ensure continuity of leadership and collaboration on all current projects.</p> <p>Whilst the LGASA's remit is to identify issues of state-wide significance to local government and to land on a consensus view for the sector, I will ensure there is support and collaboration between regional and metropolitan Councils, partnering and advocating with the ALGA and other professional associations to enhance relationships and strengthen our advocacy to achieve the best outcome for the sector. Finally, I am excited by the opportunity to contribute to the future success of local government in South Australia and see the need for LGASA to positively promote the sector.</p>

**Other Information**

Since 2018, I have served the City of West Torrens as Mayor. I have worked hard to create a cohesive and united Council and have overseen the redevelopment of many major Council assets, secured the relocation of the Adelaide Football Club from West Lakes to the Thebarton Oval / Kings Reserve Precinct, championed the introduction of a Section 41 – Youth Advisory Committee and strategically positioned our City for ongoing sustainability.

I have also worked collaboratively with neighbouring Mayors across the Western region with a recent example being 'AdaptWest' our regional response to Climate Change.

- Post Graduate Diploma of Business (UniSA)
- Bachelor of Arts Degree (Adelaide University)
- 28 years - Corporate Executive Leadership Roles
- 10 years - Board Member West Beach Trust (SA Gov)
- 7 years - Board Member Camden Community Centre
- 7 years - School Council Member – Plympton International College
- 6 years - Member of Governing Body – Thebarton Senior College
- 6 years - Member of Lions Club of Adelaide Hellenic
- 5 years - Member Airport Over 50's Community Group
- 5 years - Patron of West Adelaide Football Club

**This form must accompany the Nomination Form**

# LGA President Candidate Information Sheet

(word limit is strictly 1,000 words)

Name	<i>Mayor Kris Hanna</i>
Council	<i>City of Marion</i>
Local Government Experience & Knowledge	<p>Mayor of City of Marion since 2014</p> <p>GAROC 2023-2024</p> <p>Councillor, City of Marion 1995-1997</p>
Local Government Policy Views & Interests	<p>When I became Mayor of Marion in 2014, I was fortunate to have the support of Marion councillors in questioning and reviewing every aspect of council operations. It led to a long journey of improvement, placing Marion in a position to complete major projects every year, with ample state and federal government support, while keeping rate rises relatively low.</p> <p>Admittedly, I was critical of the LGA at that time, and it has been pleasing to see improvements in LGA benefits over the years. If councils agree with me that it is time to <b>extensively review the LGA budget and operations, to ensure value for money</b>, then I would be glad to apply myself conscientiously to the task. Of course, I realise such a challenge means working constructively as part of a team with fellow board members and the CEO; I look forward to it.</p> <p>How can we ensure the LGA truly <b>listens</b> to the member councils?</p> <p>I have some quick learning to do about how well SAROC is working. In theory, a unified voice from country Councils would compel improved services from the LGA.</p> <p>I know GAROC hasn't worked well; I'm committed to regularly gathering Metro Mayors around the table, with a simple formula: short briefing(s) on hot topics, questions on those topics, then general discussion of topics raised by the Mayors. When we meet together informally, our collective common sense and wisdom can be expressed and transformed into action.</p> <p>The LGA could be more effective by emphasising <b>practical help</b> more than policy formulation.</p>



The LGA could be offering practical management consultancy help in the many areas where regional councils either cannot attract or cannot afford to pay for necessary expertise, in a range of areas including financial, environmental, governance and human resources.

I'm very conscious that a council like Marion (with about 400 employees) has the luxury of being able to employ specialists in so many areas: project management, water resources, playground design, and so on. The small rate-payer base in many regional councils simply cannot fund the ideal range of professional staff for the many problems facing regional areas. The LGA should provide practical help with these problems.

**LGA advocacy** can be more effective.

The strategic goal goes beyond the individual issues raised by Councils: it is to have local government truly respected at the State and Federal level. From my experience as an MP, I know very well how the lobbying process works and how to maximise success. Understanding the legislative process, and being able to read and understand legislation itself, are advantages. I would be able to step into this aspect of the role "on day one".

Probably the most important single issue requiring continual advocacy is the **constant shifting of costs** from State to local government.

Every council is aware of the continuing cost impositions of state government onto local government. We need to gather the evidence and lobby more strenuously against this.

An example affecting every council is the imposition of the ESCOSA audit. The larger Metro Councils already have an external auditor, and an internal auditor and a highly competent audit committee of independent professionals. They don't need ESCOSA. For the many smaller regional councils, they need practical help, not an invoice for \$40,000+ for a report telling them they need more practical help!

Another example is the collection and distribution of the Landscape Levy – the money collected in each council area in no way correlates to the need in each council area.

Yet another example, especially pertinent for Metro councils, is the need for another dog/cat detention facility. We can't keep relying on non-government organisations (which councils end up paying) when they cannot always meet demand as it is.

	<p>Motions about a range of <b>social and political issues</b> regularly turn up at LGA General Meetings – is that the right place for these worthy and noble aspirations? We wouldn't be in local government if we didn't want to make the world a better place in some way. At Marion Council we have developed a culture in the chamber of not getting into debates about the many shortcomings of State and Federal Governments and the international scene – this has left us with more time to properly deal with our own local problems.</p> <p>Of course, the LGA must respond to concerns raised by every Council raised, but I would be encouraging all of us to focus on the issues where we can readily and powerfully make a positive difference, in the areas under our direct control; at the same time, encouraging the State and federal Governments to do what they are meant to be doing for us all.</p>
<p><b>Other Information</b></p>	<p>Over 30 years as a lawyer, including a period of running and managing a small legal practice. Helped ordinary people with extraordinary problems, particularly with employment disputes. I also developed expertise helping nonprofit associations with management issues, including drafting/revising over 200 constitutions.</p> <p>Law degree with Honours.</p> <p>In the past served on boards of diverse organisations such as the Victim Support Service, the Multifaith Association and school councils.</p> <p>In State Parliament (Member of the House Assembly) 1997–2010.</p>

**This form must accompany the Nomination Form**

# LGA President Candidate Information Sheet

(word limit is strictly 1,000 words)

<b>Name</b>	<i>Dr Heather Holmes-Ross</i>
<b>Council</b>	<i>City of Mitcham</i>
<b>Local Government Experience &amp; Knowledge</b>	<p>I have served as Mayor of Mitcham since 2018 and as a GAROC representative for the past four years, currently holding the position of GAROC Chair. Since April 2022, I have also been a member of the LGA board. I see my role as Mayor as one of listening and advocacy, which has driven me to establish strong relationships with councillors, our CEO, council staff, local MPs, and community members. By proactively engaging with community groups, schools, universities, and businesses, I have been able to understand and address their diverse needs, facilitating partnerships that benefit all parties involved.</p> <p>I have successfully advocated for my community, securing grant funding and policy changes that directly benefit our residents. At the sector level, I have worked diligently to build strong relationships with fellow Mayors, councillors, LGA staff, and government MPs. My election as LGA board member and GAROC Chair reflects the trust my peers place in my abilities. I have also proudly represented the sector in several occasions including on panels at the 2022 and 2023 ALGA National General Assemblies.</p> <p>Through my role on GAROC, I have developed a comprehensive understanding of the common issues and concerns faced by metropolitan councils. Through my role on the LGA board, I have gained an excellent understanding of the workings of the LGA and broadened my knowledge of the regions. Having spent my childhood (Alice Springs) and teen years (Deniliquin, NSW) in regional Australia, I am aware of the joy of country living and the harsh realities of rural life. I have recently travelled to a number of regional LGA board meetings to further expand my knowledge of the regions and better understand the concerns of rural councils.</p>
<b>Local Government Policy Views &amp; Interests</b>	<p>Like many of us in local government my passion lies in building happy, resilient, and empowered communities. I believe collaboration is key, whether among stakeholder groups within local government areas or across the sector as a whole. The LGA is uniquely positioned to strengthen the long-term financial, environmental, and social sustainability of the sector through advocacy, promotion, and facilitation. My goal is to</p>

	<p>support the LGA in being as effective as possible in these endeavours.</p> <p>Financial sustainability is a pressing issue for the sector, particularly in the face of rising living costs, the state government oversight through ESCOSA and the federal government's shift to tied grant funding. The challenge is to become more efficient, delivering more with less and exploring opportunities for additional revenue generation. The LGA can play a crucial role in facilitating the spread and adoption of innovative solutions being trialed by councils across the sector.</p> <p>For example, last year, the LGA supported the District Council of Murray Bridge and City of Mitcham in a joint power procurement trial, which resulted in Murray Bridge saving upwards of \$350k per annum, while Mitcham is set to save \$10 million over the next ten years. Opportunities like this can be expanded to benefit other councils, with the LGA leading the way in facilitating such initiatives.</p> <p>Similarly, several councils are currently involved in programs with Adelaide's universities for graduates who would probably not have considered a career in local government. These programs are very successful in attracting and retaining talented and enthusiastic young people, helping address skills shortage and positioning local government as employers of choice. I am keen to see the LGA support and extend these opportunities.</p> <p>Additionally there are opportunities for cost savings through shared services, and collaborations with the private sector. There is also interest by member councils in working together to tackle or advocate on common issues such as the Adelaide freight by-pass or eliminating childcare deserts.</p> <p>It is my wish help the LGA be more clear with its purpose, play a leadership role in facilitating collaborations, and advocate effectively on behalf of the sector.</p>
<p><b>Other Information</b></p>	<p>I came to local government from a background in business and academia. I have a PhD in chemistry from Flinders Uni which means I am trained to investigate, problem solve and collaborate. In turns out that these are handy skills for navigating the intricacies of local government. I have an excellent understanding of finances and business management. The hospitality business, the Artisan Cafe, which my chef husband and I founded and managed for 10 years was recognised for excellence several times, with a highlight our being awarded the Australian Cafe of the Year in 2017 by our industry body. Our latest venture, The Lost Dice, is a board</p>

	<p>game cafe located in the Adelaide CBD which services a wonderfully diverse community.</p> <p>I believe small businesses play a pivotal role in community development, and supporting local economies leads to better outcomes for everyone. I previously founded a "shop local" and social inclusion movement in our area, which resulted in both economic and social benefits for the community. I am deeply interested in finding the best ways to support our business communities, allowing them to thrive and give back to the communities that support them.</p> <p>Since early 2019, I have served as a director on the East Waste board, a subsidiary of eight councils responsible for waste transport. Additionally, our council has chaired Region 7 of the Murray Darling Association, representing the Adelaide metropolitan area. Waste and water management present significant challenges for the sector, but there are also opportunities for local government to lead the way through best practices and embracing the circular economy.</p> <p>I am the Local Government Representative on the Australia Day Council SA board. I take great pride in the council's work celebrating Australians who exemplify our nation's best qualities. Shining a spotlight on ordinary Australians doing extraordinary things inspires hope for a respectful and inclusive future.</p>
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**This form must accompany the Nomination Form**

# LGA President Candidate Information Sheet

(word limit is strictly 1,000 words)

<b>Name</b>	Claire Boan
<b>Council</b>	City of Port Adelaide Enfield
<b>Local Government Experience &amp; Knowledge</b>	<ul style="list-style-type: none"> <li>• Councillor Parks Ward (PAE) 2010 - 2014</li> <li>• Councillor Port Ward (PAE) 2014 - 2018</li> <li>• Mayor of PAE 2018 - current</li> <li>• GAROC member 2020 - current</li> <li>• LGA Board of Directors 2020 - current</li> <li>• Chair LGR&amp;DS Advisory Committee 2022 - current</li> <li>• Member LGA Nominations Committee 2022 - current</li> <li>• Previous member of:             <ul style="list-style-type: none"> <li>○ PAE Council Assessment Panel</li> <li>○ PAE Audit Committee Chair</li> </ul> </li> </ul>
<b>Local Government Policy Views &amp; Interests</b>	<p>As the Mayor of PAE, I have been part of leading strategic plans and pivotal projects within our council area. Ensuring our assets are effectively maintained is a priority, along with providing places people love to live in and visit. Councils must first look to ensure our key responsibilities are successfully managed and provided for our rate payers.</p> <p>With 14 years of experience in local government, I have developed a deep understanding of the challenges and opportunities we face. My background in education has equipped me with the skills to navigate complex issues and find innovative solutions. Of late, I'm particularly interested in good governance and that strategic direction support is provided for effective Local Government outcomes. Community connectedness is also threaded in all that we do; through engagement, services and relationships with those we represent.</p> <p>The LGA Board is an opportunity to collaborate with the wider network of councils, ensuring effective communication and common Local Government knowledge. Advocacy for Local Government concerns, to both State and Federal Government, alongside a strong focus on Local Government core business, is critical in effective management of the matters raised with the LGA. I support the LGA of SA and its role within the Australian Local Government sector.</p> <p>I believe clear and strong leadership is essential, alongside maintaining and developing respectful relationships within our sector and those we work with. This is something I have demonstrated over my past six years as Mayor and four years</p>

	representing councils on GAROC and the LGA Board. I am committed to bringing continued dedication to this role.
<b>Other Information</b>	<ul style="list-style-type: none"> <li>• Bachelor of Primary Education (teaching and coordinator roles 2005-18)</li> <li>• Justice of the Peace 2020 - current</li> <li>• Green Adelaide (SA Gov) Board Member 2020 - 2024</li> <li>• Green Adelaide Audit and Risk Committee 2023 - 2024</li> <li>• CAWRA MRF Board Member 2020 - current</li> <li>• Patron of Local Clubs</li> </ul>

**This form must accompany the Nomination Form**

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 8 October 2024  
AGENDA BUSINESS ITEM**

**Item:** 12.2

**Responsible Officer:** David Waters  
Director Environment and Infrastructure  
Environment and Infrastructure

**Subject:** FOGO Kerbside Bin System Trial Results

**For:** Decision

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**SUMMARY**

The purpose of this report is to provide the results of the trials undertaken and provide options for the changing the kerbside waste collection model in future.

Over the past 12 months, the Council has undertaken a trial of different kerbside collection models aimed at further reducing the amount of waste consigned to landfill. The trial results indicate that substantial reductions can be achieved by providing food organics/garden organics (FOGO) collections where it is not currently provided and increasing the frequency of FOGO bin collection.

Given the 12 month trial is now complete, Council needs to make a number of decisions regarding the trial and future kerbside waste collection models.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted.
2. Notes the success of the Council's Food Organic Garden Organic trial in achieving:
  - (a) Significantly improved landfill diversion rates and reductions in the total amount of waste consigned to landfill
  - (b) Reduced landfill greenhouse gas emissions
  - (c) Reduced exposure to the SA solid waste levy
  - (d) Increased recycling of food waste
3. Acknowledges the participation of Food Organic Garden Organic Trial participants, notes the feedback provided by participants and thanks them for their involvement and contribution.
4. That the properties within the Woodside East and Tiers/Swamp Road trial areas return to the pre-trial service of weekly waste collection and fortnightly comingled recycling collection from 1 November 2024.



5. **That the properties within the Woodside Township trial area maintain a weekly food organic garden organic collection, fortnightly waste collection and fortnightly comingled recycling collection until 31 July 2025.**
  6. **That subject to funding allocation in the 2025/26 budget, the township default kerbside bin collection service change to weekly 240 litre Food Organic Garden Organic and fortnightly 140 litre waste collection commencing in a staged rollout from August 2025. This arrangement be accompanied by suitable arrangements for those property owners who wish to opt out of the new arrangement so as to receive weekly waste collection, as required under law, and those with special circumstances necessitating increased waste collection.**
  7. **Supports the Chief Executive Officer (or delegate) applying for grant funding to support the change to township bin collection if available and applicable at time of the proposed rollouts.**
  8. **A review of the Waste and Resource Recovery Services Policy be undertaken prior to August 2025 which includes the necessary changes to ensure the Policy aligns with the new kerbside bin collection model within townships.**
  9. **That council consider the provision of a food organic garden organic collection service to rural areas once the South Australian Government's position on proposed legislative changes regarding the provision of kerbside bin services is known.**
- 

## **1. BACKGROUND**

Council currently provides 17,000 properties with a 140 litre blue lidded waste bin collected weekly and a 240 litre yellow lidded comingled recycling bin collected fortnightly. In addition, approximately 10,500 properties in township areas have access to a 240 litre green lidded FOGO bin collected fortnightly. Rural properties currently do not receive a FOGO bin. Residential and commercial properties are entitled to the same kerbside bin service.

Where a service already exists, additional bins can be applied for and charged at an annual fee pursuant with Council's Register of Fees and Charges. Kitchen caddies for the collection of food scraps are available to all properties, regardless of having access to a green organics bin service.

Properties with no access to a kerbside green organic bin service can request two vouchers per financial year that entitle the property to take a maximum of one caged 7x5 trailer load of domestic green organics to the Heathfield Resource Recovery Centre free of charge.

Adelaide Hills Council's current diversion rate, that is the percentage of all waste collection through the kerbside waste collection service that is not sent to landfill, is 53%. The rate has increased only marginally over several years however remains well below the target of 70% within *South Australia's Waste Strategy 2020-25*. The average kerbside diversion for metropolitan Adelaide is 51.5% (based on 2021-22 data).

To explore environmental, financial and service equity benefits potentially available through the kerbside bin service several studies have been completed and considered by Council. In response, at its meeting held on 13 June 2023, resolved to proceed with a FOGO kerbside waste collection trial as follows:

**12.4 Kerbside Bin System Option and Trial**

Moved Cr Leith Mudge  
S/- Cr Lucy Huxter

148/23

Council resolves:

1. That the report be received and noted.
2. To endorse Option 1 and Option 3 contained in the Kerbside Bin System Options report and as summarised below as the options to proceed to a 12 month trial of changes to the kerbside bin system over 2023-24 and 2024-25.

**Option 1:**

Rural properties provided with a Food Organics Garden Organics service

Fortnightly collection of comingled recycling and general waste for township and rural properties

Weekly collection of Food Organics Garden Organics for township and rural properties

**Option 3:**

Rural properties provided with a Food Organics Garden Organics service

Fortnightly collection of comingled recycling and general waste for township and rural properties

Weekly collection of Food Organics Garden Organics for township properties

Fortnightly collection of Food Organics Garden Organics for rural properties

3. To reaffirm the allocation of \$120,000 in the 2023-24 budget and \$30,000 earmarked for the 2024-25 budget to undertake the trial, noting that this is above the usual waste management budget and that some of the usual waste management budget will be expended on the trial.
4. To authorise the Chief Executive Officer, or delegate, to finalise the details of the trial (including trial areas), enter into the necessary agreements and undertake the necessary actions to implement the trial over the 2023-2025 period within the abovementioned funding limits.

Carried Unanimously

The trial encompassed three different collection models and began on 24 October 2023 and is scheduled to conclude in October 2024. In accordance with the resolution of Council the following trials were implemented:

Tiers/Swamp Road Lenswood (136 properties):

- Fortnightly 140 litre blue lidded kerbside waste collection (was weekly)
- Weekly 240 litre green lidded kerbside organic collection (new trial service)

Woodside Township (405 properties):

- Fortnightly 140 litre blue lidded kerbside waste collection (was weekly)
- Weekly 240 litre green lidded kerbside organic collection (was fortnightly)

Woodside East (rural) (75 properties):

- Fortnightly 140 litre blue lidded kerbside waste collection (was weekly)
- Fortnightly 240 litre green lidded kerbside organic collection (new trial service)

In all three trials the 240 litre yellow lidded comingled recycling service remained unchanged with a fortnightly collection frequency.

To ensure compliance with State legislative requirements, properties in any of the three trial areas could opt out of the trial and return to the existing weekly waste collection service.

A range of alternative measures were discussed with property owners wishing to opt out of the trial, including for example, the opportunity to upsize to a 240 litre blue lidded bin collected fortnightly.

As a result of the trial undertaken three options have been considered as potential future kerbside bin service models for consideration by Council. These options are:

- Option 1      Township: Weekly FOGO and fortnightly landfill / comingled recycling  
Rural: Fortnightly all three bins
- Option 2      Township and Rural: Weekly FOGO and fortnightly landfill / comingled recycling
- Option 3      Township: Weekly FOGO and fortnightly landfill / comingled recycling  
Rural: Weekly landfill and fortnightly comingled recycling, i.e. no introduction of a FOGO service at this stage

## 2. ANALYSIS

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

*Strategic Plan 2020-24 – A brighter future*

Goal 4	A valued Natural Environment
Objective N4	Reduce the impact of waste to landfill by maintaining a robust waste and resource management framework
Priority 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
Priority N4.2	We will explore more Green Organics options to achieve improved environmental and financial outcomes
Priority N4.4	Implement new or improved waste service opportunities whilst continuing to provide ongoing resource recovery and waste services to our community
Objective N5	Assist our community to reduce the impact of waste to landfill on the environment
Priority 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
Priority N5.2	Support and assist the community to prevent valuable resources going to landfill and reduce contamination in kerbside recycling bins

The implementation of the FOGO trial aligns with the above priorities within the Strategic Plan. The trial and intended outcomes also align directly or indirectly with strategies in Council's Resource Recovery and Recycling Strategy.

Council's *Waste and Resource Recovery Services Policy* identifies that each property is entitled to a weekly 140 litre general waste collection service and fortnightly 240 litre green organics bin. If Council resolve to change the kerbside bin provision the Policy will need to be amended to reflect the new service provided.

➤ **Legal Implications**

Kerbside services are delivered in consideration of the *Environment Protection (Waste to Resources) Policy 2010* (EPP). The EPP currently requires metropolitan councils to offer a weekly general waste service. In those circumstances where a council comprises both metropolitan and non-metropolitan areas, as is the case with Adelaide Hills Council, the whole council area is treated as metropolitan for the purposes of the EPP.

The SA Environmental Protection Agency (EPA) administers the EPP and has commenced a review process. There is potential that future requirements within the EPP may change once the review process is finalised and it is expected that this process may only be finalised in 2026 at the earliest.

In February 2024 the Minister for Climate, Environment and Water, the Honourable Susan Close, announced that the SA Government was intending to draft legislation to prohibit councils imposing kerbside rubbish collection fees based on weight and from charging households in metropolitan Adelaide fees for weekly general waste collection. Given the potential for these proposed reforms to negatively impact potential environmental gains available through changes to kerbside collection practices many councils, including Adelaide Hills Council and East Waste, provided feedback to Minister Close.

The Minister is now progressing the potential reforms as part of the broader review of the EPP. This provides Local Government an opportunity to influence the outcome via release of a discussion paper and opportunity to provide feedback. The downside of this approach is that it extends the process and does not provide any certainty to councils looking to implement changes to their kerbside collections now.

Aside from the requirements of the EPP, Section 8 (Principles to be observed by council) of the *Local Government Act 1999* stipulates councils need to give due weight to regional, state and national objectives in all its plans, policies and activities. Relevant to kerbside waste services South Australia's Waste Strategy 2020-2025 identifies a 70% kerbside diversion rate target by 2025. Results from the FOGO trial undertaken indicate changes to the kerbside collection frequency of the residual waste bin and green organic bin can make material improvements to the diversion rate towards meeting the targets of the State Waste Strategy.

➤ **Risk Management Implications**

Implementing changes to the township kerbside collection service as proposed will assist in mitigating the risk of:

*Not undertaking changes to the township kerbside collection service leading to foregoing positive environmental (and financial) outcomes.*

Inherent Risk	Residual Risk	Target Risk
High (2A)	Moderate (2C)	Low (1E)

Due to the logistics and cost implications of providing an op-out weekly waste service for rural, deferring changes to the rural area kerbside collection service as proposed will assist in mitigating the risk of:

*Undertaking changes to the rural area kerbside collection service with uncertainty on the impact from proposed State Government legislative changes leading to potential cost escalation and adverse environmental outcomes.*

Inherent Risk	Residual Risk	Target Risk
Medium (2C)	Medium (2C)	Low (1E)

Under the current legislative requirements, a risk to implementing changes to the kerbside bin system where a fortnightly waste collection is provided is a high number of properties seeking to ‘opt out’ to a weekly waste collection, which Council is currently mandated to provide if so requested. High numbers of opt outs, especially in rural areas, will lead to increased costs and reduced environmental performance.

**Appendix 1 – Trial Outcome Summary** provides a summary of four options that have been considered based on trial outcomes modelled with opt out levels of 5% and 10%. As a guide, this appendix demonstrates the financial and environmental impact that arises when opt outs increase from 5% to 10%. Based on the trial results, it is anticipated that the opt-out rate can be maintained below 10%.

Implementing support measures to minimise opt outs including the ability to access an upsized residual waste bin or additional residual waste bin and one on one community education will assist in mitigating the risk of:

*A high number of properties opting out to a weekly waste collection leading to reduced environmental benefits and increased costs.*

Inherent Risk	Residual Risk	Target Risk
Medium (2C)	Medium (2C)	Low (1E)

Adoption of the report recommendation will result in a new mitigating action of implementing changes to kerbside collections within township areas (subject to 2025/26 budget allocation) and deferring decision making on changes to rural area kerbside collection services until the State Government position on legislative change is known.

➤ **Financial and Resource Implications**

Financial results obtained from the three trials undertaken have been modelled and extrapolated to apply across all properties within the Council area. The results of the financial modelling are discussed in the Additional Analysis section of this report and in **Appendix 1** and **Appendix 2**.

In summary, annual financial implications modelled from trial data for the three service options modelled for consideration by Council are:

Option	Service	Net Annual Financial Impact
<b>Option 1</b>	<b>Township:</b> Weekly FOGO and fortnightly landfill and comingled recycling <b>Rural:</b> Fortnightly all three bins	+\$7,000
<b>Option 2</b>	<b>Township and Rural:</b> Weekly FOGO and fortnightly landfill and comingled recycling	+\$408,000
<b>Option 3</b>	<b>Township:</b> Weekly FOGO and fortnightly landfill and comingled recycling <b>Rural:</b> Keep as-is, i.e. weekly landfill and fortnightly comingled recycling	-\$88,000

This report is recommending the implementation of Option 3 in the first instance which has been modelled to provide an estimated annual saving of \$88,000 per annum.

To ensure the change to a new kerbside service is undertaken efficiently, effectively and with success an appropriately resourced transition process needs to be in place. In regard to implementing Option 3, as proposed by this report, transition costs are estimated at \$260,000 for items such as upsized general waste bins, kitchen caddies and communication materials. Given that these costs are for consumable materials, assets given away or operational costs, the cost will be an operating expense for Council. Further details of the transition costs for Option 3, along with Option 1 and 2 are provided below.

Item	Option 1 & 2	Option3
New FOGO bins	\$378,000	-
Upsized general waste bins	\$88,800	\$30,300
Caddies	\$103,200	\$62,800
Compostable bags	\$83,000	\$50,500
Welcome pack	\$43,800	\$26,700
Welcome pack delivery cost	\$66,400	\$40,400
Opt-Out Bin Stickers	\$900	\$300
Opt-Up bin stickers	\$500	\$300
Communications (letters)	\$34,000	\$34,000
Additional collection costs for transition	\$15,500	\$15,500
Staff resourcing (est. by AHC)	\$120,000	\$80,000
<b>Total costs</b>	<b>\$934,100</b>	<b>\$340,800</b>

During the trial, Council staff case managed each property that wanted to opt out and return to a weekly waste collection. This approach was successful and resulted in very low opt out rates. To ensure beneficial environmental and financial outcomes are maximised from a broader roll out a strong focus needs to be on keeping opt outs as low as possible. Accordingly, a case management approach with properties is proposed to transition all townships to a weekly FOGO collection and fortnightly residual waste collection as recommended by this report. To undertake a case management approach and to transition 10,500 properties to a weekly FOGO collection and fortnightly waste under Option 3 will require additional part-time staff resourcing, estimated at \$80,000 in the first 12 months.

In summary, Option 3, as recommended by this report will require a once off transition cost of \$340,800, offset by an annual saving modelled at \$88,000 per annum.

In addition to Option 1, 2 and 3 outlined above, modelling was also undertaken on a fourth scenario based on a weekly FOGO and landfill collection and fortnightly comingled recycling for both township and rural properties. This fourth scenario did not form part of the trial as it is expensive to provide, modelled at a net increase in cost of \$1.744m per annum, and results in the lowest environmental benefits of all options.

As this scenario did not form part of the 12-month trial it is not included in **Appendix 2 – Adelaide Hills Council FOGO Trial Report** however it has been included in **Appendix 1 – Trial Outcome Summary** for comparative purposes where more detail on this scenario is available. This scenario can be considered a worst-case outcome if Council were to implement a weekly FOGO collection and fortnightly waste service across the council area (township and rural properties) and every property elected to opt out to a weekly waste collection. This outcome is not expected given the intention to provide support to properties to remain on a fortnightly waste collection and therefore minimising the number of opt outs.

Aside from the support measures that can be provided to properties to minimise opt outs (upsized bin, additional bin, one on one community education) Council could consider in future an annual service charge for weekly waste collection for properties without a genuine need, should this be necessary and allowable following review of the *Environment Protection (Waste to Resources) Policy 2010*. An exemption from the service charge for households with genuine need (e.g. medical, nappies, large families) could be maintained to support these households.

The financial modelling undertaken on the service options does not include any savings from reduced use of the free green organic drop off days that may ultimately eventuate if township properties are transitioned to a weekly FOGO collection. Usage of Council's free green drop off days will be monitored following the transition to a weekly township FOGO service and any budget impacts will be factored into future operating budgets.

#### ➤ **Customer Service and Community/Cultural Implications**

Properties that participated in the Trial have been provided an update on trial outcomes and advised of next steps. Further correspondence will be provided to trial participants following Council's consideration of this matter.

The recommendation of this report to undertake a staged implementation of changes to the kerbside bin system will initially impact approximately 10,500 township properties, followed by all rural properties (subject to satisfactory outcomes from the State Government review of the *Environment Protection (Waste to Resources) Policy 2010*. Accordingly, changes to the kerbside service need to be carefully considered from a customer and community perspective.

Detailed information on survey outcomes is provided in **Appendix 2 – Adelaide Hills Council FOGO Trial Report**. A summary of survey results is provided below.

The participant survey identified the majority of trial participants were satisfied with the trial as follows:

<b>Trial Area</b>	<b>Responses</b>	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>
<b>Woodside Township</b>	54	68%	4%	28%
<b>Swamp and Tiers Road</b>	17	53%	6%	41%
<b>Woodside east</b>	9	56%	22%	22%

The survey undertaken with trial participants indicates 68% of Woodside township participants were satisfied with the trial service. Importantly, the majority of trial participants were also supportive of the trial service continuing as follows:

<b>Trial Area</b>	<b>Responses</b>	<b>Yes</b>	<b>No</b>	<b>Neutral</b>
<b>Woodside Township</b>	54	70%	26%	4%
<b>Swamp and Tiers Road</b>	17	53%	29%	18%
<b>Woodside east</b>	9	67%	11%	22%

Of relevance to the recommendation of this report to implement a weekly FOGO and fortnightly waste service across all townships is the strong 70% support of Woodside township trial participants for the weekly FOGO and fortnightly waste collection service continuing. This is a similar result to other councils that have trialled or implemented weekly FOGO.

In addition to the trial survey undertaken a comprehensive survey was undertaken in 2020 seeking community views on current and future green organic services provided by Council. This survey collected data from 203 online surveys completed by community members. Of the 203 responses, 72% had access to an existing green bin service. Whilst this survey was undertaken some time ago the results are still considered valid for the purposes of this report

Questions in the survey included seeking feedback on participants satisfaction with Council’s green organics services and if they had any suggestions regarding green organic services provided by Council. In response to these questions many comments were provided by respondents supporting the weekly collection of the FOGO bin, a sample of these are provided below.

*“It’s great to have a green waste pick up, but collection needs to be more frequent given we are in a bushfire prone area. We could fill our green bin weekly & that is with 4 compost bins.”*

*“Bin always get collected but I would love for it to be weekly. With gardens the size they are in the area, there is lots of garden waste that does not fit in the bin. Our bin is always full with a pile waiting to go in it.”*

*“I do not like putting food scraps or dog poo unbagged in green bin during summer months due to smell. I do not have a trailer so cut up all garden clippings for fortnightly service. I would prefer green bin weekly, blue bin fortnightly. I would avoid having to burn off if green bin was weekly.”*

*“People in high risk fire zones would benefit from weekly green organic services, and fortnightly blue bins instead of weekly. More Green pick-up and less blue pick-up would make me VERY HAPPY.”*



*“Green bin should be collected weekly to encourage people to dispose of green waste properly and efficiently. I feel that a lot of people fill up their green waste bins and are forced to use the general waste bin as well.”*

*“Need weekly collection, especially leading up to fire season. Organic drop off days are inconvenient (no trailer, wrong car), and building a pile of organics in the yard seems counterintuitive.”*

The 2020 survey also asked those residents who did not have access to a kerbside FOGO bin if they were supplied one would they use it. 56 responses were received to this question and of these 95% said they would use a kerbside FOGO service. This result is supported by many of the comments provided in the survey, as evident by the following samples.

*“Provide a green organics bin to every resident as this would cut down on green organics like grass clippings, weeds, plant cuttings and food scraps going to landfill. The savings could assist to balance the cost of supplying and continuing the service.”*

*“Don't just assume that because people live outside of a township they have alternative green waste options. Green bins should be offered to everyone.”*

*“I believe in a high fire risk area such as this, all properties in the Adelaide Hills should have access to green bins, it encourages people to clean up their properties.”*

*“Extend the collection service - we pay the same rates and should have the same service.”*

Further to the above, during the trial 11 requests were received for a FOGO service in rural areas from properties that were outside of the trial area. These requests are in addition to day-to-day requests received for a rural FOGO service. There are an estimated 100 requests per annum for a rural FOGO bin from those properties that don't currently have access to the service.

Given the outcomes of the trial and results from surveys undertaken that support a weekly FOGO collection service it was not proposed that any further community consultation be undertaken regarding the transition of township properties to weekly FOGO and fortnightly waste. This approach aligns with other councils which have successfully implemented a weekly FOGO service including the City of Holdfast Bay (completed a trial and then delivered a full rollout across Council) and Port Pirie Regional Council (no trial at all, delivered a full rollout across Council).

Having said that, Council should expect that if it implements changes to the kerbside waste collection model, especially one which may be perceived to be reducing a level of service, there will be some level of community opposition (as there was in the trial participation group). Council may receive some level of criticism for relying on the feedback from the trial areas and not asking the entire community what it thinks. It is therefore open to the Council to determine whether or not to undertake broader community consultation on whichever, if any, waste collection model changes it wishes to pursue.

➤ **Sustainability Implications**

The trial has identified significant environmental outcomes that can be achieved by implementing changes to the kerbside bin service. The positive environmental outcomes are described in detail in **Appendix 1 and 2**.

These benefits vary dependent upon each option and include a reduction in waste to landfill ranging from 2,100 tonnes to 3,200 tonnes and reductions in CO2 equivalent greenhouse gas emissions of 740 tonnes to 1,410 tonnes. These benefits are material in nature and strongly align with Council's, and the State Government's, strategic directions to reduce waste to landfill and increase diversion.

Modelling undertaken from trial results indicates changing to a weekly FOGO and fortnightly waste collection leads to an increase in FOGO material collected through the kerbside bin system. Approximately 40% of the FOGO increase was previously disposed of in the waste bin and no longer going to landfill. The remaining 60% is material not previously collected through the kerbside bin service that may have been managed via backyard burning, use of Council's free green waste days or left in place contributing to bushfire risk.

Regardless of the additional FOGO material collected, the key benefit demonstrated from the trial and providing weekly FOGO and fortnightly waste collection is the significant decrease in landfill tonnes described above.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not applicable
<i>Council Workshops:</i>	Council Member workshops – 6 September 2022, 6 March 2023 and 2 September 2024
<i>Advisory Groups:</i>	Not applicable
<i>External Agencies:</i>	East Waste, Environment Protection Agency and Rawtec
<i>Community:</i>	The FOGO trial(s) and the data from participants usage of the system, participant surveys from 28 March to 3rd May 24, inclusive. Refer to Additional Analysis section for results of this survey.

➤ **Additional Analysis**

Trial Outcomes

Comprehensive details of the trial outcomes are provided in **Appendix 1 – Trial Outcome Summary** and **Appendix 2 – Adelaide Hills Council FOGO Trial Report**. In the interest of brevity, a summary of trial outcomes is provided below.

Of the 616 properties in the trial, only 20 opted out to a weekly waste collection. This low opt out rate was attributable to the one on one case management approach that was undertaken with participants who wanted to opt out to a weekly waste collection. Discussions occurred with 132 properties involved in the trial with over 200 conversations held and focused on providing tips and advice and encouraging the option to upsize from 140 litres to a 240-litre waste bin. Twenty five properties selected the option to opt up to a larger bin rather than opting out of the trial altogether.

In combination, this approach resulted in very low opt out rates for the trial and most particularly within the Woodside township.

The Woodside township trial and the Swamp/Tiers Road trial resulted in a significant drop in landfill tonnes. The Woodside east trial also saw a reduction in landfill tonnes but to a lesser degree than the other two trials. FOGO material collected was initially higher than baseline in the Woodside Township trial but reduced over time due to seasonal conditions (lower than average rainfall). The volume of FOGO collected in the Swamp/Tiers Road trial and the Woodside east trial was sporadic in nature over the course of the trial.

Noting the above, the trial significantly increased kerbside diversion in all three trial areas as follows:

- Woodside Township increased 17 percentage points to 77%
- Swamp/Tiers Road increased 25 percentage points to 57%
- Woodside East increased 19 percentage points to 51%.

### Next Steps

The trial has demonstrated significant environmental outcomes can be achieved through changes to the kerbside bin service.

A summary of the three options modelled is below and further detailed information is contained within **Appendix 2 – Adelaide Hills Council FOGO Trial Report**

	Option 1	Option 2	Option 3
	Township: Weekly FOGO/fortnightly Landfill Rural: Fortnightly 3-bins	Township & Rural: Weekly FOGO/fortnightly Landfill	Township: Weekly FOGO/fortnightly Landfill Rural: Current 2-bins
Kerbside diversion	74%	76%	68%
Reduction in landfill	3,100 tonnes	3,200 tonnes	2,100 tonnes
Total CO2-e saved	1,410 tonnes	1,450 tonnes	740 tonnes
Contribution to Gross State Product	\$1,500,000	\$1,600,000	\$1,000,000
Reduction in waste levy	\$375,000	\$387,000	\$295,000
Total kerbside costs (compared to current)	+ \$7,000 per year	+ \$408,000 per year	- \$88,000 per year
Transition costs (excl. resourcing)	~\$934,000 (excl. grant funding)	~\$934,000 (excl. grant funding)	~\$340,000 (excl. grant funding)

In considering which option is most appropriate at this time Council needs to consider the impact higher opt outs to a weekly waste collection would have. The figures outlined above are modelled on a 5% opt out rate and any increases above this amount would detrimentally influence costs and environmental benefits. These differences are shown in **Appendix 1 – Trial Outcome Summary** that models a 5% and 10% opt out rate for each option.

It is important to minimise the number of opt out bins, particularly in rural areas given the large distance which significantly impacts the logistics and costs of providing a weekly waste option. Currently there is some uncertainty on the approach the State Government will take in regard to the requirement to provide weekly waste collections in either or both township and rural areas. Until this approach is known, there is a risk (refer Risk Management Implications section) of rolling out a fortnightly waste collection in rural areas under Option 1 or Option 2 and therefore it is not recommended at this time.

The preference is to minimise opt outs via active engagement with properties, including the provision of upsized bins, additional bins, education and an annual renewal process to opt-out. In future, if required a service fee for weekly waste collection could be considered to minimise the number of opt outs with a view to maximising environmental outcomes. This would only be applicable to those without a genuine need for weekly waste, and households with medical needs, nappies, or large families would be provided an exemption to the service charge. The ability to apply an annual service charge may be influenced by the outcome of the State Governments review of the *Environment Protection (Waste to Resources) Policy 2010*.

At this time, it is proposed that a staged rollout occur as follows:

- Current Woodside township trial participants remain on weekly FOGO and fortnightly waste. Rural trials are concluded, and FOGO bins returned to Council
- Implement Option 3 as stage one of a rollout resulting in all township properties (residential and commercial) transitioning to weekly FOGO and fortnightly waste service commencing mid 2025 following budget adoption
- To assist properties transition to the new service model support would be provided through education, one on one case management and the ability to opt up to a larger waste bin.
- Consider a rural FOGO as stage 2 under Option 1 or 2 service models once the *Environment Protection (Waste to Resources) Policy 2010* review is resolved (estimated to be 2026)

#### Waste and Resource Recovery Services Policy

Council's *Waste and Resource Recovery Services Policy* outlines waste management services relating to kerbside collections. This policy is due for review no later than August 2025. It is proposed to review this Policy prior to implementation of the changes to the township kerbside bin system as proposed by this report to ensure the Policy and the new kerbside service are aligned.

Matters to be included in review of the Policy would include the approach for managing additional bins currently in circulation, the approach for managing requests for opt outs to weekly waste collection and to document the level of support to be provided including the ability to opt up to a larger waste bin.

### **3. OPTIONS**

Council has the following options:

- I. To implement a weekly FOGO and fortnightly waste collection in townships across the Council area and further consider a FOGO service to rural areas following the State Governments review of the *Environment Protection (Waste to Resources Policy) 2010*. This option is recommended as it provides significant environmental benefit and is modelled to reduce annual operating costs. (Recommended)
- II. To implement a weekly FOGO and fortnightly waste collection in townships across the Council area as a pilot for 12 months with the results of the pilot reported to Council and further consider a FOGO service to rural areas following the State Governments review of the *Environment Protection (Waste to Resources Policy) 2010*. This option is an alternative option to Option 1.
- III. To implement fortnightly waste collection and a FOGO service to rural properties (either weekly or fortnightly). This option is not recommended at this time and should be considered further once the review of the *Environment Protection (Waste to Resources) Policy 2010* is completed given the financial risk with progressing this option in an environment of legislative uncertainty. (Not Recommended at this time)
- IV. Prior to making any changes to the kerbside collection service undertake further community consultation to determine the communities view on weekly FOGO and fortnightly waste collection and the provision of FOGO bins to rural areas with the results reported to Council. This option is an alternative option that Council could consider.
- V. To not undertake any changes to the kerbside bin system and continue to provide the current service in townships and rural areas. This option is not recommended as it will forgo the positive environmental benefits that are achievable through implementation of weekly FOGO and fortnightly waste collections in townships (Not Recommended).

#### 4. APPENDICES

- (1) Trial Outcome Summary
- (2) Adelaide Hills Council FOGO Trial Report

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**Appendix 1**  
*Trial Outcome Summary*

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**AHC FOGO Modelling**  
**5% Opt Out Rate**

BAU	
Township: Weekly Landfill & fortnightly FOGO/comingled	
Rural: Weekly Landfill & fortnightly comingled	

Option 1	
Township: Weekly FOGO & fortnightly landfill/comingled	
Rural: Fortnightly 3 bin	
Model Assumption	
• 5% Opt out in Townships and Rural	
• All Rural on Fortnightly - No Opt-out available	

Option 2	
Township & Rural: Weekly FOGO & fortnightly landfill/comingled	
Model Assumption	
• 5% Opt out in Townships and Rural	

Option 3	
Township: Weekly FOGO & fortnightly landfill/comingled	
Rural: Weekly landfill & Fortnightly comingled	
Model Assumption	
• 5% Opt out in townships	

Option 4	
Township & Rural: Weekly FOGO/landfill & fortnightly comingled	
No opt-outs	

Kerbside tonnes	
General waste	tonnes/year
Comingled recycling	tonnes/year
FOGO Recycling	tonnes/year
<b>Total</b>	<b>tonnes/year</b>
<b>Diversion rate</b>	<b>%</b>
<b>Overall Kerbside Diversion Increase</b>	

BAU	
7,535	
3,595	
4,795	
<b>15,925</b>	
<b>53%</b>	

Option 1	
4,445	
3,595	
9,320	
<b>17,360</b>	
<b>74%</b>	
<b>22%</b>	

Option 2	
4,300	
3,595	
9,661	
<b>17,557</b>	
<b>76%</b>	
<b>23%</b>	

Option 3	
5,448	
3,595	
7,955	
<b>16,998</b>	
<b>68%</b>	
<b>15%</b>	

Option 4	
6,782	
3,595	
8,348	
<b>18,724</b>	
<b>64%</b>	
<b>11%</b>	

Kerbside Service Financial Summary	
Collection Cost Total (incl. admin)	\$/year
Processing/Disposal Cost Total	\$/year
<b>Kerbside System Cost</b>	<b>\$/year</b>

BAU	
\$ 2,910,000	
\$ 1,767,000	
<b>\$ 4,677,000</b>	

Option 1	
\$3,280,000	
\$1,404,000	
<b>\$4,684,000</b>	

Option 2	
\$3,686,000	
\$1,399,000	
<b>\$5,085,000</b>	

Option 3	
\$3,104,000	
\$1,485,000	
<b>\$4,589,000</b>	

Option 4	
\$4,628,000	
\$1,793,000	
<b>\$6,421,000</b>	

Collection cost difference to current	
Processing/Disposal difference to current	
<b>Kerbside cost difference to current (+ve increase costs, -ve reduced costs)</b>	
% of current kerbside total cost	
Overall SEP additional cost	

\$370,000	
-\$363,000	
<b>\$7,000</b>	
0.1%	
\$0.41	

\$776,000	
-\$368,000	
<b>\$408,000</b>	
9%	
\$24.00	

\$194,000	
-\$282,000	
<b>-\$88,000</b>	
-2%	
-\$5.18	

\$1,718,000	
\$26,000	
<b>\$1,744,000</b>	
37%	
\$102.59	

<b>Rollout cost (excl. grant funding)</b>	
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<b>\$934,100</b>	
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<b>\$934,100</b>	
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<b>\$340,800</b>	
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<b>\$934,100</b>	
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<b>NPV (@ year 10)</b>	
<b>IRR (@ year 10)</b>	

<i>-\$985,621</i>	
<i>Negative return</i>	

<i>-\$3,937,016</i>	
<i>Negative return</i>	

<i>\$306,925</i>	
<i>2%</i>	

<i>-\$13,770,092</i>	
<i>Negative return</i>	

Additional environmental/state benefits from current	
Diversion from landfill	%
Reduction in landfill tonnes	tonnes
Reduction in landfill levy	\$/year
Total CO2-e saved annually	t CO2-e
Equivalent cars removed from the road annually	No. cars
Equivalent trees planted annually	No. trees
Contribution to Gross State Product annually	\$/GSP contribution
Additional jobs	FTE jobs

Option 1	
74%	
-3,090	
\$376,000	
1,410	
325	
2,100	
\$1,511,000	
2.8	

Option 2	
76%	
-3,235	
\$387,000	
1,450	
335	
2,170	
\$1,625,000	
3.0	

Option 3	
68%	
-2,087	
\$295,000	
740	
170	
1,110	
\$1,056,000	
1.9	

Option 4	
64%	
-753	
\$57,000	
230	
50	
340	
\$1,187,000	
2.2	



**AHC FOGO Modelling**  
**10% Opt Out Rate**

**BAU**

Township: Weekly Landfill & fortnightly FOGO/comingled  
Rural: Weekly Landfill & fortnightly comingled

**Option 1**

Township: Weekly FOGO & fortnightly landfill/comingled  
Rural: Fortnightly 3 bin

**Option 2**

Township & Rural: Weekly FOGO & fortnightly landfill/comingled

**Option 3**

Township: Weekly FOGO & fortnightly landfill/comingled  
Rural: Weekly landfill & Fortnightly comingled

**Option 4**

Township & Rural: Weekly FOGO/landfill & fortnightly comingled

Kerbside tonnes	
General waste	tonnes/year
Comingled recycling	tonnes/year
FOGO Recycling	tonnes/year
<b>Total</b>	<b>tonnes/year</b>
<b>Diversion rate</b>	<b>%</b>
<b>Overall Kerbside Diversion Increase</b>	

BAU	
	7,535
	3,595
	4,795
<b>Total</b>	<b>15,925</b>
<b>Diversion rate</b>	<b>53%</b>

Option 1	
	4,607
	3,595
	9,082
<b>Total</b>	<b>17,284</b>
<b>Diversion rate</b>	<b>73%</b>
<b>Overall Kerbside Diversion Increase</b>	<b>21%</b>

Option 2	
	4,471
	3,595
	9,405
<b>Total</b>	<b>17,471</b>
<b>Diversion rate</b>	<b>74%</b>
<b>Overall Kerbside Diversion Increase</b>	<b>22%</b>

Option 3	
	5,558
	3,595
	7,789
<b>Total</b>	<b>16,942</b>
<b>Diversion rate</b>	<b>67%</b>
<b>Overall Kerbside Diversion Increase</b>	<b>15%</b>

Option 4	
	6,782
	3,595
	8,348
<b>Total</b>	<b>18,724</b>
<b>Diversion rate</b>	<b>64%</b>
<b>Overall Kerbside Diversion Increase</b>	<b>11%</b>

Kerbside Service Financial Summary	
Collection Cost Total (incl. admin)	\$/year
Processing/Disposal Cost Total	\$/year
<b>Kerbside System Cost</b>	<b>\$/year</b>

BAU	
	\$ 2,910,000
	\$ 1,767,000
<b>Kerbside System Cost</b>	<b>\$ 4,677,000</b>

Option 1	
	\$3,368,000
	\$1,424,000
<b>Kerbside System Cost</b>	<b>\$4,792,000</b>

Option 2	
	\$3,773,000
	\$1,419,000
<b>Kerbside System Cost</b>	<b>\$5,192,000</b>

Option 3	
	\$3,143,000
	\$1,510,000
<b>Kerbside System Cost</b>	<b>\$4,653,000</b>

Option 4	
	\$4,628,000
	\$1,793,000
<b>Kerbside System Cost</b>	<b>\$6,421,000</b>

Collection cost difference to current	
Processing/Disposal difference to current	
<b>Kerbside cost difference to current (+ve increase costs, -ve reduced costs)</b>	
% of current kerbside total cost	
Overall SEP additional cost	

	\$458,000
	-\$343,000
<b>Kerbside cost difference to current (+ve increase costs, -ve reduced costs)</b>	<b>\$115,000</b>
% of current kerbside total cost	2.5%
Overall SEP additional cost	\$6.76

	\$863,000
	-\$348,000
<b>Kerbside cost difference to current (+ve increase costs, -ve reduced costs)</b>	<b>\$515,000</b>
% of current kerbside total cost	11%
Overall SEP additional cost	\$30.29

	\$233,000
	-\$257,000
<b>Kerbside cost difference to current (+ve increase costs, -ve reduced costs)</b>	<b>-\$24,000</b>
% of current kerbside total cost	-1%
Overall SEP additional cost	-\$1.41

	\$1,718,000
	\$26,000
<b>Kerbside cost difference to current (+ve increase costs, -ve reduced costs)</b>	<b>\$1,744,000</b>
% of current kerbside total cost	37%
Overall SEP additional cost	\$102.59

<b>Rollout cost (excl. grant funding)</b>	
---	--

<b>Rollout cost (excl. grant funding)</b>	<b>\$934,100</b>
---	------------------

<b>Rollout cost (excl. grant funding)</b>	<b>\$934,100</b>
---	------------------

<b>Rollout cost (excl. grant funding)</b>	<b>\$340,800</b>
---	------------------

<b>Rollout cost (excl. grant funding)</b>	<b>\$934,100</b>
---	------------------

<b>NPV (@ year 10)</b>	
<b>IRR (@ year 10)</b>	

<b>NPV (@ year 10)</b>	<b>-\$1,780,510</b>
<b>IRR (@ year 10)</b>	<i>Negative return</i>

<b>NPV (@ year 10)</b>	<b>-\$4,724,545</b>
<b>IRR (@ year 10)</b>	<i>Negative return</i>

<b>NPV (@ year 10)</b>	<b>-\$164,120</b>
<b>IRR (@ year 10)</b>	<i>Negative return</i>

<b>NPV (@ year 10)</b>	<b>-\$13,770,092</b>
<b>IRR (@ year 10)</b>	<i>Negative return</i>

Additional environmental/state benefits from current	
Diversion from landfill	%
Reduction in landfill tonnes	tonnes
Reduction in landfill levy	\$ year
Total CO2-e saved annually	t CO2-e
Equivalent cars removed from the road annually	No. cars
Equivalent trees planted annually	No. trees
Contribution to Gross State Product annually	\$ GSP contribution
Additional jobs	FTE jobs

Option 1	
	73%
	-2,928
	\$354,000
	1,310
	302
	1,960
	\$1,432,000
	2.6

Option 2	
	74%
	-3,064
	\$365,000
	1,350
	312
	2,020
	\$1,540,000
	2.8

Option 3	
	67%
	-1,977
	\$277,000
	680
	160
	1,010
	\$1,000,000
	1.8

Option 4	
	64%
	-753
	\$57,000
	230
	50
	340
	\$1,187,000
	2.2





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## **Appendix 2**

*Adelaide Hills Council FOGO Trial Report*

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# ADELAIDE HILLS COUNCIL FOGO TRIAL REPORT

Prepared for AHC and East Waste



## Document verification

Date	Version	Title	Prepared by	Approved by
28/08/24	V1.0	Adelaide Hills Council FOGO Trial Report   Draft	K. Le Gallou	M. Rawson & K. Heinrich
11/09/24	V1.1	Adelaide Hills Council FOGO Trial Report	K. Le Gallou	M. Rawson
02/10/24	V1.2	Adelaide Hills Council FOGO Trial Report	K. Le Gallou	M. Rawson

*We acknowledge the Kaurna people of the Adelaide Plains as the traditional custodians of the land on which we live and work. We respect their spiritual relationship with Sea and Country and acknowledge their Elders - past and present. We also pay our respect to the cultural authority of Aboriginal and Torres Strait Islander peoples from other areas of South Australia and Australia.*

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## Executive summary

Adelaide Hills Council (AHC or Council) began a 12-month trial of food organics and garden organics (FOGO) in October 2023.

There were three elements to the trial:

- 405 properties in the Woodside township on weekly FOGO, fortnightly landfill.
- 136 rural properties along Swamp/Tiers Road on weekly FOGO, fortnightly landfill (this included introducing FOGO).
- 75 rural properties in Woodside East on a fortnightly three-bin system (this included introducing FOGO).

Letters and welcome packs provided information about the trial and invited residents and businesses to contact Council if they required any support. This included the options to:

- 'Opt-up' and receive a 240-litre landfill bin, or
- 'Opt-out' and return to weekly landfill

At the end of May 2024 there were:

- 25 households that chose a larger landfill bin (4% of the trial area).
- 20 households that opted out of the trial, including:
  - Three in Woodside township (1%)
  - Four on Swamp/Tiers Road (3%)
  - 13 in Woodside East (17%)

### **Trial performance**

The trial has significantly increased kerbside diversion. Average kerbside diversion for:

- Woodside Township increased 17 percentage points to 77%
- Swamp/Tiers Road increased 25 percentage points to 57%
- Woodside East increased 19 percentage points to 51%.

### **Kerbside audits**

Two rounds of kerbside audits were completed, prior to the trial and mid-trial. Key findings include:

- Township weekly FOGO properties divert over 70% of material from landfill
- Both rural trials achieved around 60% landfill diversion (up from 28% pre-trial).
- Opt-outs only achieved 27% landfill diversion.
- Recovery of food waste improved from 14% in townships to 46%. Rural improved from zero to 41% in Woodside East and 50% along Swamp/Tiers Road.
- Contamination in the FOGO bins increased slightly but is still below the state average of 2%.



## Community surveys

Support for the trial is very high for township residents on weekly FOGO, whereas results from rural areas was still positive but slightly less conclusive.

- 68% of township residents were very satisfied/satisfied with the trial and 70% want to continue with weekly FOGO.
- 53% of Swamp/Tiers Road residents were very satisfied/satisfied with the trial and want to continue with weekly FOGO.
- 56% of Woodside East residents were very satisfied/satisfied with the trial and 67% want to continue with FOGO on fortnightly all three bins.

## Considering a broader rollout

The FOGO trial has been successful and significantly increased recycling performance and reduced waste generation. We have explored three service options to consider in a broader rollout:

- **Option One:** Weekly FOGO/fortnightly landfill to townships and a Fortnightly three-bin system to rural residents.
- **Option Two:** Weekly FOGO/fortnightly landfill to all residents.
- **Option Three:** Weekly FOGO/fortnightly landfill to townships and rural residents remain on their two-bin system in the short term.

The table below summarises the key outcomes from each of the service model options. All provide a significant reduction in landfill and associated greenhouse gas emissions, increase in kerbside performance (from ~53%).

	Option 1	Option 2	Option 3
Kerbside diversion	74%	76%	68%
Reduction in landfill	3,100 tonnes	3,200 tonnes	2,100 tonnes
Total CO2-e saved	1,410 tonnes	1,450 tonnes	740 tonnes
Contribution to Gross State Product	\$1,500,000	\$1,600,000	\$1,000,000
Reduction in waste levy	\$376,000	\$387,000	\$295,000
Total kerbside costs (compared to current)	+ \$7,000 per year	+ \$408,000 per year	- \$88,000 per year
Transition costs (excl. resourcing)	~\$934,000 (excl. grant funding)	~\$934,000 (excl. grant funding)	~\$340,000 (excl. grant funding)



There are two additional factors to consider in a broader rollout:

- Review of the Environmental Protection (Waste to Resources) Policy 2010
  - The EPP currently requires AHC to provide a weekly landfill option for both township and rural residents.
  - The legislation is currently under review by the State Government and any update is expected mid-2025 at earliest. There may be an opportunity to influence and remove this requirement for rural, however it is not a certainty
- Weekly landfill service fee
  - The initial business case completed for AHC in 2023 considered the option a service charge for providing a weekly landfill collection. Since then there has been developments to make the State Government sensitive to a service charge on weekly landfill for households.
  - The option for residents to opt-out and receive a weekly landfill collection at no cost for residents will need to be maintained for now but greater clarity on the ability to introduce a service charge will likely be provided through the EPP review process.

These two factors create some risk for AHC, especially from rural properties. Having no mechanism to keep the number of opt-outs in rural areas down or at zero creates financial risk for council. Therefore we recommend AHC take a staged approach to FOGO:

### **1. Notify trial residents (October 2024)**

- Maintain weekly FOGO for existing township trial participants.
- Conclude both rural trials.

### **2. Implement Option 3 in short term (as a first step):**

- Rollout weekly FOGO and fortnightly landfill in townships at an approximate cost of \$340,000 (excluding possible grant funding).
- Rural properties remain on their current two-bin system.
- Remove split collection zones (orange and grey areas) to increase efficiency.

### **3. Plan rural FOGO service rollout once the EPP legislation is resolved (2026)**

- Consider Option 1 or 2 based on the outcome of the EPP legislation (e.g. outcome may be there is no requirement to offer weekly landfill to rural).
- The transition costs for the remaining rural properties are approximately \$600,000 most of which is the cost of bins
- Deferring the decision of FOGO services for rural properties until after the EPP legislation is resolved:
  - Mitigates risk of high opt-out for rural properties and increased costs.
  - Provides East Waste ability to confirm logistics and costs for townships and capacity to deliver rural services (with or without opt-outs).



The environmental and state benefits of implementing Option Three are significant:

- It achieves 68% kerbside diversion.
- 3,200 additional tonnes of FOGO are collected each year.
- 2,100 tonnes less is placed in the landfill bin each year (including a drop in landfill generation, not just food transferring to the FOGO bin).
- Contributes \$1,000,000 to state gross product and reduces the waste levy Council pays by \$295,000.
- 740 tonnes of CO<sub>2</sub>-equivalent saved (equal to removing 170 cars from the road).

This broader rollout of weekly FOGO to townships will deliver an annual saving to Council in the order of \$88,000. The cost for a transition (caddies, compostable bags, upsized bins etc.) is around \$340,000 (including staff resourcing, but excluding possible grant funding).

## **Key findings and recommendations**

### **1. The weekly FOGO trial in townships was very successful and should be rolled out across all council townships.**

- Weekly FOGO households perform significantly better than Opt-Out households.
- There is strong community acceptance for weekly FOGO and there are ways to support residents with this transition.
- The expected environmental and financial benefits of extending weekly FOGO are significant.

### **2. FOGO in rural areas is effective, but there are outstanding issues to resolve**

- The results from the rural trials were positive, but less definitive.
- Legislative uncertainty creates a risk and revisiting a broader rollout for rural properties after review of the EPP is finalised will allow Council to make an informed decision.

### **3. Reducing contamination in the FOGO bin needs to be targeted.**

- Managing contamination will be an important part of a broader rollout.
- It is a shared responsibility between East Waste and Council and targeting contamination from the outset will help to create positive momentum and help to reduce contamination issues.

### **4. Focus on increasing food waste recycling.**

- The audits showed a high proportion of food waste remaining in the landfill bin and focused education and engagement needs to continue to increase the recycling of this material.



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# 1. Background

Adelaide Hills Council (AHC or Council) began a 12-month trial of food organics and garden organics (FOGO) in October 2023.

There were three elements to the trial:

- 405 properties in the Woodside township on weekly FOGO, fortnightly landfill.
- 136 rural properties along Swamp/Tiers Road on weekly FOGO, fortnightly landfill (this included introducing FOGO).
- 75 rural properties in Woodside East on a fortnightly three-bin system (this included introducing FOGO).

These systems are being explored around SA due to the many benefits they provide, including:

- increasing food recycling rates
- reducing greenhouse gas emissions by reducing food and other organics going to landfill
- providing households with more bin capacity each fortnight compared to the current system
- aligning household waste generation with the most appropriate collection regime
- supporting local jobs and helping to grow the circular economy by turning FOGO into compost.

The FOGO trial ends in October 2024 and this report summarises the results of the trial to inform decision making on what the kerbside service may look like in the longer term and what FOGO system(s) could be rolled out across the council.

## 2. Trial overview

### 2.1. Timelines

The 12-month trial allowed East Waste and Council to collect data to inform the implications and logistics of a broader rollout (Table 1).

*Table 1: Summary of trial timelines*

Timing	Item
June 2023	Baseline kerbside audit
October 2023	FOGO welcome pack delivered - trial starts 24 October
April/May 2024	Feedback surveys
June 2024	Kerbside audits
July 2024	Trial report
September/October 2024	Council considers trial outcomes and next steps



## 2.2. Participation

All properties in the trial zones were automatically included in the trial. Letters and welcome packs provided information about the trial and invited residents and businesses to contact Council if they required any support. This included the options to:

- 'Opt-up' and receive a 240-litre landfill bin in lieu of the standard 140 litre bin, or
- 'Opt-out' and return to weekly landfill collections.<sup>1</sup>

AHC's Waste Management Coordinator spoke directly to 132 residents (sometimes multiple times) and at the end of May 2024 there were:

- 25 households that chose a larger landfill bin (4% of the trial participants).
- 20 households that opted out of the trial:
  - Three in Woodside township (1%)
  - Four on Swamp/Tiers Road (3%)
  - 13 in Woodside East (17%)

The timeline of when opt-out and opt-ups occurred shows: (Figure 1):

- A small amount of activity after the delivery of welcome kits in October.
- November had the highest level of opt-outs.
- A consistent trickle of opt-out and opt-ups in the following months.

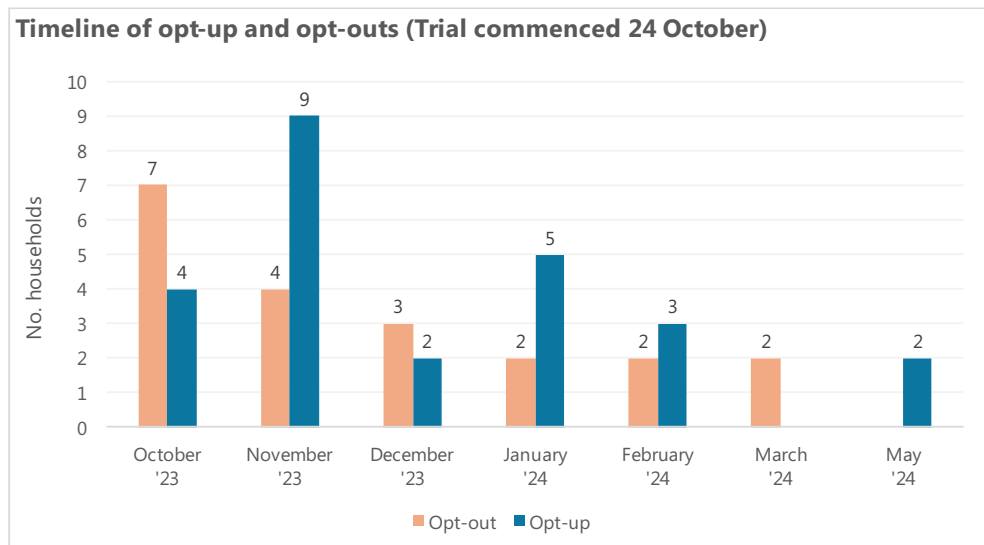


Figure 1: Timeline of when opt-out and opt-ups occurred

<sup>1</sup> The Environment Protection (Waste to Resources) Policy 2010 requires metropolitan councils to provide residents access to a weekly landfill service. This required Council to provide the option for residents to Opt-Out of the trial.

Very few households opted out. The most common reason was a preference for a weekly landfill collection (Figure 2).

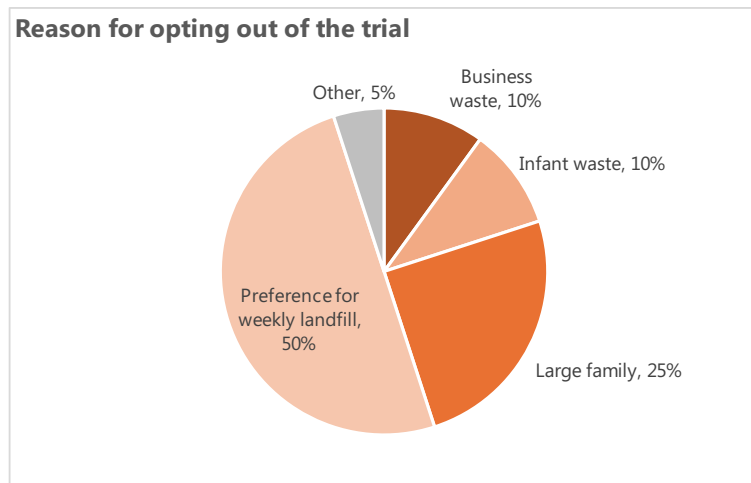


Figure 2: Reasons provided for opting out of the FOGO trial

A larger number of residents remained in the trial because they could upsize to a 240-litre landfill bin (4% of the trial area). The main reason was due to having a large family followed closely by capacity issues with the fortnightly collection (Figure 3).

The surveys (see below) indicated that 10 participants would have found a bigger bin helpful, but didn't not request one.

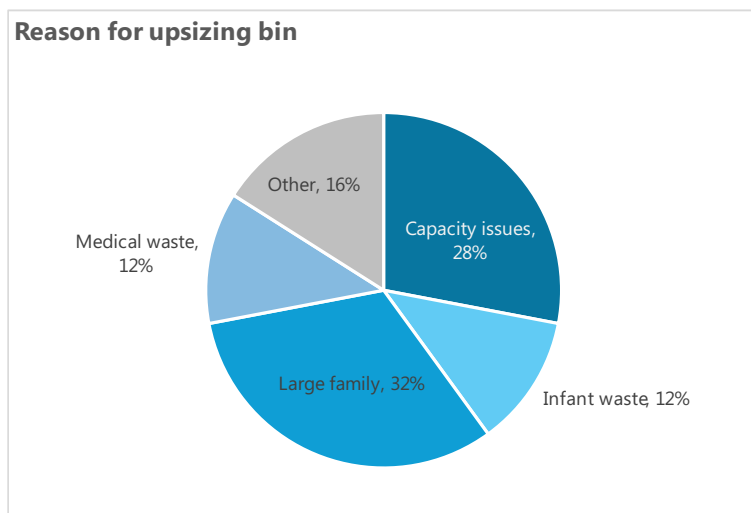


Figure 3: Reasons provided for opting up to a larger landfill bin

The number of people in a household provides an interesting perspective on the opt-up and opt-out decisions (Figure 4).

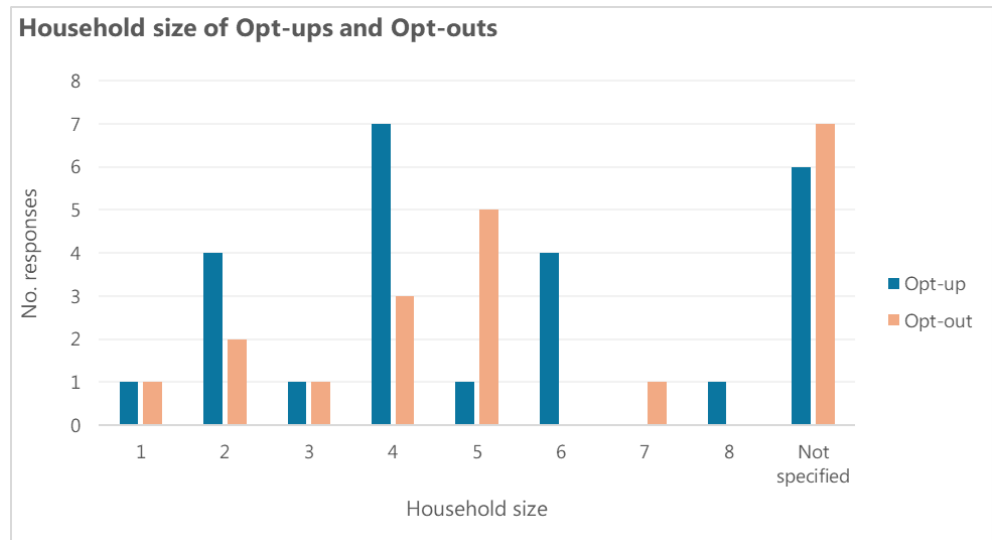


Figure 4: Household size of residents that opted up or out

### 3. Trial performance

The trial has been successful in improving the performance of the kerbside system. Kerbside diversion and recovery of food waste have increased, and landfill generation has decreased significantly. However, there are still challenges and further opportunities to improve.

#### 3.1. Collection vehicle data

The three trials have made data collection challenging for East Waste; however analysis of the results indicates positive outcomes.

##### Kerbside diversion

The trial has significantly increased kerbside diversion (Figure 5). Average kerbside diversion for:

- Woodside Township increased 17 percentage points to 77%
- Swamp/Tiers Road increased 25 percentage points to 57%
- Woodside East increased 19 percentage points to 51%.

These are extraordinary increases and townships well and truly achieve the state kerbside diversion target of 70%.



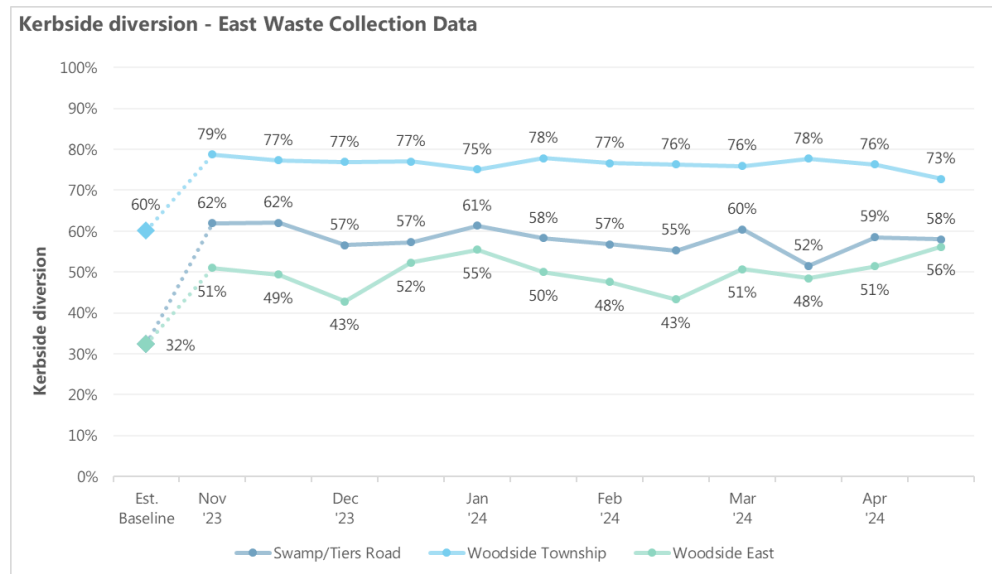


Figure 5: Kerbside diversion rate - baseline before the trial and during the trial

### Waste generation

The volume of kerbside material changed significantly with the start of the weekly FOGO trial:

- Woodside Township had a significant drop in landfill from the baseline and initial increase in FOGO (Figure 6). FOGO tonnes reduced over time due to the lower-than-average rainfall and its impact on garden waste.
- Swamp/Tiers Road experienced a similar drop in landfill from the baseline, but the FOGO was more inconsistent (Figure 7).
- Woodside East had a slightly smaller drop in landfill but also experienced a inconsistent amount of FOGO (Figure 8).

Note that autumn was quite dry, which extended into the start of winter, and this impacts the amount of garden organics collected.

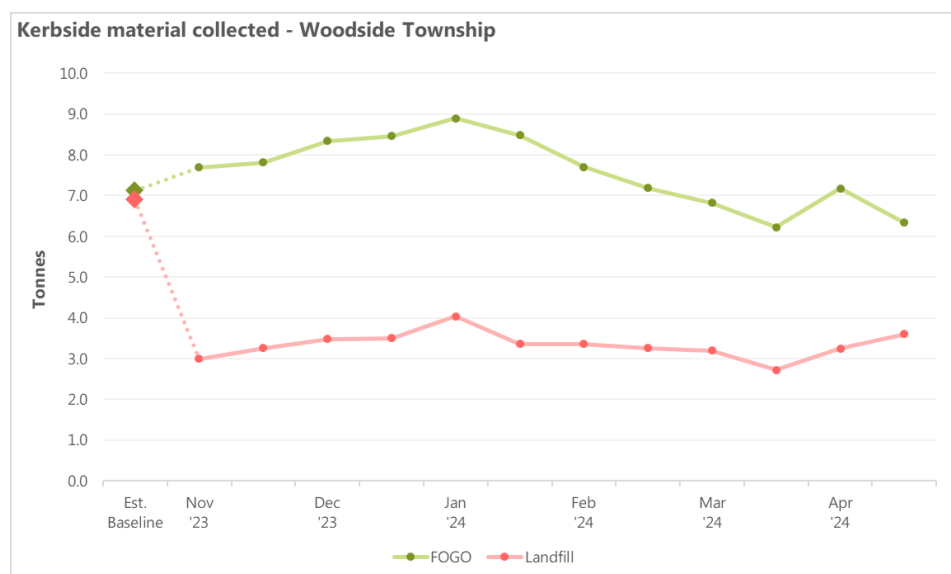


Figure 6: Woodside Township - Tonnes of material collected before and during the trial

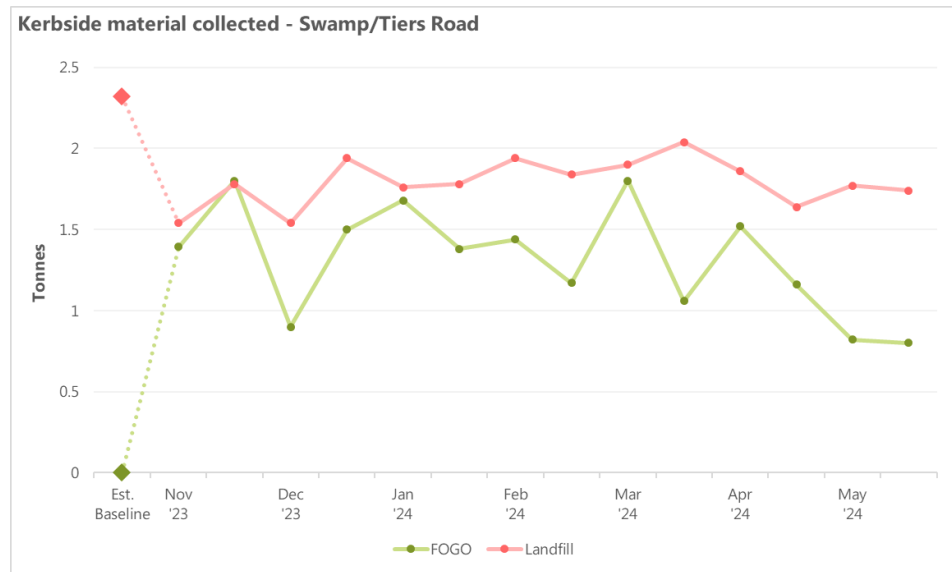


Figure 7: Swamp/Tiers Road - Tonnes of material collected before and during the trial

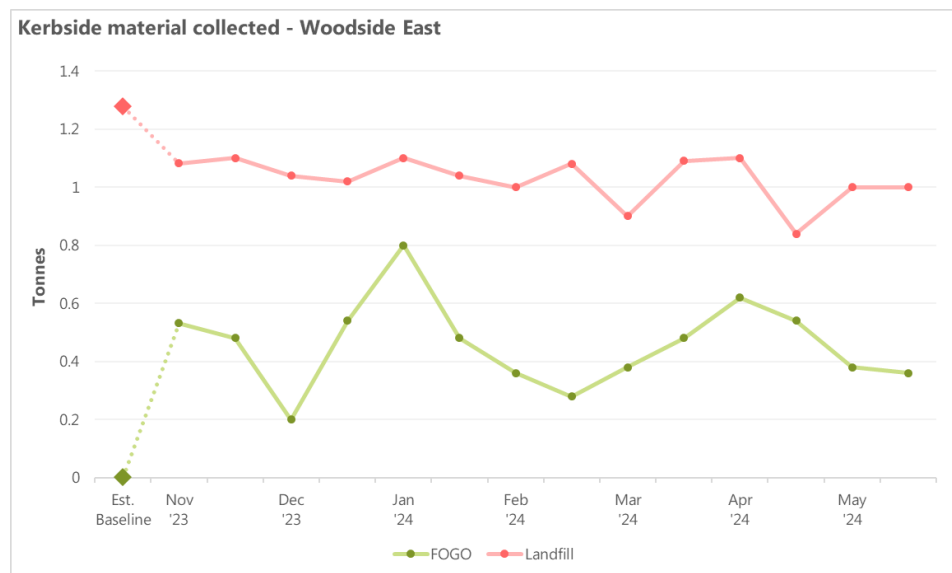


Figure 8: Woodside East - Tonnes of material collected before and during the trial

### FOGO bin presentation

There was a change in bin presentation rates (Table 2). Woodside Township changed as expected with a slight decrease in FOGO. Presentation in the two rural areas was low, particularly Swamp/Tiers. This can indicate a lower level of engagement with the service, which may be especially the case for the large acreage properties.

Table 2: Average FOGO bin presentation rates

Pre-trial	Woodside Township	Swamp/Tiers Road	Woodside East
70%	65%	39%	52%

### 3.2. Kerbside audits

Kerbside audits provide information on how well the community are using their bins and the effectiveness of the trial. Two rounds of audits were completed,

- Baseline audits – June 2023
- Trial audits – June 2024

The trial audits included four different groups of residential participants:

- Woodside Township Weekly FOGO
- Swamp/Tiers Road weekly FOGO
- Woodside East (fortnightly all)
- Opt-outs across the three trial groups (to weekly residual waste)

Overall, the results confirmed the anticipated results that households with Weekly FOGO are high performing and those that opt-out perform very poorly. Households with an upsized landfill bin sit in the middle of these two groups.

#### Waste generation

Waste generation considers the materials collected and adjusts for bin presentation to estimate the average across the trial area.

Township Weekly FOGO residents generate less landfill than rural residents and significantly less than Opt-out residents (Figure 9). This is from moving food waste into the FOGO bin and a reducing the amount of landfill generated in the first place. Landfill could be reduced even further by separating more recyclable and FOGO material.

Opt-Out households perform very poorly and generate a significant amount of landfill. Note, opt-out residents in townships will generate some FOGO material, but logistics of only collecting up to three FOGO bins meant these bins were not audited.

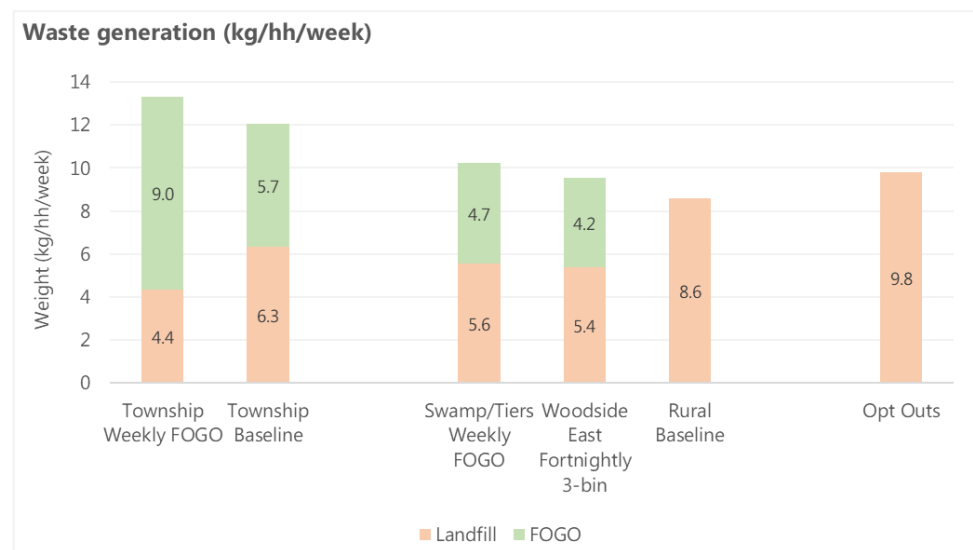


Figure 9: Waste generation comparison across the different audit samples



## Kerbside diversion

SA's current state kerbside diversion target for kerbside services is 70%. No council has met this target across a whole year<sup>2</sup> and the metropolitan average is 51%. AHC diversion has remained consistent around 53%.

The kerbside audit results show that Township weekly FOGO residents easily exceeded the state target (Figure 10). The rural residents achieved a remarkable increase in diversion and would significantly contribute to the overall performance of the council.

As expected, opt-out residents performed poorly, but their performance is consistent with the rural baseline and that most only have a two-bin system.

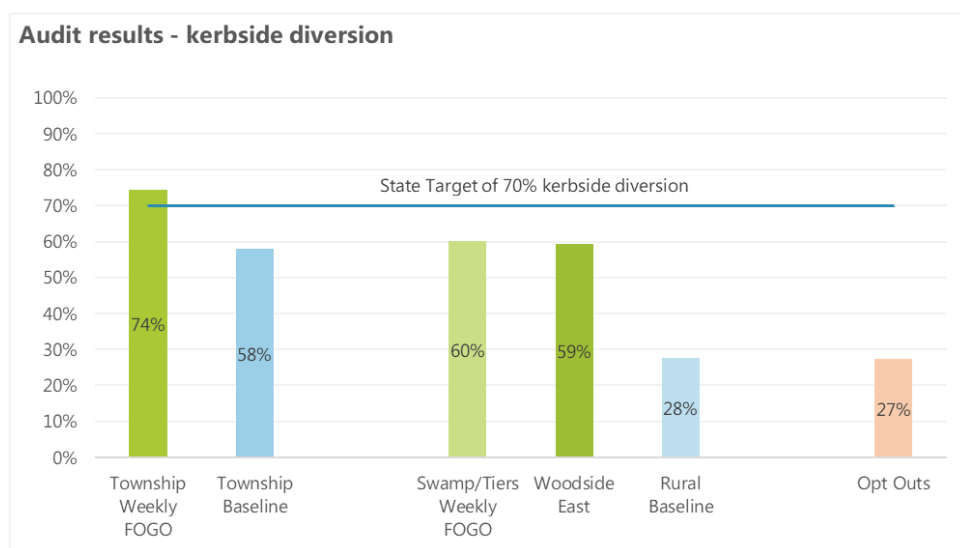


Figure 10: Kerbside diversion comparison across the different audit samples

## Material separation efficiency

Material separation efficiency is the proportion of material that is separated and placed into the correct bin.

Township weekly FOGO residents performed the highest overall, but the rural residents performed very highly with the introduction of FOGO bins.

There is still significant room for improvement in separating food waste. Similar trials of weekly FOGO have shown food efficiency around 60% compared to the 40-50% from the trial.

The results show that residents are confident separating garden waste (although there is still a larger than normal proportion of garden waste in the landfill bin), and food waste recycling remains the key message to reinforce.

<sup>2</sup> City of Holdfast Bay and Port Pirie Regional Council, which has rolled out weekly FOGO council-wide are the only councils close to meeting this.



The overall composition of the bins for all audits are included in Appendix 1. ).

### Material separation efficiency

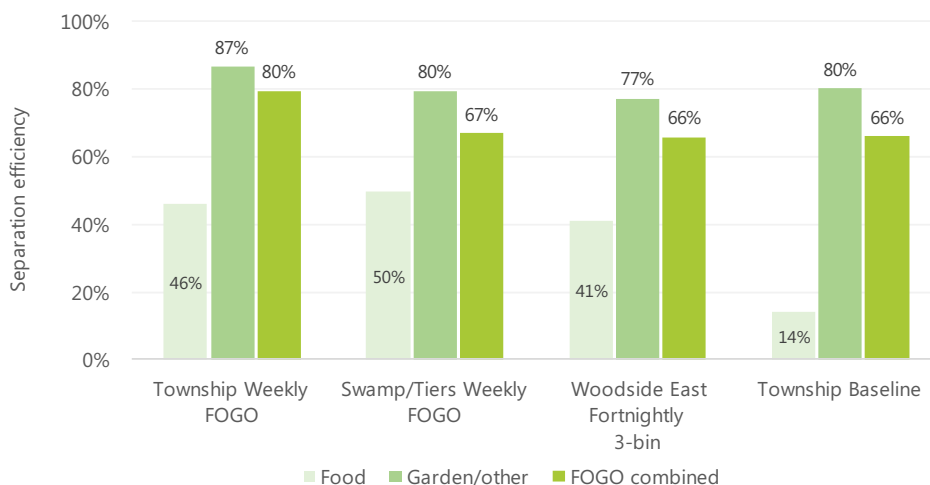


Figure 11: Material separation efficiency comparison across the different audit samples

### Contamination

Contamination in the FOGO bin is a challenge for composters to manage and should be kept as low as possible.

Contamination for rural and township weekly FOGO residents was higher than the township baseline audit, but it is still below the state average of 2%. Packaged food was the biggest issue. Woodside East residents performed well and had low contamination.

Managing contamination will be an important part of a broader rollout. Partnering with East Waste from the outset of a broader rollout will help to create positive momentum and help to reduce contamination issues.

### Contamination in the FOGO bin

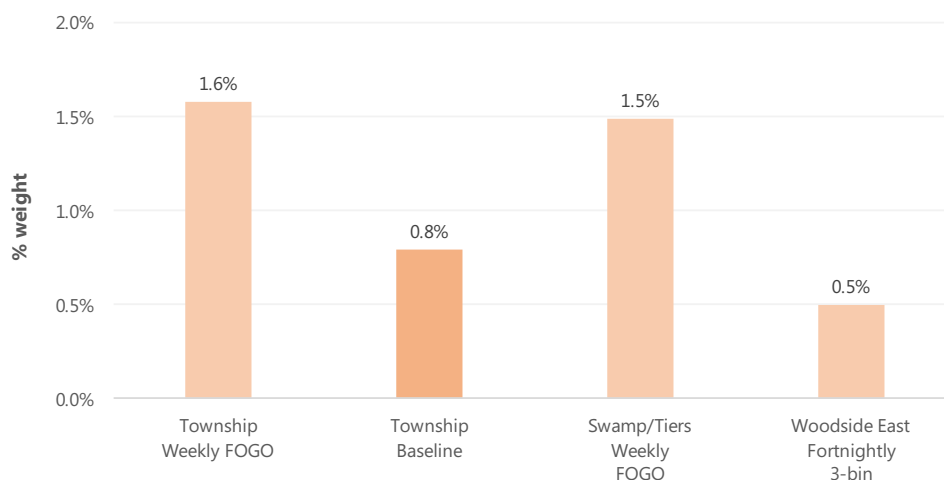


Figure 12: Summary of contamination in the FOGO bins



### 3.3. Community surveys

Resident and business surveys provide insight into community attitudes. They are a good source of information on how the trial was received and provide an opportunity for council to test the sentiment for a council wide change. A letter inviting residents and businesses to participate in a survey was delivered in May 2024.

#### Age demographics of survey participants

A total of 83 survey responses were received from households containing a range of age groups (Figure 13 - this equates to 13% of the trial area).

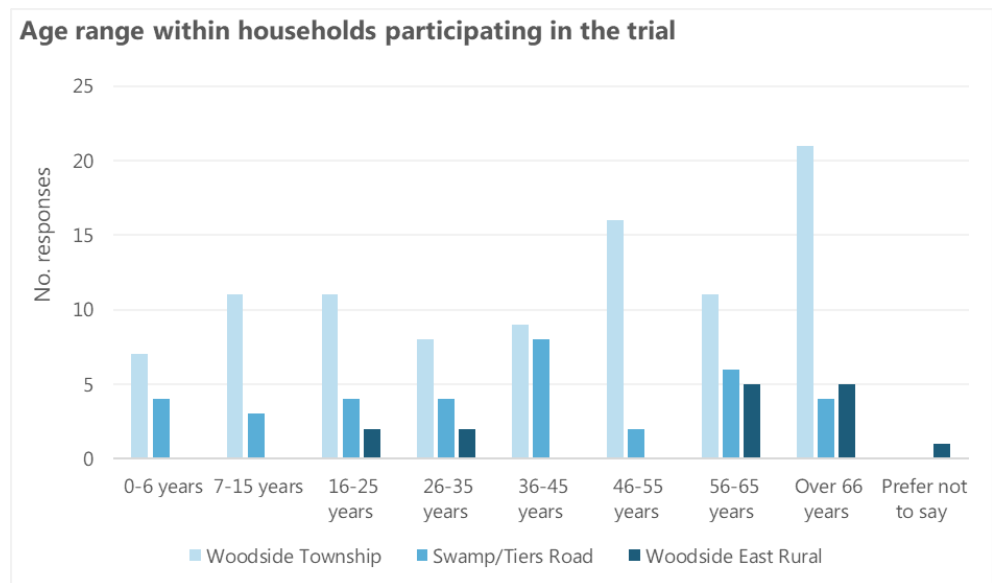


Figure 13: Summary of the age groups within households of survey respondents

#### Satisfaction with the trial

Support for the trial is very high for township residents on weekly FOGO (Table 3 and Figure 14). Results from rural areas was still positive but slightly less conclusive.

Table 3: Satisfaction with the trial

Trial area	Responses	Satisfied	Neutral	Dissatisfied
Woodside Township	54	68%	4%	28%
Swamp/Tiers Road	17	53%	6%	41%
Woodside East	9	56%	22%	22%

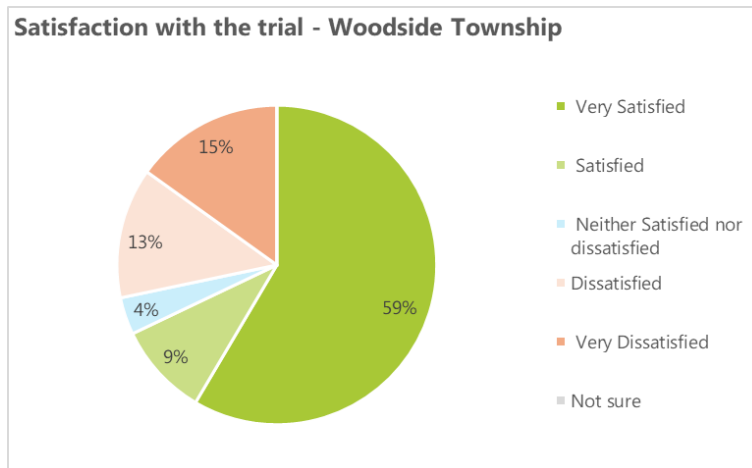


Figure 14: Level of satisfaction with the trial - Township Weekly FOGO residents

### Desire to continue with FOGO

The desire from township residents to continue with weekly FOGO is very high (Table 4 and Figure 15). This is consistent with other FOGO trials in SA.

The rural response was again less conclusive, considering the number of responses.

Table 4: Desire to continue with FOGO service

Trial area	Responses	Yes	No	Neutral
Woodside Township	54	70%	26%	4%
Swamp/Tiers Road	17	53%	29%	18%
Woodside East	9	67%	11%	22%

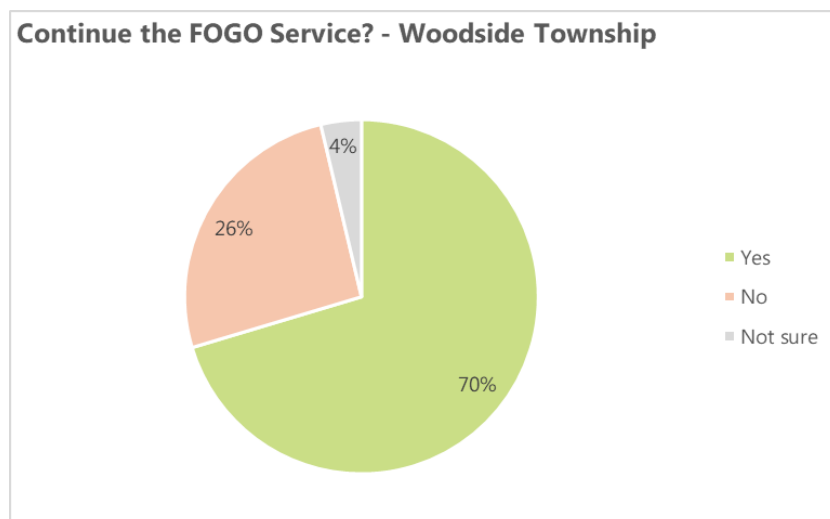


Figure 15: Desire to continue with weekly FOGO - Township Weekly FOGO residents

Some additional insights from the surveys included:

- Four responses from Woodside East indicated they would prefer a weekly FOGO service, whilst three others found the fortnightly collection adequate.

- 10 residents (across all trial areas) that did not want to continue with FOGO made comments that implied a 240-litre landfill bin may change their willingness to continue.
- Larger households were less likely to support continuing with FOGO but only marginally.
- Larger block sizes still showed support for FOGO, although there were also strong views against from some of these residents.

### Performance in separating waste

They survey also provided insights into behaviours during the trial (Figure 16).

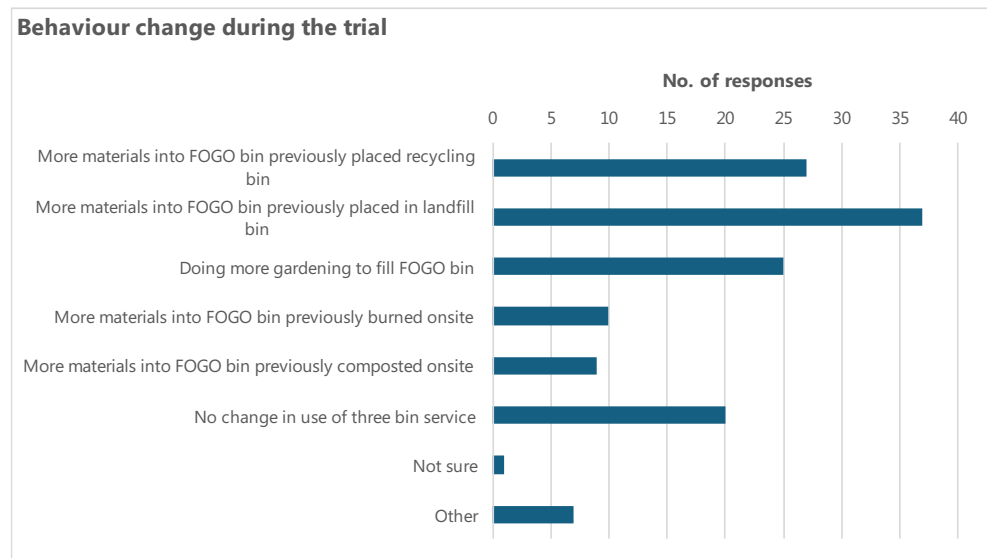


Figure 16: Change in resident behaviour because of the trial

### Feedback and comments

Some of the positive comments from the survey include:

- Having weekly FOGO has meant I get outside and garden more to maximise the weekly collection service. Positive for yard cleanup, fitness and mental health! (Township resident)
- I feel better diverting food waste from landfill and my garden is tidier and safer from bushfire now because I can put garden waste in the bin each week (Swamp/Tiers Road resident).
- It was hard at the start, but we are now in a better pattern of disposing of food waste via the green bin (Township resident).
- I am using the green bin for garden cuttings that I used to put in the blue bin because the green bin was often full (Township resident).
- I do a lot of hand weeding and would put some of this in the blue bin as it was full of onion weed bulbs and weed seeds, now these go in the FOGO bin (Swamp/Tiers Road resident).



- It's great. Very easy to use. There was a certain amount of pushback from the rest of the household, because it was something different, but they're all on board now (Swamp/Tiers Road resident).
- More green waste is taken from our property assisting to cut down the visits we make to green drop off days with our trailer filled with green waste (Township resident).
- The roll of bags and bin at the beginning was the game changer. If it was not supplied like that (e.g. without bin/bags) I would not have done it or changed my behaviour, all too hard if I have to buy extra equipment etc (Township resident).
- We have cows that eat hay. The bales have a plastic wrap that normally is burnt as no room in blue bin. This plastic can now go into the blue bin as the organics are now in the green bin (Woodside East resident).

Some residents also had challenges or did not want weekly FOGO to continue and provided comments around this:

- Don't want it, you're making life more difficult, and the waste of energy in collecting low value green materials from acreage properties is contrary to sustainability principles. The diesel consumed in collecting the green waste is emitting more than it saves not to mention the labour cost. (Swamp/Tiers Road resident).
- The bins are full, so items go into whichever bin has the most room (Swamp/Tiers Road resident).
- The free compost bags are useful and having a bin to put garden clippings. Everything else we use as we always have. A regular weekly bin pick up is required to prevent smells and the bin is overfull even though we recycle and compost. The trial has not changed our bin use in any way other than now we are forced to use the bins incorrectly (Swamp/Tiers Road resident).
- I'm tired of the worry associated with having enough "bin space" to last the fortnight (Woodside Township).
- I think the service would be great in the inner township but not an advantage on rural properties (Swamp/Tiers Road resident).
- We were not consulted before rate payer money was spent on this. Green waste bin does not work for us (Woodside township resident).
- In our situation, the trial is a cost to us in the loss of weekly disposable pick up and no net gain from having a green bin for which we have no use (Woodside East resident).

## 4. Considering a broader rollout

The FOGO trial has achieved its initial objectives to:

- Provide data on the performance of the three different trial areas.
- Provide operational data to confirm the financial costs and benefits of the frequency change and impacts of a broader rollout.
- Build operational experience for council and East Waste if a broader rollout takes place across council.
- Give residents the opportunity to test the new bin collection system and provide their feedback once they have engaged with it.
- Provide council with the information required to make an informed decision on broader rollout.

The FOGO trial has been successful and significantly increased recycling performance and reduced waste generation. Three service options have been explored to consider in a broader rollout that reflects the results from the trial and experience from other councils in South Australia (Table 5).

### **Considerations for a broader rollout**

There are two significant factors that have influenced the three options developed for a broader rollout.

#### **Environmental Protection (Waste to Resources) Policy 2010**

The EPP currently requires AHC to provide a weekly landfill option for both township and rural residents.

The legislation is currently under review by the State Government and any update is expected mid-2025 at earliest. There may be an opportunity to influence and remove this requirement for rural, however it is not a certainty

#### **Weekly landfill service fee**

The initial business case completed for AHC in 2023 considered the option a service charge for providing a weekly landfill collection. Since then there has been developments to make the State Government sensitive to a service charge on weekly landfill for households. The option for residents to opt-out and receive a weekly landfill collection at no cost for residents would need to be maintained for now and greater clarity on the ability to introduce a service charge will likely be provided through the EPP review process.

These two factors create some risk for AHC, especially from rural properties. Having no mechanism to keep the number of opt-outs in rural areas down or at zero creates financial risk for council.



We have modelled the financial and environmental implications of each service model and provide some reflections from the trial and considerations for a broader rollout if it proceeds.

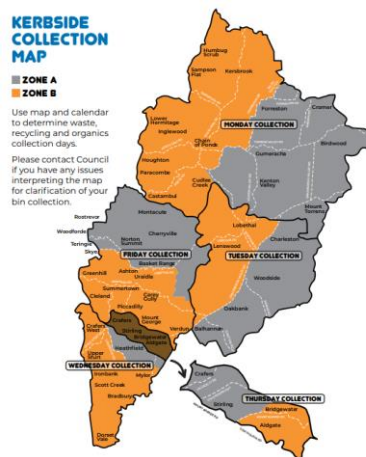
*Table 5: FOGO broader rollout service options*

	Option 1	Option 2	Option 3 (short term model)
<b>System</b>	<ul style="list-style-type: none"> <li>• <b>Township:</b> Weekly FOGO/fortnightly Landfill</li> <li>• <b>Rural:</b> Fortnightly 3-bin</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Township &amp; Rural:</b> Weekly FOGO/fortnightly Landfill</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Township:</b> Weekly FOGO/fortnightly Landfill</li> <li>• <b>Rural:</b> Current 2-bin system</li> </ul>
<b>Support</b>	<ul style="list-style-type: none"> <li>• Residents can opt-up to 240L landfill bin (not available to opt-outs).</li> <li>• Businesses options:               <ul style="list-style-type: none"> <li>– 240L landfill bin for a fee</li> <li>– Weekly landfill for a fee</li> </ul> </li> </ul>		
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• 5% township and rural opt out*</li> <li>• No cost recovery</li> </ul>	<ul style="list-style-type: none"> <li>• 5% township and rural opt out</li> <li>• No cost recovery</li> </ul>	<ul style="list-style-type: none"> <li>• 5% township opt out</li> <li>• No cost recovery</li> </ul>

**Consolidate collection zones**

A strong recommendation when planning a broader rollout is to remove the ‘grey’ and ‘orange zones from each collection day (Figure 17). Currently these zones mean FOGO is collected in one area and comingled in the other on the same week and this creates large inefficiencies in collection logistics.

Removing the two zones and only collecting two streams each week across the different collection days (e.g. FOGO and landfill one week, FOGO and comingled recycling the following) will allow East Waste to optimise truck loads and provides greater operational flexibility.



*Figure 17: Current collection map with the grey and orange collection zones*







## 4.1. Option 1

Option one delivers weekly FOGO/fortnightly landfill to townships (i.e. the Woodside township trial) and a Fortnightly three-bin system to rural residents (i.e. the Woodside East trial). It helps to balance the performance of the systems with the cost of expanding FOGO to rural properties.

### Environmental and state benefits

Rolling out option one across AHC delivers large environmental and state benefits (Table 6).

*Table 6: Estimated environmental and state benefits of a broader rollout of Option 1*

	74% kerbside diversion (from ~53% currently across Council)
	4,500 tonnes of additional FOGO material collected each year (~60% is material that previously may have been burnt, taken to free green waste days or left in place and contributed to bushfire risk).
	3,100 tonnes less is placed in the landfill bin each year and Council does not have to pay \$375,000 in waste levy.
	\$1,500,000 contribution to gross state product.
	2.8 full time equivalent jobs created in the composting industry.
	~1,410 tonnes of CO <sub>2</sub> -equivalent saved (equal to removing 325 cars from the road)

### Operational costs

Rolling out option one across council will deliver a high performing system for what is essentially cost neutral (Table 7).

These figures are based on 5% of township and rural residents opting out to receive weekly landfill bin collections. If the opt-out rate increased to 10% over time, then the cost to Council would increase to \$115,000 per year.

*Table 7: Estimated cost difference between the current system and rolling out Option 1*

	\$ per year	% difference
Collection cost difference to current system	+\$370,000	+13%
Processing/Disposal difference to current system	-\$363,000	-21%
<b>Kerbside service cost difference</b>	<b>+\$7,000</b>	<b>0.1%</b>









## 4.2. Option 2

Option two delivers weekly FOGO/fortnightly landfill to all residents (i.e. the Woodside township and Swamp/Tiers Road trial). It is the highest performing service and delivers equity between townships and rural residents but has a higher cost of expanding FOGO to rural properties.

### Environmental and state benefits

Rolling out option two across AHC delivers even large environmental and state benefits (Table 6).

*Table 8: Estimated environmental and state benefits of a broader rollout of Option 1*

	76% kerbside diversion (from ~53% currently across Council)
	4,900 tonnes of additional FOGO material collected each year (~60% is material that previously may have been burnt, taken to free green waste days or left in place and contributed to bushfire risk).
	3,200 tonnes less is placed in the landfill bin each year and Council does not have to pay \$387,000 in waste levy.
	\$1,600,000 contribution to gross state product.
	3 full time equivalent jobs created in the composting industry.
	~1,450 tonnes of CO <sub>2</sub> -equivalent saved (equal to removing 335 cars from the road)

### Operational costs

Rolling out option one across council will deliver a high performing system for significant additional cost (Table 7).

*Table 9: Estimated cost difference between the current system and rolling out Option 1*

	\$ per year	% difference
Collection cost difference to current system	+\$776,000	+27%
Processing/Disposal difference to current system	-\$368,000	-21%
<b>Kerbside service cost difference</b>	<b>+\$408,000</b>	<b>+9%</b>

Note, these figures are based on 5% of township and rural residents opting out to receive weekly landfill bin collections. If the opt-out rate increased to 10% over time, then the cost to Council would increase to \$515,000 per year.







### 4.3. Option 3

Option three delivers weekly FOGO/fortnightly landfill to townships (i.e. Woodside township trial) and rural residents remain on their two-bin system in the short term. It is still a high performing service and allows Council to take a staged approach to receive the benefit of moving most households to weekly FOGO and implement option one or two for rural once the EPP review process has been resolved.

#### Environmental and state benefits

Rolling out option three across AHC still delivers significant environmental and state benefits (Table 6).

Table 10: Estimated environmental and state benefits of a broader rollout of Option 1

	68% kerbside diversion (from ~53% currently across Council)
	3,200 tonnes of additional FOGO material collected each year (~70% is material that previously may have been burnt, taken to free green waste days or left in place and contributed to bushfire risk).
	2,100 tonnes less is placed in the landfill bin each year and Council does not have to pay \$295,000 in waste levy.
	\$1,000,000 contribution to gross state product.
	1.9 full time equivalent jobs created in the composting industry.
	~740 tonnes of CO <sub>2</sub> -equivalent saved (equal to removing 170 cars from the road)

#### Operational costs

Rolling out option one across council will deliver a high performing system at a saving to AHC (Table 7).

Table 11: Estimated cost difference between the current system and rolling out Option 1

	\$ per year	% difference
Collection cost difference to current system	+\$194,000	+7%
Processing/Disposal difference to current system	-\$282,000	-16%
<b>Kerbside service cost difference</b>	<b>-\$88,000</b>	<b>-2%</b>

Note, these figures are based on only 5% of township residents opting out to receive weekly landfill bin collections. If the opt-out rate increased to 10% over time, then the saving for Council would reduce to \$40,000 per year.

#### 4.4. Transition rollout costs

There are two components to the broader rollout:

- Internal staff resources.
- Costs for kitchen caddies, compostable bags and additional operational costs in the transition for an additional comingled collection to remove split zones in collection day.

Adequate internal staff resourcing from both Council and East Waste is very important to the success of the transition and ongoing performance. A significant investment is required in preparing communication materials, operational planning and customer service. There will likely be some efficiencies gained from the trial, but significant resourcing will still be required.

The estimated cost to transition the remaining collection days is much higher for option one and two because of the need to purchase FOGO bins and an assumed greater proportion of upsize bins in rural areas (Table 12).

The costs below include an estimate of staff resources but excludes grant funding from Green Industries SA that will also likely be available for AHC in the next few months.

*Table 12: Estimated transition costs for each service option*

Item	Option 1 & 2	Option3
New FOGO bins	\$378,000	-
Upsized general waste bins	\$88,800	\$30,300
Caddies	\$103,200	\$62,800
Compostable bags	\$83,000	\$50,500
Welcome pack	\$43,800	\$26,700
Welcome pack delivery cost	\$66,400	\$40,400
Opt-Out Bin Stickers	\$900	\$300
Opt-Up bin stickers	\$500	\$300
Communications (letters)	\$34,000	\$34,000
Additional collection costs for transition	\$15,500	\$15,500
Staff resourcing (est. by AHC)	\$120,000	\$80,000
<b>Total costs</b>	<b>\$934,100</b>	<b>\$340,800</b>



## 4.5. Service model summary

Table 13 summarises the key outcomes from each of the service model options. All provide a significant reduction in landfill and associated greenhouse gas emissions, increase in kerbside performance (from ~53%).

Table 13: Summary of the key outcomes from each service model option

	Option 1	Option 2	Option 3
	Township: Weekly FOGO/fortnightly Landfill Rural: Fortnightly 3-bins	Township & Rural: Weekly FOGO/fortnightly Landfill	Township: Weekly FOGO/fortnightly Landfill Rural: Current 2-bins
Kerbside diversion	74%	76%	68%
Reduction in landfill	3,100 tonnes	3,200 tonnes	2,100 tonnes
Total CO2-e saved	1,410 tonnes	1,450 tonnes	740 tonnes
Contribution to Gross State Product	\$1,500,000	\$1,600,000	\$1,000,000
Reduction in waste levy	\$375,000	\$387,000	\$295,000
Total kerbside costs (compared to current)	+ \$7,000 per year	+ \$408,000 per year	- \$88,000 per year
Transition costs (excl. resourcing)	~\$934,000 (excl. grant funding)	~\$934,000 (excl. grant funding)	~\$340,000 (excl. grant funding)

## 4.6. Recommended service model

We recommend that AHC take a staged approach to changing to weekly FOGO:

### 1. Notify trial residents (October 2024)

- Maintain weekly FOGO for existing township trial participants.
- Conclude both rural trials.

### 2. Implement Option 3 in short term (as a first step):

- Rollout weekly FOGO and fortnightly landfill in townships at an approximate cost of \$340,000.
- Rural properties remain on their current two-bin system.
- Remove split collection zones (orange and grey areas) to increase efficiency.

### 3. Plan rural FOGO service rollout once the EPP legislation is resolved (estimated to be 2026)

- Consider Option 1 or 2 based on the outcome of the EPP legislation (e.g. outcome may be there is no requirement to offer weekly landfill to rural).
- The transition costs for the remaining rural properties are approximately \$600,000 most of which is the cost of bins.

- Deferring the decision of FOGO services for rural properties:
  - Mitigates risk of high opt-out for rural properties and increased costs.
  - Provides East Waste ability to confirm logistics and costs for townships and capacity to deliver rural services (with or without opt-outs).

### **Rollout schedule**

A staged rollout of one or two collection days a month is recommended to help East Waste and Council further confirm logistics, manage customer service and manage community expectations. A rollout could commence in mid-2025, pending the budgeting of rollout costs.

## 5. Key findings and recommendations

### **1. The weekly FOGO trial in townships was very successful and a rollout across the rest of townships is recommended.**

- Weekly FOGO households perform significantly better than the Opt-Up and Opt-Out households.
- There is strong community acceptance for weekly FOGO and there are proven ways to support residents with this transition.
- The expected environmental and financial benefits of extending weekly FOGO are significant.

### **2. FOGO in rural areas is effective, but there are outstanding issues to resolve**

- The results from the rural trials were positive, but less definitive.
- Legislative uncertainty creates a risk and revisiting a broader rollout for rural properties in a few years will allow Council to make an informed decision.

### **3. Reducing contamination in the FOGO bin needs to be targeted.**

- Managing contamination will be an important part of a broader rollout.
- It is a shared responsibility between East Waste and Council and targeting contamination from the outset will help to create positive momentum and help to reduce contamination issues.

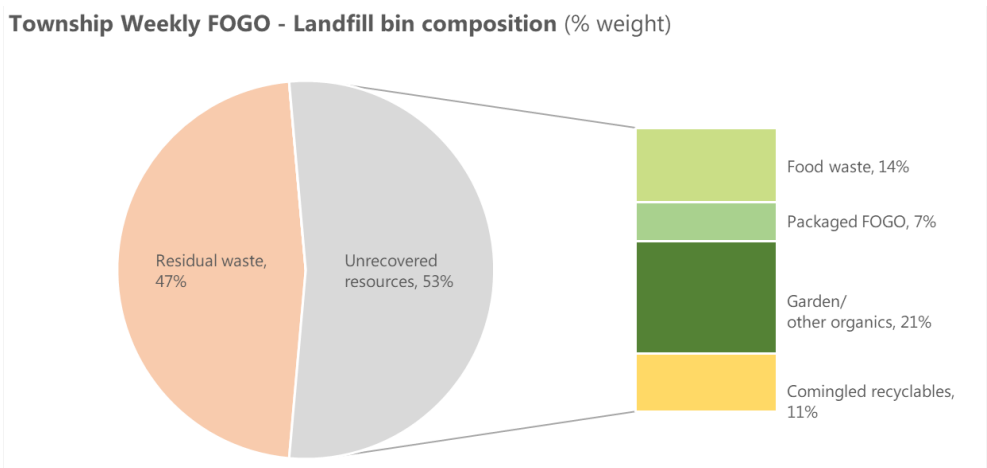
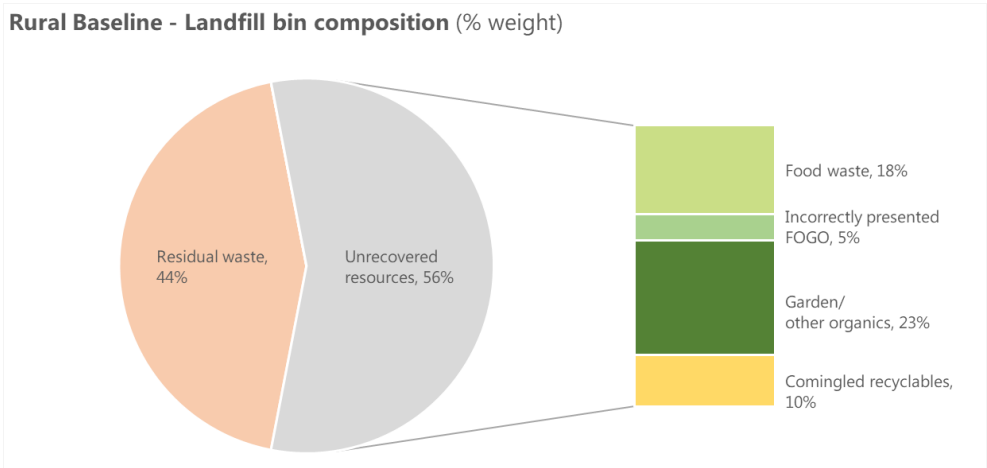
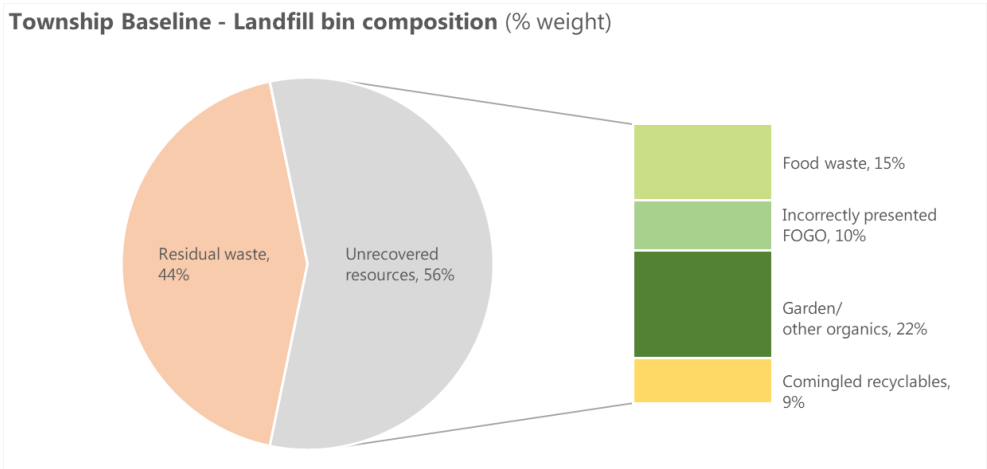
### **4. Focus on increasing food waste recycling.**

- The audits showed a high proportion of food waste remaining in the landfill bin and focused education and engagement needs to continue to increase the recycling of this material.

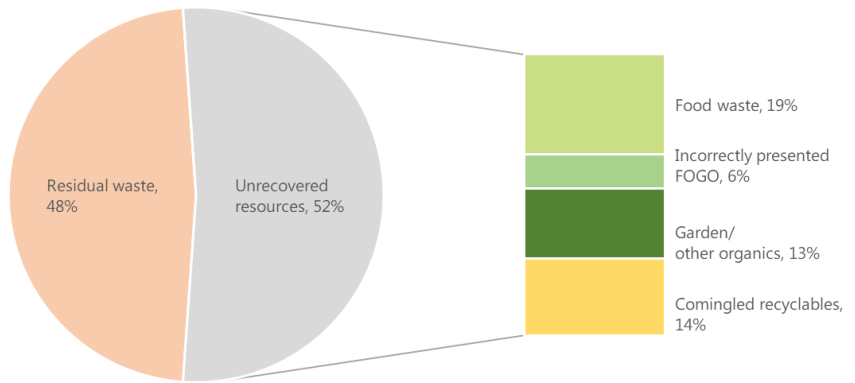


# Appendix 1 – Additional audit data

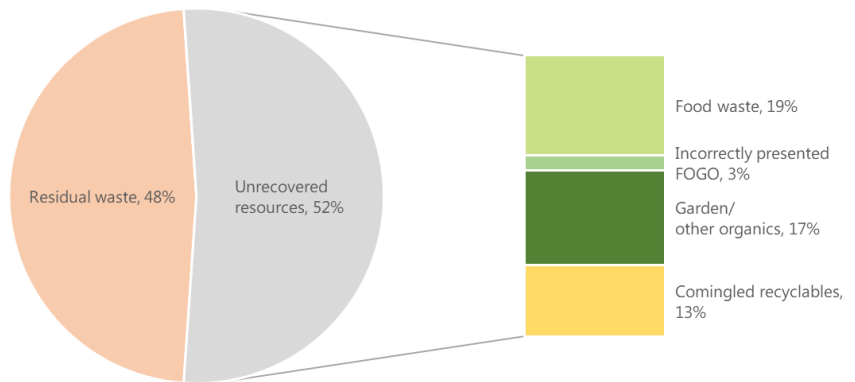
## Landfill bin composition



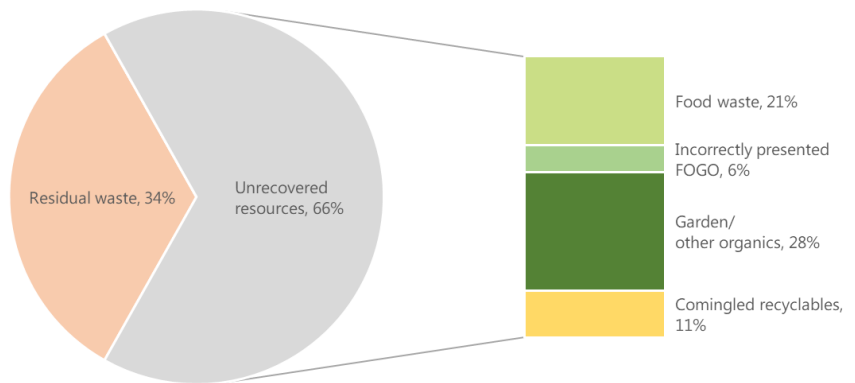
**Swamp/Tiers Road - Landfill bin composition (% weight)**



**Woodside East - Landfill bin composition (% weight)**

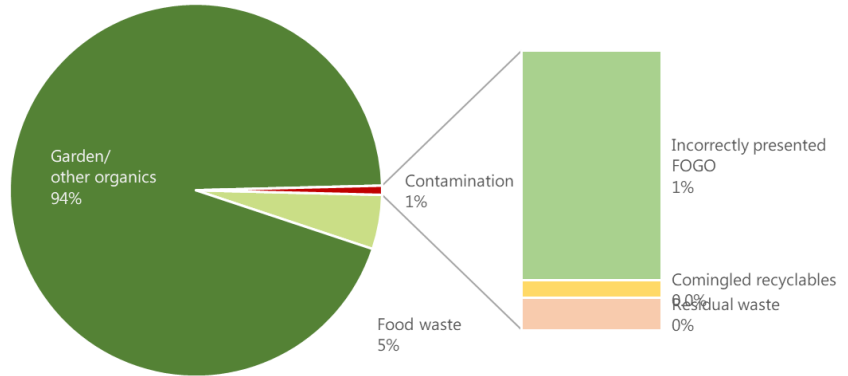


**Opt-outs - Landfill bin composition (% weight)**

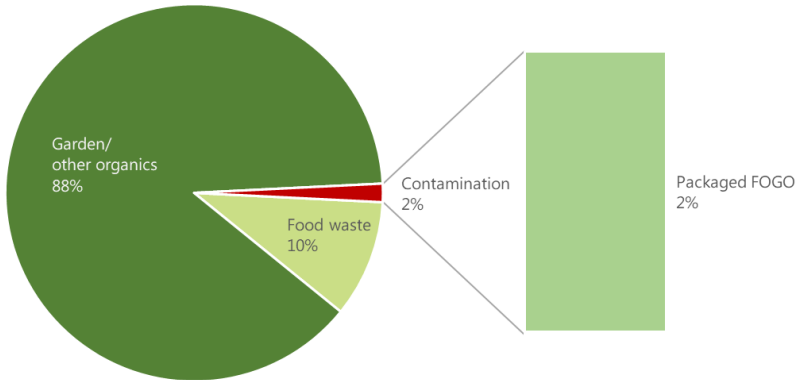


## FOGO bin composition

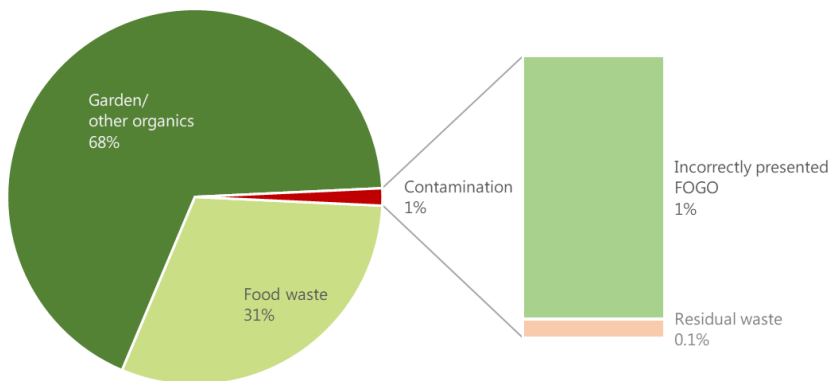
Township Baseline- FOGO bin composition (% weight)



Township Weekly FOGO - FOGO bin composition (% weight)

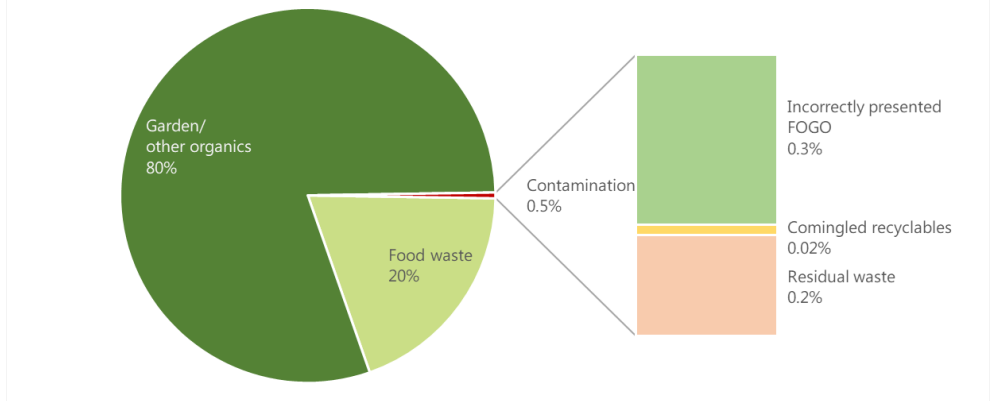


Swamp/Tiers Road - FOGO bin composition (% weight)





Woodside East - FOGO bin composition (% weight)



### Audit categories

1. Food - loose
2. Food - packaged in plastic/paper
3. Food - packaged in tins & jars
4. Food - in compostable bags
5. Garden organics
6. Compostable packaging, not associated with discarded food (FOGO only)
7. Other compostable organics - soiled paper, suitable wood, cat-litter & dog poo
8. Soft plastics (weight and count for FOGO only)
9. Rigid plastics (weight and count for FOGO only)
10. Recyclables
11. Other waste
12. Other contamination (weigh and count for FOGO)





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# **Administration Reports Information Items**

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**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 8 October 2024  
AGENDA BUSINESS ITEM**

<b>Item:</b>	<b>13.1</b>
<b>Responsible Officer:</b>	<b>Zoë Gill Executive Governance Officer Office of the CEO</b>
<b>Subject:</b>	<b>Gawler River Floodplain Management Authority – Board Member Nominees</b>
<b>For:</b>	<b>Information</b>

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**SUMMARY**

Council is a constituent council to the regional subsidiary, Gawler River Floodplain Management Authority (GRFMA).

Council has board membership rights to the GRFMA in accordance with the GRFMA Charter (the Charter). The current Adelaide Hills Board members are:

- Councillor Malcolm Herrmann
- Ashley Curtis, former Manager Civil Services

Council has also appointed two deputy board members:

- Councillor Leith Mudge
- David Collins, Manager Strategic Assets

Following the resignation of Ashley Curtis, the Chief Executive Officer has nominated David Collins to the role of Board Member for the remainder of the term, concluding on 29 November 2026 (inclusive).

David Waters has been nominated as the Deputy Board Member for the remainder of the term, concluding on 29 November 2026 (inclusive).

**RECOMMENDATION**

**Council resolves:**

- 1. That the report be received and noted.**
-

## 1. BACKGROUND

### GRFMA Charter and Board

GRFMA is a regional subsidiary with the following constituent councils: Adelaide Hills Council, Adelaide Plains Council, The Barossa Council, Town of Gawler, the Light Regional Council and the City of Playford.

The purpose of GRFMA (see Charter at **Appendix 1**) is 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.

Clause 4.2 of the Charter provides that the Board will consist of 13 Board Members comprising:

- the Chief Executive Officers of each of the Constituent Councils (including any persons acting in those offices from time to time) or his or her nominee who shall be an employee of the same Constituent Council as the Chief Executive Officer nominating the employee; and
- one member of each Constituent Council appointed by each Constituent Council;
- an Independent Chairperson

Under Clause 4.3 of the Charter, each Constituent Council must also appoint a Deputy Board Member for each of the Council Board Member positions. The Charter is open to interpretation as to whether the Deputy Board Member (Chief Executive Officer) can be solely nominated by the Chief Executive Officer or appointed by the Council. As a matter of caution Administration is seeking endorsement of the Chief Executive Officer's nominee.

The term of office for the Board Member and Deputy Board Member will be as determined by the Constituent Council.

## 2. ANALYSIS

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

#### *Strategic Plan 2020-24 – A brighter future*

Goal 5	A Progressive Organisation
Objective O4	We actively represent our community
Priority O4.2	Attract and develop a diverse and capable elected body that represents, promotes and reflects the composition of the community
Priority O4.3	Advocate to, and exert influence with, our stakeholders on behalf of our community to promote the needs and ambitions of the region
Objective O5	We are accountable, informed, and make decisions in the best interests of the whole community
Priority O5.1	Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations

The appointment of members to the GRFMA Board is an important element of Council's commitment to open and transparent decision making which facilitates public accountability.

### ➤ Legal Implications

Clause 4.2.1 of the GRFMA Charter provides:

- 4.2.1 The Board will consist of 13 Board Members comprising:
  - 4.2.1.1 the Chief Executive Officers of each of the Constituent Councils (including any persons acting in those offices from time to time) or his or her nominee who shall be an employee of the same Constituent Council as the Chief Executive Officer nominating the employee; and
  - 4.2.1.2 one member of each Constituent Council appointed by each Constituent Council;
  - 4.2.1.3 a Chairperson appointed pursuant to Clause 4.4.

Clause 4.3 of the GRFMA Charter states as below:

**4.3 Deputy Board Member**

4.3.1 Each Constituent Council must appoint:

4.3.1.1 an employee of that Constituent Council as a deputy Board Member who may act in the place of the Board Member being the Chief Executive Officer (or his or her nominee) of that Constituent Council as provided for in Clause 4.2.1.1 if that Board Member is unable for whatever reason to attend a meeting of the Board or otherwise able to act as a Board Member whilst the Board Member is unable to attend a meeting of the Board or to act as a Board Member; and

4.3.1.2 a member of that Constituent Council as a deputy Board Member who may act in the place of the Board Member appointed by that Constituent Council pursuant to Clause 4.2.1.2 if that Board Member is unable for whatever reason to attend a meeting of the Board or otherwise unable to act as a Board Member whilst the Board Member is unable to attend a meeting of the Board or act as a Board Member.

4.3.2 A deputy Board Member in attendance at a meeting of the Board may speak but is only entitled to vote on a matter to be decided by the Board if acting and in attendance at the meeting in accordance with Clauses 4.3.1.

The Executive Officer of the GRFMA, David Hitchcock, has advised that, read together, these clauses mean that:

- The Chief Executive Officer can, as an administrative task, nominate employees to the role of Board Member and Deputy Board Member (Chief Executive Officer)

Section 43 of the *Local Government Act 1999* (the 'Act') sets out the processes for the establishment of regional subsidiaries. Regional subsidiaries can be established to provide a specific service or services to carry out a specified activity or to perform a function of the councils. To establish a s43 regional subsidiary a resolution from each constituent council is required, a charter and other mandated arrangements agreed, and Ministerial approval granted.

➤ **Risk Management Implications**

The establishment of appropriately and effectively constituted regional subsidiaries will assist in mitigating the risk of:

*Poor governance practices occur which lead to a loss of stakeholder (i.e. customer and regulator) confidence and/or legislative breaches.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Low (1D)	Low (1D)

Note that there are many other controls that assist in mitigating this risk.

➤ **Financial and Resource Implications**

There are a number of financial implications in relation to GRFMA; however this report concerns the appointment of a Council representative to the GRFMA Board, rather than the operations of the Subsidiary.

Neither Council nor GRFMA pay allowances for attendance at meetings.

➤ **Customer Service and Community/Cultural Implications**

There are no direct end-user customer service implications regarding the appointment of Council representatives to the GRFMA Board

➤ **Sustainability Implications**

Not Applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not Applicable
<i>Council Workshops:</i>	Not Applicable
<i>Advisory Groups:</i>	Not Applicable
<i>External Agencies:</i>	GRFMA
<i>Community:</i>	Not Applicable

➤ **Additional Analysis**

CEO Nominations

David Collins holds the position of Manager Strategic Assets and is the current deputy board member, and the CEO has determined that it is appropriate in this instance to appoint David Collins, as the most suitably qualified Council officer as his Nominee for Board Member.

As David Collins will no longer hold the deputy board member position, the CEO has determined to appoint David Waters, Director Environment and Infrastructure as the deputy board member.

Both of the nominees have been advised and accepted the board member positions and the CEO will advise the GRFMA of these appointments following Council receiving this report.

**3. OPTIONS**

Council has the following options:

- I. Council is limited to receiving the report.

**4. APPENDICES**

Nil



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# **Correspondence for Noting**

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# ANNUAL REPORT

2023  
2024



# SUSTAINABLE WASTE MANAGEMENT THROUGH SHARED SERVICES



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# 1

## ABOUT AHRWMA

The Adelaide Hills Region Waste Management Authority is a Local Government Regional Subsidiary established by The Adelaide Hills Council, Alexandrina Council, Mount Barker District Council and Rural City of Murray Bridge, pursuant to Section 43 of the *Local Government Act, 1999*.

Our Constituent Councils resolved to work together via the Authority to coordinate waste management and recycling within the region. Under our Charter the Authority's purpose is to facilitate, co-ordinate and undertake waste management including waste collection, treatment, disposal and recycling within the Region.

The Authority's business activities include landfill operations, resource recovery centre management, greens mulching and sales, hook-lift truck transport services and mobile concrete crushing services on behalf of and for the benefit of our Constituent Councils. The Authority also represents our Constituent Councils in relevant forums, provides technical waste and resource management advice and coordinates education services across the region.

The Authority operates a landfill facility, currently receiving over 56,000 tonnes of material annually, with approximately 46,000 tonnes being disposed to the active landfill cells. We have a strong focus to divert waste from landfill, extracting materials such as metals, construction and demolition waste, tyres and mattresses for processing and reuse.

The Brinkley and Heathfield Resource Recovery Centres receive over 12,000 tonnes of material annually, with approximately 8,700 tonnes recovered and diverted from landfill – a diversion rate of 72%. We recover resources such as E-waste, chemical containers, polystyrene, cardboard, tyres, mattresses, green organics and concrete. We also receive household chemicals and batteries for environmentally appropriate storage, management and disposal.

Our reviewed Charter was Gazetted in June 2022 and under this Charter our five-member Board, including an Independent Chair was established. Our Audit Committee Terms of Reference was reviewed in February 2023 establishing a new Audit and Risk Committee, including two independent members being appointed.



POPULATION  
**137,833**

**5048.7**  
SQUARE KMS

**26.7**  
PEOPLE PER  
SQUARE KM

## OUR REGION



## 2

# FROM THE INDEPENDENT CHAIRPERSON

I am pleased to present the Annual Report for the 2023-24 fiscal year.

Our highlights include successfully diverting over 18,700 tonnes of waste from landfill, surpassing our previous results and demonstrating our ongoing commitment to reducing adverse environmental impacts. Our initiatives in waste diversion and reprocessing have not only minimised landfill use but also supported our Constituent Councils in achieving their sustainability goals.

The Heathfield Resource Recovery Centre continued to be a critical asset in managing challenging waste streams. We expanded our drop-off facilities and saw a significant increase in the safe disposal of hazardous materials, including over fifty tonnes of chemicals. This has played a vital role in protecting our environment and ensuring the safety of our communities.

A significant milestone this year was the finalisation of the Adelaide Hills Region Waste Management Authority Strategic Plan—a shared vision for 2034. This ten-year plan outlines our aspirations to work collaboratively for the benefit of our environment and communities. As the waste and resource recovery landscape continues to evolve, this Strategic Plan positions the Authority to respond proactively, reshaping our services to maximise benefits for our Constituent Councils.

The Strategic Plan not only recognises the Authority as a provider of essential services but also highlights our role in leadership and education within the waste and resource management sector. It addresses the need to continue to reduce waste, build a circular economy, and respond to changing compliance measures. One of the highlights of this year was the introduction of a Circular Economy Officer to our team. This role has already made a considerable impact, driving forward initiatives that align with our long-term strategic goals.

Our commitment to workplace health and safety (WHS) remains a cornerstone of our operations. We are pleased to report another year with no lost time injuries, underscoring our dedication to maintaining a safe working environment. We received recognition last year for our WHS training competency process which has served to motivate us to continue to uphold these high standards.

Financially, we have continued to perform well, achieving a surplus that will be reinvested in maintaining and upgrading our assets and infrastructure. This financial strength ensures that we can continue to deliver quality services and meet the evolving needs of our Constituent Councils.

**WE ARE EXCITED  
ABOUT THE  
OPPORTUNITIES  
AHEAD**



I would like to extend my sincere thanks to our Executive Officer, Leah Maxwell, for her exceptional leadership and dedication. Leah's contribution has been significant, and she will be missed as she moves on to new challenges. I also want to acknowledge the hard work and commitment of our entire staff, whose efforts are the driving force behind our achievements.

I would also like to express my gratitude to our Board Members and the Audit and Risk Committee for their continued guidance and leadership. Their expertise has been crucial in navigating the complexities of our operations and in steering the Authority towards success.

To our Constituent Councils, thank you for your continued support and partnership. We look forward to continuing to work together to deliver on our shared goals.

The Authority remains steadfast in its commitment to good governance, sustainability, and innovation. We are excited about the opportunities ahead and confident in our ability to continue delivering exceptional waste and resource management services for our Councils and communities.

## **ADRIAN SKULL**

Independent Chairperson





# 3

# GOVERNANCE

## BOARD MEMBERS JUNE 2024

The Authority is administered by a Board in accordance with the requirements of the Local Government Act, the Authority's Charter and applicable policies. The Board is responsible for the overall governance, management and strategic direction, 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 Board's vision and managing the day-to-day operations of the Authority.

### INDEPENDENT CHAIR



**ADRIAN SKULL**  
6 of 6 Meetings

### MOUNT BARKER DISTRICT COUNCIL



**ALEX OULIANOFF**  
Board Member  
6 of 6 Meetings



**IAN GROSSER**  
Deputy Board Member

### ADELAIDE HILLS COUNCIL



**CR LUCY HUXTER**  
Board Member  
4 of 6 Meetings



**JOHN MCARTHUR**  
Deputy Board Member  
2 Meetings

### RURAL CITY OF MURRAY BRIDGE



**CR TOM HAIG**  
Board Member  
4 of 6 Meetings



**BRAD WARNCKEN**  
Deputy Board Member  
2 Meetings

### ALEXANDRINA COUNCIL



**CR MICHAEL SCOTT**  
Board Member  
3 of 6 Meetings



**ALAN HARVEY**  
Deputy Board Member

## AUDIT AND RISK COMMITTEE

The Board endorsed that an Audit Committee be established at the meeting held on 17 November 2011, with the name later changed to Audit and Risk Committee (ARC). The current version ARC Terms of Reference (ToR) was endorsed in June 2024. The ARC currently consists of two Independent Members and one sitting Board Member. The Authority is in the process of recruiting a third Independent Member.

The Audit and Risk Committee provides independent assurance and advice to the Board on accounting, financial management, internal controls, risk management and governance matters. The Committee as a whole, has outstanding skills, knowledge and experience in finance, governance, law, local government, commerce and strategic planning. The Committee is a valuable resource for the Authority. The committee has provided an Annual Report to the Board, which is an appendix to this report.



# 4

# ACHIEVEMENT HIGHLIGHTS

## GOAL 1: BEST PRACTICE

### PHYTOCAP TRIAL

The EPA have recently approved the Capping and Closure Plan. We are now working on a phytocap design to trial on cell 6. A phytocap utilises more soil, mulch and indigenous plant species compared to a traditional cap made of clay. The aim is to mitigate the volume of rainwater entering the cell whilst increasing biodiversity on site.

### CONCRETE CRUSHING CAMPAIGN

Concrete, a valuable recoverable resource, can be processed into rubble for use in applications like road base. In 2024, the Authority executed a concrete crushing campaign, converting 1,891 tonnes of waste concrete into rubble. This material was rigorously tested by an independent accredited provider for any harmful chemicals or minerals, and was deemed safe for use. Additionally, the Authority enhanced its stockpile management by updating signage to clearly distinguish between rubble awaiting testing and that which has passed safety evaluations. This initiative aligns with the Authority's commitment to sustainable resource recovery and environmental safety.

### NEW RESOURCE RECOVERY CENTRE SUPERVISOR ROLE

The implementation of the new RRC Supervisor role has enhanced operations at both the Brinkley and Heathfield sites. With the supervisor's focused efforts on optimising processes, we've achieved notable improvements in green waste management and a marked increase in efficiency across both sites. This role has been key in driving improvements across the business, reinforcing the Authority's commitment to operational excellence and sustainability.



## GOAL 2: COLLABORATE

### KNOWLEDGE SHARING FORUMS

These forums are an opportunity for our colleagues at Constituent Councils and aligned organisations to meet, talk and learn. The aim is to support each other to enact best practice in our respective roles. Two forums have been facilitated in the past six months, both having solid attendance and feedback.

### REGIONAL EDUCATION PLAN 2024-29

This Regional Education Plan is designed to deliver impactful, targeted education programs across the region. Aligned with the South Australian government's priorities for building a Circular Economy, the plan focuses on enhancing community knowledge, attitudes, and behaviours to maximise resource recovery and reduce landfill waste at Brinkley. It supports the Authority's Strategic Plan, particularly the goal of fostering an empowered community.



## GOAL 3: EMPOWERED COMMUNITY

### RECYCLING HUBS HAVE BEEN INSTALLED AT AHC AND RCMB LIBRARIES

Residents of the Adelaide Hills Council and Rural City of Murray Bridge can now deposit a range of recyclable materials at their libraries: Coventry (Stirling), Gumeracha, Woodside and Murray Bridge. Materials collected via the Hubs will be transferred to the Heathfield Resource Recovery Centre. The Hubs serve not only to increase convenience to residents, but also to act as a passive community education tool, reminding people that items such as batteries, X Rays and e-waste are resources that should be recovered for recycling and reuse.



### BIOCHAR BASICS COURSE

The course was hosted by Maccy Biochar, a community organisation located in Macclesfield, and funded by the Authority with great results. Participant evaluation highlighted that their knowledge and interest around Biochar has increased due to the session, and participants took a free bag of biochar home with them. The course was so successful the next one is already being planned.

### EDUCATIONAL BUS TOURS OF BRINKLEY WASTE AND RECYCLING FACILITY

The Authority has launched bus tours at the Brinkley site, with over 50 participants so far, including community members, teachers, scientists, and Elected Members. The tours explore topics such as "Where does your waste go?", "How do landfills protect human health?", and "What determines recycling or disposal pathways?". Feedback has been overwhelmingly positive about our extensive recycling efforts and strong environmental practices. The Authority will partner with KESAB to continue offering these community tours.

### COMMUNITY EDUCATION SESSIONS

During the year, the Authority has conducted community education sessions to various school and community groups, including Heathfield High School, Meadows Primary School, the Australian Science and Maths School, Flinders University, Urrbrae TAFE, and the Mount Barker Lions Club. These sessions offer engaging educational experiences, including activities like a walking tour of the Heathfield Resource Recovery Centre.

## GOAL 4: GOOD GOVERNANCE

### FINAL STRATEGIC PLAN 2024-34

Ongoing changes in the waste and resource recovery landscape offered the Authority the opportunity to adapt and refine its services to maximise benefits for our Constituent Councils. This Strategic Plan acknowledges the Authority's role as a leader, service provider, and educator in waste and resource management. Developed during a period of shifting priorities and increased environmental focus, the plan addresses the need for future waste reduction, the promotion of a circular economy, and the implications of evolving compliance requirements.



### ASSET MANAGEMENT

During the year the Authority renewed 74% of the assets that had been planned for replacement as per the Asset Management Plan, including the excavator and dump truck. The hooktruck was tendered and has been awarded, with delivery expected in December 2024. Cell 9 expansion was completed during the year with approval for use given by the EPA in April. The Authority is now planning the design of Cell 10.



### APPROVED RECYCLER

The Authority has been recognised as an Approved Recycler by the Australian Bedding Stewardship Scheme (ABSS), which oversees the responsible management of 1.8 million mattresses disposed of annually in Australia. The Authority handles 169 tonnes of mattresses and bases each year, consolidating them at the Brinkley site for shredding. Springs are recycled as scrap metal and the flock is disposed of safely. This recognition by ABSS enhances public awareness of mattress recycling, fosters collaboration with other organisations, supports advancements in recycling technology and strives to reduce costs.

### GREEN INDUSTRIES SA GRANT FUNDING

The Authority was successful in receiving a co-funded infrastructure grant through GISA for two excavator attachments that support resource recovery. A magnet which efficiently assists with removing and collecting steel from mixed waste, waste concrete, and post-mattress processing cleanup, and a rotating demolition grab to enhance sorting and separating of mixed waste.





**MAGNET ATTACHMENT  
CO-FUNDED BY GISA**

## MANAGING DIFFICULT WASTE STREAMS AND DRIVING A CIRCULAR ECONOMY

### Diverted, Recovered and Reprocessed

**330 tonnes** of cardboard

**393 tonnes** of metal and batteries

**169 tonnes** of mattresses

**36 tonnes** of tyres

**19 tonnes** of polystyrene and hard plastics

**82 tonnes** of E-waste

**0.6 tonnes** of x-rays

# Over 5,000 tonnes

OF GREEN ORGANICS PROCESSED IN TO MULCH AND COMPOST

SAFELY DISPOSED

# 64 tonnes

OF CHEMICALS

# Over 9,600 tonnes

OF SOIL, CONSTRUCTION AND DEMOLITION MATERIAL DIVERTED FROM LANDFILL

## 5

# PERFORMANCE AGAINST BUSINESS PLAN

Actions, Targets and Measures	Measurable Outcome	Status
<b>Establish the landfill to be a model and leading-edge regional facility. Utilise the landfill and resource recovery centres as educational tools where possible.</b>	Information regarding the opportunity for site tours will be placed on the website. Site used for educational purposes (tours/presentations/photos and articles).	Implemented. Educational tours and information sessions advertised on the website for residents, community groups and schools. Booking details are provided on the website for the education sessions, which are advertised as informative, engaging and adaptable to any age group.
<b>Continue to implement media and advertising programs aiming to increase education across the region.</b>	Manage an updated website and increase social media presence.	Achieved and ongoing. 100% increase in social media. Facebook page utilised to provide educational material and waste information. Presence on 5MU, Murray Valley Standard, Hills Courier and Hills Wanderer Magazine as well as the Authority's own newsletter - 'In the Circular'.
<b>Consider landfill gas management at the Brinkley Landfill site.</b>	LFG management investigated, considered and a report presented to the Board.	Complete.
<b>Embrace the waste hierarchy and circular economy principles - the Authority will aim to assist and positively influence the recycling markets as much as possible via its operations and services.</b>	Authority activities, operations and projects align with waste hierarchy and circular economy.	Achieved and ongoing. We continue to divert waste from landfill where possible and ensure our activities align with the waste hierarchy and circular economy.
<b>Implement staged capping and closure of Brinkley landfill cells in accordance with capping and closure plan.</b>	Capping completed in accordance with plan.	Ongoing. Detailed capping design for cells 6a, 6b and 7 being undertaken. EPA approval received for a three year phytocap trial.
<b>Continue to manage the Brinkley Landfill site and cell construction to maintain adequate airspace for waste disposal needs.</b>	Ongoing review and assessment completed.	Cell 9 extension complete and approved for use. Planning of Cell 10 design.
<b>Manage the Brinkley Landfill as a compliant facility.</b>	All EPA compliance requirements are met.	Complete. Ongoing requirement.
<b>Communicate with Constituent Councils regarding annual tonnage budget estimations.</b>	Annual advice provided.	Complete. Ongoing requirement.



Actions, Targets and Measures	Measurable Outcome	Status
<b>Hold quarterly meetings with key senior staff from each of the Constituent Councils to consider Council priorities.</b>	A minimum of four meetings held.	Complete and ongoing.
<b>EO and Independent Chair meet with Constituent Council CEOs or appointees annually.</b>	Annual meetings undertaken.	Complete and ongoing.
<b>Consider opportunities to develop the hooklift services.</b>	Additional services secured where available.	Complete and ongoing. Service has expanded during the year by more than 7%.
<b>Continue to operate the Resource Recovery Centres efficiently, with a focus on resource recovery, waste hierarchy and cost effectiveness.</b>	Continue to divert waste from landfill where possible. Maintain the net result where possible and work towards a break-even position.	Complete. Ongoing requirement.
<b>Continue to explore options to coordinate Constituent Council waste services where cost savings can be identified and progressively implement approved shared services across Constituent Councils.</b>	Shared services implemented where there is benefit to Constituent Councils.	Ongoing.
<b>Represent Constituent Councils in the waste and resource recovery sector.</b>	Provide responses on behalf of Constituent Councils to State, Federal and other communications regarding legislation/ policy changes etc. Attend WMRR meetings and actively participate in State and Federal waste/ resource recovery LGA/State/ Federal/ industry groups.	Ongoing requirement. Executive Officer chaired WMRR meetings and presented at the Waste 2024 Conference held 14-16 May 2024 in Coffs Harbour, the industry's leading waste management conference in Australia.
<b>Implement the Waste and Resource Management Plan and action the initiatives identified within this plan.</b>	Waste and Resource Recovery Plan implemented.	Circular Economy Officer role created. Collaboration with Councils and industry professionals. RRC improvements made. Key plant procured for enhanced and safer resource recovery. Though the Authority has made good progress, this plan is now replaced by the Strategic Plan 2024/34 and the Regional Education Plan 2024/29, which will guide our future efforts.
<b>Continue to establish itself as an expert in the field of waste and resource management and act as an information source for Constituent Councils and their communities.</b>	Information provided to Constituent Councils and communities on an ongoing basis. EO or delegate will attend WMRR meetings. EO or delegate will attend at least 2 waste and recycling specific events annually.	Complete. EO presided as Chair for WMRR and attended 7 meetings. Attended and presented at the Waste 2024 Conference. Attended Waste Expo Australia.

Actions, Targets and Measures	Measurable Outcome	Status
<b>Consider opportunities for innovative business development.</b>	Opportunities considered and implemented where beneficial.	Ongoing.
<b>Finalise the 10-year Strategic Plan.</b>	Final plan adopted and implemented.	Complete.
<b>Continue to review and update WHS policies and systems.</b>	WHS and policies reviewed on schedule.	Complete. Ongoing requirement.
<b>Update procurement documentation and templates.</b>	Documents updated and templates established.	Complete.
<b>Work with the LGA Mutual Liability Scheme to ensure the Authority is meeting requirements.</b>	Meeting held with scheme reps and programs implemented where required.	Complete. Ongoing requirement.
<b>Ensure staff progression and business continuity planning and consider upskilling opportunities.</b>	Staff upskilled where possible.	Ongoing. 18 staff had external training in a wide range of areas, upskilling staff for their current and future roles within the Authority.

## FINANCIAL INDICATORS

The Authority's financial indicator performance targets assist in ensuring the long term financial sustainability of the Authority.

Indicators	Long Term Adopted Target	Original Budget	Year End Actual
<b>Operating Surplus/(Deficit)</b>	2%	2%	4%
<b>Net Financial Liabilities Ratio</b>	55%	22%	22%
<b>Interest Cover Ratio</b>	1%	0%	0%
<b>Asset Renewal Funding Ratio</b>	100%	123%	74%

The year end operating surplus/(deficit) ratio is stronger than the original budget. It has exceeded the ratio's long term target and shows 4% of the Authority's total revenue is available to fund proposed capital expenditure.

The net financial liabilities ratio for the end of the year is lower than the long term target. This ratio has been consistently low over recent years which indicates the Authority's ability to meet financial obligations from operating revenue remains strong.

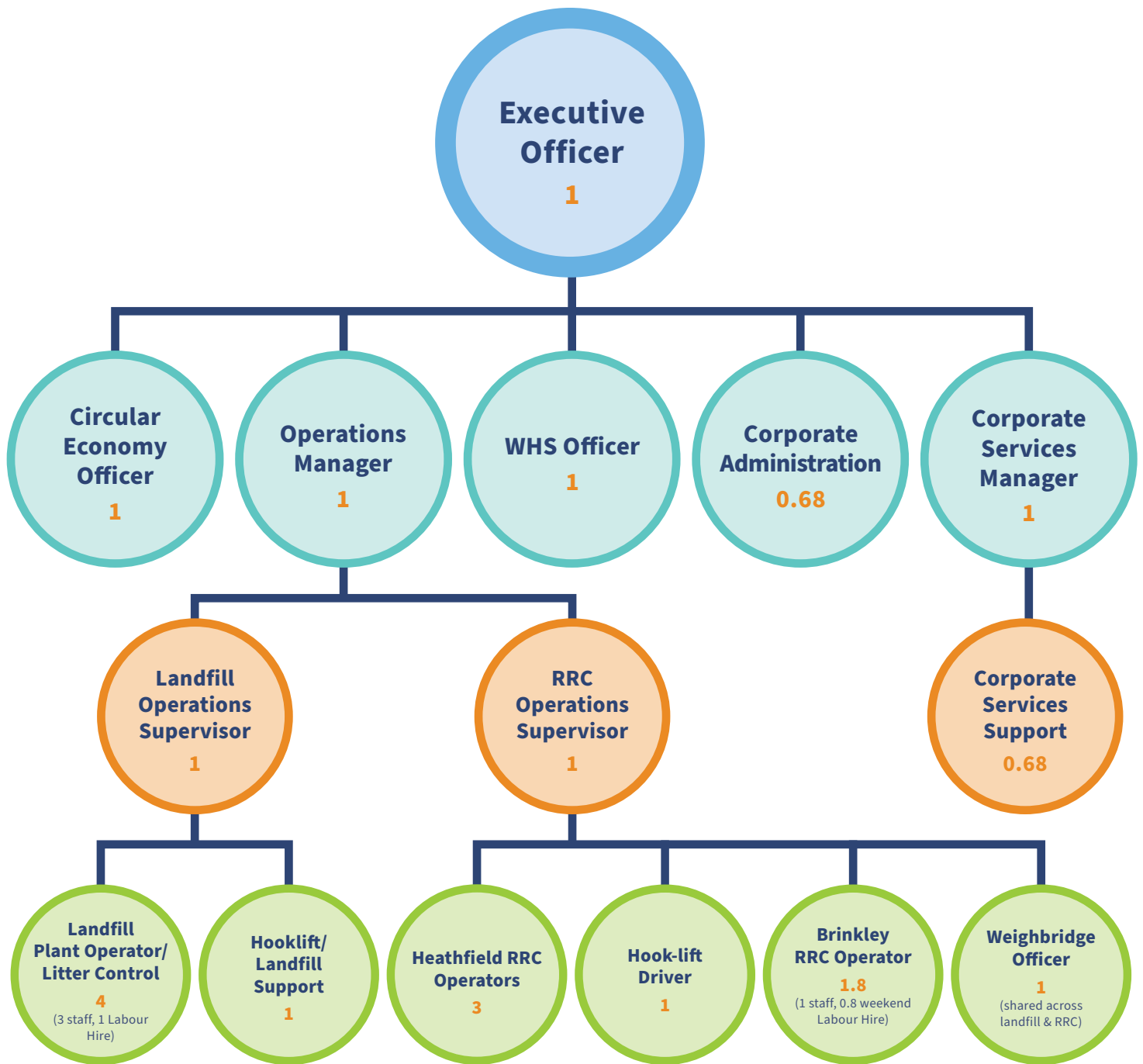
Interest cover ratio indicates the Authority has used 0% of operating revenue to pay interest expenses.

The asset renewal funding ratio is a measurement of the planned capital that was renewed during the year. The ratio did not meet original budget because our hooktruck was tendered during FY2024 but will not be delivered and paid for until FY2025.

# 6

# ORGANISATION CHART

2023/24



7

# AUDITED FINANCIAL STATEMENTS



**Adelaide Hills Region Waste  
Management Authority  
General Purpose Financial Reports  
for the year ended 30 June 2024**

**Adelaide Hills Region Waste Management Authority**  
**General Purpose Financial Reports**  
**for the year ended 30 June 2024**

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**Adelaide Hills Region Waste Management Authority**  
**Annual Financial Statements**  
**for the year ended 30 June 2024**

**CERTIFICATION OF FINANCIAL STATEMENTS**

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

- the accompanying financial statements comply with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.
- the financial statements present a true and fair view of the Authority's financial position at 30 June 2024 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.



.....  
Sarah O'Flaherty  
**ACTING EXECUTIVE OFFICER**



.....  
Adrian Skull  
**CHAIRPERSON**

Date: 23 September 2024

**Adelaide Hills Region Waste Management Authority**  
**Statement of Comprehensive Income**  
**for the year ended 30 June 2024**

		2024	2023
	Notes	\$	\$
<b>INCOME</b>			
User charges	2	6,726,942	6,157,023
Grants, subsidies and contributions - Operating	2	21,600	15,000
Investment income	2	62,843	18,014
Other income	2	3,036,761	2,674,892
<b>Total Income</b>		<b>9,848,146</b>	<b>8,864,929</b>
<b>EXPENSES</b>			
Employee costs	3	2,230,086	1,814,004
Materials, contracts & other expenses	3	6,162,497	5,821,230
Depreciation, amortisation & impairment	3	1,049,320	810,157
Finance costs	3	36,837	7,709
<b>Total Expenses</b>		<b>9,478,740</b>	<b>8,453,100</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>		<b>369,406</b>	<b>411,829</b>
Asset disposal & fair value adjustments	4	80,282	16,270
<b>NET SURPLUS / (DEFICIT)</b>		<b>449,688</b>	<b>428,099</b>
transferred to Equity Statement			428,099
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>449,688</b>	<b>428,099</b>

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



**Adelaide Hills Region Waste Management Authority**  
**Statement of Financial Position**  
**as at 30 June 2024**

	Notes	2024 \$	2023 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & cash equivalents	5	1,740,142	1,478,418
Trade & other receivables	5	850,340	956,920
Inventories	5	14,321	10,554
<b>Total Current Assets</b>		<u>2,604,803</u>	<u>2,445,892</u>
<b>Non-current Assets</b>			
Infrastructure, property, plant & equipment	6	6,377,037	4,670,029
<b>Total Non-current Assets</b>		<u>6,377,037</u>	<u>4,670,029</u>
<b>Total Assets</b>		<u>8,981,840</u>	<u>7,115,921</u>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & other payables	7	1,202,165	975,952
Borrowings	7	53,598	51,170
Provisions	7	301,946	269,474
<b>Total Current Liabilities</b>		<u>1,557,709</u>	<u>1,296,596</u>
<b>Non-current Liabilities</b>			
Borrowings	7	36,836	90,434
Provisions	7	3,164,808	1,956,092
<b>Total Non-current Liabilities</b>		<u>3,201,644</u>	<u>2,046,526</u>
<b>Total Liabilities</b>		<u>4,759,353</u>	<u>3,343,122</u>
<b>NET ASSETS</b>		<u>4,222,487</u>	<u>3,772,799</u>
<b>EQUITY</b>			
Accumulated surplus		<u>4,222,487</u>	<u>3,772,799</u>
<b>TOTAL EQUITY</b>		<u>4,222,487</u>	<u>3,772,799</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 2024**

		Accumulated Surplus	TOTAL EQUITY
<b>2024</b>	<b>Notes</b>	<b>\$</b>	<b>\$</b>
Balance at end of previous reporting period		3,772,799	3,772,799
<b>Net Surplus / (Deficit) for Year</b>		449,688	449,688
<b>Balance at end of period</b>		4,222,487	4,222,487
<b>2023</b>			
Balance at end of previous reporting period		3,344,700	3,344,700
<b>Net Surplus / (Deficit) for Year</b>		428,099	428,099
<b>Balance at end of period</b>		3,772,799	3,772,799

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

**Adelaide Hills Region Waste Management Authority**  
**Statement of Cash Flows**  
**for the year ended 30 June 2024**

	Notes	2024 \$	2023 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<i>Receipts:</i>			
User charges		6,742,683	6,020,093
Investment receipts		62,584	13,000
Grants utilised for operating purposes		21,600	15,000
Other revenues		3,105,246	3,204,067
<i>Payments:</i>			
Employee costs		(2,190,117)	(1,770,067)
Materials, contracts & other expenses		(5,903,535)	(5,774,423)
Finance payments		(8,267)	(8,474)
<b>Net Cash provided by (or used in) Operating Activities</b>		<u>1,830,194</u>	<u>1,699,196</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<i>Receipts:</i>			
Sale of replaced assets		145,528	149,265
<i>Payments:</i>			
Expenditure on renewal/replacement of assets		(688,528)	(1,079,713)
Expenditure on new/upgraded assets		(974,300)	(117,326)
<b>Net Cash provided by (or used in) Investing Activities</b>		<u>(1,517,300)</u>	<u>(1,047,774)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<i>Receipts:</i>			
Proceeds from borrowings		-	-
<i>Payments:</i>			
Repayments of borrowings		-	(175,248)
Repayment of principal portion of lease liabilities		(51,170)	(48,825)
<b>Net Cash provided by (or used in) Financing Activities</b>		<u>(51,170)</u>	<u>(224,073)</u>
<b>Net Increase (Decrease) in cash held</b>		<u>261,724</u>	<u>427,348</u>
Cash & cash equivalents at beginning of period	8	<u>1,478,418</u>	1,051,069
<b>Cash &amp; cash equivalents at end of period</b>	8	<u>1,740,142</u>	<u>1,478,418</u>

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 2024**

**Note 1 - Material 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 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 Adelaide Hills Region Waste Management Authority is a Local Government 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 material to the financial statements are specifically referred to in the relevant sections of these Notes.

**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 and 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, Mount Barker. These financial statements have been prepared for use by Constituent Councils of the Authority.

**3 Income recognition**

**3.1 Revenue**

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**

**4.1 Cash, Cash Equivalent Assets**

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

**4.2 Other Financial Instruments**

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

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

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 1 - Material Accounting Policies**

**5 Inventories**

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

**6 Infrastructure, Property, Plant & Equipment**

**6.1 Initial Recognition**

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

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 given in Note 6. No capitalisation threshold is applied to the acquisition of land or interests in land.

**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.

**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 the Authority, best reflects the consumption of the service potential embodied in those assets.

Major depreciation periods for each class of asset are shown in Note 6. 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.

**6.5 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**

Amounts (other than grants) received from external parties in advance of service delivery, are recognised as liabilities until the service is delivered.

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 1 - Material Accounting Policies**

**8 Borrowings**

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

**9 Provisions**

**9.1 Employee Benefits**

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based on costs) 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 on-costs) 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 Authority 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.

Superannuation:

The Authority makes employer superannuation contributions in respect of its employees to the Hostplus Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. Details of the accounting policies applied and the Authority's involvement with the schemes are reported in Note 16.

**9.2 Provisions for reinstatement, restoration, 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 the Environmental Protection Authority South Australia (EPA) approved alternate capping design. Assumptions for the capping provision which have been internally revised based on managements best estimates however assumptions have not yet been verified by a qualified engineering consultant. ACT Williams has been engaged to conduct the capping trial which is estimated to be complete FY2027. The trial will provide accurate costing information which 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. This was last reviewed and revalued by Golder Associates Ltd on 29 July 2019. A further review will occur after completion of the capping trial in 2027.

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 1 - Material Accounting Policies**

**10 Leases**

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

i) Right-of-use assets

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

ii) Lease liabilities

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

**11 Goods & Services Tax**

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

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

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 2 - INCOME**

	Notes	2024 \$	2023 \$
<b>USER CHARGES</b>			
Waste processing and disposal fees		<u>6,726,942</u>	<u>6,157,023</u>
		<b>6,726,942</b>	<b>6,157,023</b>
<b>INVESTMENT INCOME</b>			
Interest on investments		<u>62,843</u>	<u>18,014</u>
		<b>62,843</b>	<b>18,014</b>
<b>OTHER INCOME</b>			
Consultancy service		2,959	9,726
Resource recovery centre income		2,137,862	1,777,999
Resource recover centre recuperation		85,632	120,570
Transport income		437,066	404,709
Fuel tax rebate		78,928	57,159
Machinery charge out		118,577	103,320
Recycled income		27,425	46,838
Sundry		<u>148,312</u>	<u>154,571</u>
		<b>3,036,761</b>	<b>2,674,892</b>
<b>GRANTS, SUBSIDIES, CONTRIBUTIONS</b>			
Sundry		<u>21,600</u>	<u>15,000</u>
<b>Sources of grants</b>			
Other	Notes	<u>21,600</u>	<u>15,000</u>
		<b>21,600</b>	<b>15,000</b>



**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 3 - EXPENSE**

		2024	2023
	Notes	\$	\$
<b>EMPLOYEE COSTS</b>			
Salaries and wages		1,642,869	1,392,629
Employee leave expense		245,101	159,688
Superannuation - defined contribution plan contributions	16	197,647	142,868
Superannuation - defined benefit plan contributions	16	7,979	5,785
Workers' compensation insurance		44,887	41,663
Other employment related costs		91,603	71,371
<b>Total Operating Employee Costs</b>		<b>2,230,086</b>	<b>1,814,004</b>
<b>Total Number of Employees</b>		<b>19</b>	<b>18</b>
<i>(Full time equivalent at end of reporting period)</i>			
<b>MATERIALS, CONTRACTS &amp; OTHER EXPENSES</b>			
<u>Prescribed Expenses</u>			
Auditor's Remuneration			
- Auditing the financial reports		5,582	5,405
Subtotal - Prescribed Expenses		5,582	5,405
<u>Other Materials, Contracts &amp; Expenses</u>			
Materials, contractors and other		190,327	417,944
Resource recovery centre expenses		1,513,172	1,240,894
Consultants		19,706	42,097
Administration and Board		127,629	135,220
EPA licence fee		10,469	9,986
Repairs and maintenance		279,455	199,387
Insurance and legal		63,200	57,129
EPA waste levy paid		3,574,650	3,372,177
Parts, accessories & consumables		363,998	323,355
Sundry		14,309	17,636
Subtotal - Other Materials, Contracts & Expenses		6,156,915	5,815,825
		<b>6,162,497</b>	<b>5,821,230</b>

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 3 - EXPENSE con't**

	2024	2023
Notes	\$	\$
<b>DEPRECIATION, AMORTISATION &amp; IMPAIRMENT</b>		
<b>Depreciation</b>		
Road infrastructure	5,672	5,534
Buildings	15,853	15,686
Vehicles	43,608	32,258
Plant and equipment	440,813	394,950
Landfill cells	208,781	150,165
Leachate pond	8,696	8,697
Landfill rehabilitation	73,882	19,030
Landfill cell capping	203,472	135,294
Right of use assets	15 48,543	48,543
	<u>1,049,320</u>	<u>810,157</u>
<b>FINANCE COSTS</b>		
Interest on leases	8,267	6,593
Unwinding of present value discounts	28,570	-
	<u>36,837</u>	<u>7,709</u>

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 4 - ASSET DISPOSALS AND FAIR VALUE ADJUSTMENTS**

		2024	2023
Notes	\$	\$	\$
<b>INFRASTRUCTURE, PROPERTY, PLANT &amp; EQUIPMENT</b>			
<i>Assets renewed or directly replaced</i>			
Proceeds from disposal	145,528	149,265	
Less: Carrying amount of assets sold	65,246	132,995	
<b>NET GAIN (LOSS) ON DISPOSAL OR REVALUATION OF ASSETS</b>	<b>80,282</b>	<b>16,270</b>	

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 5 - CURRENT ASSETS**

	<b>2024</b>	<b>2023</b>
	<b>Notes</b>	
<b>CASH &amp; EQUIVALENT ASSETS</b>	<b>\$</b>	<b>\$</b>
Cash on hand and at bank	<b>421,383</b>	470,195
Deposits at call	<b>1,318,759</b>	1,008,223
	<b><u>1,740,142</u></b>	<b><u>1,478,418</u></b>
<b>TRADE &amp; OTHER RECEIVABLES</b>		
Accrued revenues	<b>91,648</b>	184,818
Debtors - general	<b>758,692</b>	772,102
	<b><u>850,340</u></b>	<b><u>956,920</u></b>
<b>INVENTORIES</b>		
Stores and materials	<b>14,321</b>	10,554
	<b><u>14,321</u></b>	<b><u>10,554</u></b>

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

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

	2023				2024			
	Fair Value	Cost	Acc' Dep'n	Carrying Amount	Fair Value	Cost	Acc' Dep'n	Carrying Amount
Road infrastructure	-	138,352	(55,409)	82,943	-	145,243	(61,081)	84,162
Buildings	-	283,676	(136,930)	146,746	-	283,676	(152,783)	130,893
Vehicles	-	183,567	(87,470)	96,097	-	276,895	(50,021)	226,874
Plant and equipment	-	4,103,801	(1,710,293)	2,393,508	-	4,484,979	(1,959,687)	2,525,292
Landfill cells	-	2,559,142	(1,747,156)	811,986	-	3,421,264	(1,955,937)	1,465,327
Leachate pond	-	173,938	(80,197)	93,741	-	173,938	(88,893)	85,045
Landfill rehabilitation	452,668	-	(308,963)	143,705	644,938	-	(382,845)	262,093
Landfill cell capping	1,587,807	-	(834,368)	753,439	2,554,283	-	(1,037,840)	1,516,443
WIP	-	18,413	-	18,413	-	-	-	-
Right of use assets	-	323,623	(194,172)	129,451	-	323,623	(242,715)	80,908
<b>Total IPP&amp;E</b>	<b>2,040,475</b>	<b>7,784,512</b>	<b>(5,154,958)</b>	<b>4,670,029</b>	<b>3,199,221</b>	<b>9,109,618</b>	<b>(5,931,802)</b>	<b>6,377,037</b>
<b>Comparatives</b>	<b>1,998,289</b>	<b>7,493,826</b>	<b>(5,118,159)</b>	<b>4,373,956</b>	<b>2,040,475</b>	<b>7,784,512</b>	<b>(5,154,958)</b>	<b>4,670,029</b>

*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 2024**

**Note 6 - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT**

	Carrying Amounts Movement During the Year									2024
	2023								2023	
	\$	\$							\$	\$
Carrying Amount	Additions		Disposals	Dep'n	Impair't	Transfers		Adjustment	Carrying Amount	
	New / Upgrade	Renewals				In	Out			
Road infrastructure	82,943	6,891	-	-	(5,672)	-	-	-	-	84,162
Buildings	146,746	-	-	-	(15,853)	-	-	-	-	130,893
Vehicles	96,097	50,681	148,201	(24,497)	(43,608)	-	-	-	-	226,874
Plant and equipment	2,393,508	73,019	540,327	(40,749)	(440,813)	-	-	-	-	2,525,292
Landfill cells	811,986	843,709	-	-	(208,781)	-	18,413	-	-	1,465,327
Leachate pond	93,741	-	-	-	(8,696)	-	-	-	-	85,045
Landfill rehabilitation	143,705	-	-	-	(73,882)	-	-	-	192,270	262,093
Landfill cell capping	753,439	-	-	-	(203,472)	-	-	-	966,476	1,516,443
WIP	18,413	-	-	-	-	-	-	(18,413)	-	-
Right of use assets	129,451	-	-	-	(48,543)	-	-	-	-	80,908
<b>Total IPP&amp;E</b>	<b>4,670,029</b>	<b>974,300</b>	<b>688,528</b>	<b>(65,246)</b>	<b>(1,049,320)</b>	<b>-</b>	<b>18,413</b>	<b>(18,413)</b>	<b>1,158,746</b>	<b>6,377,037</b>
<i>Comparatives</i>	<i>4,373,956</i>	<i>117,326</i>	<i>1,079,713</i>	<i>(132,995)</i>	<i>(810,157)</i>	<i>-</i>	<i>36,500</i>	<i>(36,500)</i>	<i>42,186</i>	<i>4,670,029</i>

*This note continues on the following pages.*

**Coalface South Australia**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 6 (con't) – INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT**

**Valuation of Assets**

**General Valuation Principles**

Certain asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. For infrastructure and other asset classes where no active market exists, fair value is determined to be the current replacement cost of an asset. Where applicable, accumulated depreciation calculated on the basis of such cost reflects the already consumed or expired future economic benefits of the asset.

**Capitalisation thresholds** used by the Authority for a representative range of assets are shown below. No capitalisation threshold is applied to the acquisition of land or interests in land.

Office Furniture & Equipment	1,000
Other Plant & Equipment	1,000
Road construction & reconstruction	10,000

**Estimated Useful Lives:** Useful lives are estimated for each individual asset. In estimating useful lives, regard is had to technical and commercial obsolescence, as well as legal and other limitations on continued use. The range of useful lives for a representative range of assets is shown below, although individual assets may have an estimated total useful life of greater or lesser amount:

Plant, Furniture & Equipment	
Office Equipment	3 to 5 years
Other Plant & Equipment	3 to 20 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

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 7 - LIABILITIES**

	Notes	2024		2023	
		Current	Non-current	Current	Non-current
		\$		\$	
<b>TRADE &amp; OTHER PAYABLES</b>					
Goods and services		1,022,026	-	797,083	-
Payments received in advance		2,331	-	-	-
Accrued expenses - employee entitlements		78,609	-	92,512	-
GST payable		21,895	-	46,840	-
Other		77,304	-	39,518	-
		<u>1,202,165</u>	<u>-</u>	<u>975,952</u>	<u>-</u>
<b>BORROWINGS</b>					
Leases liabilities	17	53,598	36,836	51,170	90,434
		<u>53,598</u>	<u>36,836</u>	<u>51,170</u>	<u>90,434</u>

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

**PROVISIONS**

LSL employee entitlements (including oncosts)		146,500	93,800	165,400	72,400
AL employee entitlements (including oncosts)		155,446	-	104,074	-
Future reinstatement / restoration, etc	1.9.2	-	3,071,008	-	1,883,692
		<u>301,946</u>	<u>3,164,808</u>	<u>269,474</u>	<u>1,956,092</u>

<b>Movements in Provisions - 2024 year only</b>	<i>Future Reinstatement</i>	<i>Cell Capping</i>	<i>Post Closure</i>
Opening balance	1,883,692	1,431,024	452,668
Add Unwinding of present value discounts	28,570	-	28,570
Add (Less) remeasurement adjustments	1,158,746	966,476	192,270
Closing balance	<u>3,071,008</u>	<u>2,397,500</u>	<u>673,508</u>



**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**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	2024 \$	2023 \$
Total cash and equivalent assets	5	<u>1,740,142</u>	<u>1,478,418</u>

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

Net Surplus (Deficit)		449,688	428,099
Non-cash items in Income Statement			
Depreciation, amortisation & impairment		1,049,320	810,157
Net increase (decrease) in unpaid employee benefits		39,969	43,936
Premiums & discounts recognised & unwound		28,570	-
Net (Gain) Loss on Disposals		<u>(80,282)</u>	<u>(16,270)</u>
		1,487,265	1,265,922
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		81,636	402,231
Net (increase) decrease in inventories		(3,767)	(1,401)
Net increase (decrease) in trade & other payables		<u>265,060</u>	<u>32,444</u>
<b>Net Cash provided by (or used in) operations</b>		<u><b>1,830,194</b></u>	<u><b>1,699,196</b></u>

**(c) Non-Cash Financing and Investing Activities**

Estimated future reinstatement etc. costs		<u>1,158,746</u>	<u>42,186</u>
		<u><b>1,158,746</b></u>	<u><b>42,186</b></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 2024**

**Note 9 - FINANCIAL INSTRUMENTS**

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

**Accounting Policies - Recognised Financial Instruments**

**Bank, Deposits at Call, Short Term Deposits**

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

**Terms & conditions:** deposits on call have an average interest rate of 4.65% (2023: 4.3%).

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

**Receivables - Fees and other charges**

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

**Liabilities - Creditors and accruals**

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

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

**Carrying amount:** approximates fair value.

**Liabilities - Interest bearing borrowings**

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

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

**Carrying amount:** approximates fair value.

**Liabilities - Leases**

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

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 9 - FINANCIAL INSTRUMENTS (con't)**

**Liquidity Analysis**

<b>2024</b>	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<b>Financial Assets</b>					
Cash & Equivalents	1,740,142			1,740,142	1,740,142
Receivables	850,340			850,340	850,340
<b>Total</b>	<b>2,590,482</b>	-	-	<b>2,590,482</b>	<b>2,590,482</b>
<b>Financial Liabilities</b>					
Payables	1,199,835			1,199,835	1,123,556
Lease Liabilities	55,949	37,793		93,742	90,434
<b>Total</b>	<b>1,255,784</b>	<b>37,793</b>	-	<b>1,293,577</b>	<b>1,213,990</b>
<b>2023</b>					
	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<b>Financial Assets</b>					
Cash & Equivalents	1,478,418			1,478,418	1,478,418
Receivables	956,920	-	-	956,920	956,920
<b>Total</b>	<b>2,435,338</b>	-	-	<b>2,435,338</b>	<b>2,435,338</b>
<b>Financial Liabilities</b>					
Payables	975,952	-	-	975,952	883,440
Lease Liabilities	54,852	93,742	-	148,594	141,604
<b>Total</b>	<b>1,030,804</b>	<b>93,742</b>	-	<b>1,124,546</b>	<b>1,025,044</b>

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 9 - FINANCIAL INSTRUMENTS (con't)**

**Net Fair Value**

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

Risk Exposures:

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

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of 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 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. 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 - CONTINGENT ASSETS AND CONTINGENT LIABILITIES**

There were no contingencies, assets or liabilities not recognised subsequent to 30 June 2024 that need to be disclosed in the financial statements.

**Note 11 - EVENTS AFTER THE STATEMENT OF FINANCIAL POSITION DATE**

There were no events subsequent to 30 June 2024 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 2024**

**Note 12 - COMMITMENTS FOR EXPENDITURE**

	2024	2023
<b>Notes</b>		
<b>Capital Commitments</b>		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Plant & Equipment	<u>465,945</u>	<u>-</u>
	<b>465,945</b>	<b>-</b>
These expenditures are payable:		
Not later than one year	<u>465,945</u>	<u>-</u>
	<b>465,945</b>	<b>-</b>

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 13 - FINANCIAL INDICATORS**

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. Detailed methods of calculation are set out in the SA Model Statements.

	2024	2023	2022
<b>Operating Surplus Ratio</b>			
<u>Operating Surplus</u>	3.8%	4.6%	4.7%
Total Operating Income			

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

<b>Net Financial Liabilities Ratio</b>			
<u>Net Financial Liabilities</u>	22%	10%	13%
Total Operating Income			

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

<b>Asset Renewal Funding Ratio</b>			
<u>Outlays on Existing Assets</u>	74%	337%	0%
Asset Renewals - IAMP			

*Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets relative to the optimal level planned, and excludes new capital expenditure on the acquisition of additional assets.*

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 14 - UNIFORM PRESENTATION OF FINANCES**

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

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

The arrangements ensure that all local government entities provide a common 'core' of financial information, which enables meaningful comparisons of each local government entity's finances.

	2024	2023
	\$	\$
<b>Income</b>		
<i>User charges</i>	6,726,942	6,157,023
<i>Grants, subsidies and contributions - operating</i>	21,600	15,000
<i>Investment income</i>	62,843	18,014
<i>Other income</i>	3,036,761	2,674,892
	<u>9,848,146</u>	<u>8,864,929</u>
<b>Expenses</b>		
<i>Employee costs</i>	(2,230,086)	(1,814,004)
<i>Materials, contracts and other expenses</i>	(6,162,497)	(5,821,230)
<i>Depreciation, amortisation and impairment</i>	(1,049,320)	(810,157)
<i>Finance costs</i>	(36,837)	(7,709)
	<u>(9,478,740)</u>	<u>(8,453,100)</u>
<b>Operating Surplus / (Deficit)</b>	<b>369,406</b>	<b>411,829</b>
Timing adjustments for grant revenue	-	-
<b>Adjusted Operating Surplus / (Deficit)</b>	<b>369,406</b>	<b>411,829</b>
<b>Net Outlays on Existing Assets</b>		
Capital expenditure on renewal and replacement of existing assets	(688,528)	(1,079,713)
Add back depreciation, amortisation and impairment	1,049,320	810,157
Proceeds from sale of replaced assets	145,528	149,265
	<u>506,320</u>	<u>(120,291)</u>
<b>Net Outlays on New and Upgraded Assets</b>		
Capital expenditure on new and upgraded assets <i>(including investment property &amp; real estate developments)</i>	(974,300)	(117,326)
<b>Adjusted Annual Net Impact to Financing Activities surplus/ (deficit)</b>	<b>(98,574)</b>	<b>174,212</b>

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 15 - LEASES**

***The Authority as a Lessee***

***Right of Use Assets***

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.

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

<b>Right of Use Assets (Carrying Value)</b>	<b>Land</b>
At 1 July 2023	129,451
Depreciation Charge	<u>(48,543)</u>
<b>At 30 June 2024</b>	<b><u>80,908</u></b>

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

	<b>2024</b>
Opening Balance 1 July 2023	141,604
Accretion of Interest	3,682
Payments	<u>(54,852)</u>
<b>Closing Balance 30 June 2024</b>	<b><u>90,434</u></b>
<b>Current</b>	<b>53,598</b>
<b>Non Current</b>	<b>36,836</b>

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

The Authority had total cash outflows for leases of **\$59,437**.

**The following are amounts recognised on profit or loss:**

Depreciation expense right of use assets	48,543
Interest expense on lease liabilities	<u>8,267</u>
<b>Total amount recognised in profit and loss</b>	<b><u>56,810</u></b>



**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 16 – SUPERANNUATION**

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

**Accumulation only Members**

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (11% in 2023-24; 10.5% in 2022-23). No further liability accrues to the Authority as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

**Salarylink (Defined Benefit Fund) Members**

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. The Authority makes employer contributions to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2022-23) 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 2023. 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 Authority's contribution rates at some future time.

**Contributions to Other Superannuation Schemes**

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

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2024**

**Note 17 - RELATED PARTY DISCLOSURES**

**KEY MANAGEMENT PERSONNEL**

The Key Management Personnel of the Authority include the Chair, the Board, Executive Officer and certain prescribed officers under section 112 of the Local Government Act 1999. In all, Key Management Personnel were paid the following total compensation:

	<b>2024</b>	2023
	<b>\$</b>	<b>\$</b>
Salaries, allowances and other short term benefits	<b>588,838</b>	207,518
Long term benefits	<b>47,670</b>	10,857
<b>TOTAL</b>	<b>636,508</b>	218,375

Allowances / benefits incurred in the ordinary course of performing the KMPs role, and amounts paid as direct reimbursement of expenses incurred on behalf of the Authority have not been included above.

The following transactions occurred with related parties:

	<b>2024</b>	<b>Outstanding</b>	2023	Outstanding
	<b>\$,000</b>	<b>30 June 2024</b>	<b>\$,000</b>	<b>30 June 2023</b>
		<b>\$,000</b>		<b>\$,000</b>
Adelaide Hills Council - provision of waste processing & disposal service	<b>1,523</b>	236	<b>1,525</b>	187
Alexandrina Council - provision of waste processing & disposal service	<b>278</b>	25	<b>219</b>	19
Mount Barker District Council - provision of waste processing & disposal service	<b>1,473</b>	116	<b>1,325</b>	119
Rural City of Murray Bridge - provision of waste processing & disposal service	<b>814</b>	68	<b>771</b>	69
<b>TOTAL</b>	<b>4,088</b>	445	<b>3,840</b>	394

**PARTIES RELATED TO KEY MANAGEMENT PERSONNEL**

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 Constituent Council individually has control of the policies.

## **Adelaide Hills Region Waste Management Authority**

### **Certification of Auditor Independence for the year ending 30 June 2024**

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 2024, 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.

Greg Georgopoulos  
**CHIEF EXECUTIVE OFFICER**  
Adelaide Hills Council



Date: 21 August 2024

## **Adelaide Hills Region Waste Management Authority**

### **Certification of Auditor Independence for the year ending 30 June 2024**

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 2024, 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.



Alan Harvey  
**ACTING CHIEF EXECUTIVE OFFICER**  
Alexandrina Council

Date: 6 August 2024

## Adelaide Hills Region Waste Management Authority

### Certification of Auditor Independence for the year ending 30 June 2024

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 2024, 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: 6 August 2024

## **Adelaide Hills Region Waste Management Authority**

### **Certification of Auditor Independence for the year ending 30 June 2024**

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 2024, 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.



Tim Vonderwall  
**Acting CHIEF EXECUTIVE OFFICER**  
Rural City of Murray Bridge

Date: 08 August 2024

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Dean Newbery  
ABN: 48 007 865 081

## Certification of Auditor's Independence

I confirm that, for the audit of the financial statements of the Adelaide Hills Region Waste Management Authority for the year ended 30 June 2024, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011* made under that Act.

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



**SAMANTHA CRETEN**

**Director**

**DEAN NEWBERY**

**2 August 2024**



**Polystyrene Recycling**  
 (Foam must be white, dry, clean, no tape or stickers)

 **AHRWMA**  
Adelaide Hills Regional Waste Management Authority

 **Adelaide Hills Council**



8

# AUDIT AND RISK COMMITTEE **ANNUAL REPORT**





# AUDIT & RISK COMMITTEE ANNUAL REPORT 2023/24



# AUDIT & RISK COMMITTEE ANNUAL REPORT 2023/24



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## 1 THE ROLE OF THE COMMITTEE

Audit and Risk Committees are a key component of local government framework.

Their function is to provide an independent, high level resource to support good governance and strong public financial management. Its purpose is to provide the Board independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting and annual governance processes.

The Audit and Risk Committee operates in accordance with the AHRWMA Audit and Risk Committee Terms of Reference (ToR) and Authority Charter. The ToR details the objectives and role of the Committee.

The Committee's responsibilities include, but are not limited to, the following matters with a view to bringing any relevant issues to the attention of the Board:

- Oversight of the integrity of the Authority's financial reporting and sustainability
- Oversight of governance, risk management and internal control arrangements
- Oversight of the external auditors' performance, objectivity, and independence
- Oversight of the performance of the internal audit function
- Provide independent assurance and advice to the Board on accounting, internal audit, financial management, internal controls, risk management and governance matters
- Provide effective liaison between the External Auditor and the Board

## 2 LETTER FROM THE CHAIR

Dear Board Members,

As the Chair of the Audit and Risk Committee, I am pleased to present our inaugural annual report for the 2023 / 24 financial year. Since the Committee's inception in 2013, it has been committed to providing robust oversight of the Authority's audit and risk management processes, ensuring that the governance framework continues to meet the highest standards.

Over the past year, the Committee has supported the Board by providing input, review, and recommendations for key documents including the Strategic Plan, Annual Business Plan and Budget, Annual Report, budget reviews, financial statements and major policies. We have established a comprehensive work program, undertaken a self-assessment of our effectiveness inclusive of recommended changes to our Terms of Reference, and implemented an internal control framework. We continue to work closely with the Authority's management and external auditors to ensure transparency and accountability in all our activities.

We acknowledge the resignation of one of our valued members, Heather Barclay, earlier this year and extend our appreciation for their contributions to the Committee.

I would like to express my gratitude to my fellow Committee members, Rebecca Wilson and Alex Oulianoff, for their dedication and expertise. Together, we have made significant progress in strengthening the Authority's audit and risk management functions.

Looking ahead, the Committee remains committed to its role in safeguarding the financial integrity and operational excellence of the Authority. We will continue to work diligently to provide the Board with insightful recommendations and thorough reviews of the Authority's financial, risk and audit processes.

Thank you for your continued support, and we look forward to another productive year.

Yours sincerely,  
**Elizabeth Williams**

Independent Chair, Audit and Risk Committee  
Adelaide Hills Region Waste Management Authority

### 3 MEMBERSHIP OF THE COMMITTEE

During 2023-24, the Audit and Risk Committee was comprised of a four member Committee, with two independent members. Earlier in the year Heather Barclay stepped down from the Audit and Risk Committee due to Heather being appointed as CEO of Rural City of Murray Bridge. The Committee is now comprised of two independent member's and one representative from the Board.

The Committee met five times during the year. The external auditor was in attendance at the September 2023 meeting.

The Authority and the Board are satisfied the current members of the Committee are competent and have recent, relevant and extensive experience, as highlighted by the self-assessment process that the Committee has undertaken.

Committee membership is as follows:

#### Audit and Risk Committee Membership

Member	Representative	Meetings Attended	Term	Appointed	Expires
<b>Independent Member, Chairperson</b>	Elizabeth Williams	5/5	2 Years	8 February 2023	8 February 2025
<b>Independent Member</b>	Rebecca Wilson	5/5	2 Years	8 February 2023	8 August 2026
<b>Board Representative</b>	Alex Oulianoff	5/5	3 Years	21 September 2022	21 September 2027
<b>Board Representative</b>	Heather Barclay	2/4	3 Years	21 September 2022	Resigned 24 April 2024

#### 4 COMMITTEE MEMBER OVERVIEW

##### Elizabeth Williams

Elizabeth Williams is an accomplished MBA and CPA-qualified senior executive with over 16 years of invaluable experience in local government. As the Chair of the Audit and Risk Committee, she brings a wealth of knowledge and a deep understanding of various organisational functions.

Her dedication to long-term planning, both financial and non-financial, coupled with her passion for process automation and best practice in customer service, underscores her commitment to excellence. With a strong background as a former AHRWMA Board member, Elizabeth is unwavering in her pursuit of the sustainable growth and continued success of the Adelaide Hills Region Waste Management Authority.



##### Rebecca Wilson

Rebecca is a seasoned leader with expertise in legal, governance, risk, and compliance, having worked across industries like banking, finance, local government, and statutory bodies. After practicing law, she transitioned to governance roles, including Company Secretary for the Seafood Cooperative Research Centre and Chief Risk Officer at the Royal Automobile Association (RAA).



Currently, she is the Registrar for the Veterinary Surgeons Board of South Australia. She is the director of the Boards of St John Ambulance SA, the Mary Potter Hospice Foundation and Green Industries SA, and a member of the Flinders Law School Advisory Board and the Bedford Group Service Governance Committee.

##### Alex Oulianoff

Alex is an experienced and dynamic finance professional with over 17 years of experience in both the public and private sectors. Currently the President of the South Australian Local Government Financial Management Group (SALGFMG) and General Manager of Corporate Services for Mount Barker District Council, he brings a wealth of knowledge and strategic insight.

Holding a bachelor's degrees in Commerce, Laws, and Legal Practice, along with a CPA and GAICD accreditation, Alex has spent the last 13 years in local government, demonstrating how commercial acumen can deliver exceptional public value.



# AUDIT & RISK COMMITTEE

## ANNUAL REPORT 2023/24



### 5 HOW THE COMMITTEE DISCHARGED ITS RESPONSIBILITIES

Key Audit Committee Activities	Sept 2023	Nov 2023	Feb 2024	March 2024	May 2024	June 2024
Financial Reporting	✓					
Budget Reviews		✓	✓		✓	
Considered FY2023 Financial Result Comparison	✓					
Reviewed 2023-24 Budget and Annual Business Plan				✓		
Considered the FY2023 Management Representation Letter	✓					
Policy Review – Credit Card Policy		✓				
Skills Matrix and Self-Assessment						✓
Recommend appointment of External Auditor			✓			
Policy Review – Procurement Policy	✓					
Meet with External Auditors	✓					
Considered progress update on the 2022 Risk Evaluation of the WHS and IM System		✓				
Considered proposed internal control framework implementation and Draft Internal Audit Policy			✓			
Review of the ARC Terms of Reference						✓
FY2024 External Audit Plan				✓		
Policy Review – WHS Policy		✓				
Reviewed General Purpose Financial Reports and Annual Reports for the year ended 30 June 2023	✓					
FY2023 Audit Completion Report	✓					
Policy Review – Entertainment Policy			✓			
Considered FY2023 Equity Interest Report	✓					
Policy Review – Return to Work Policy		✓				
Policy Review - Schedule of Authorities		✓				



## AUDIT & RISK COMMITTEE ANNUAL REPORT 2023/24



### 6 COMMITTEE RESOLUTIONS

Below is a list of resolutions for noting by the Committee or recommendations from the Committee to the Board. All Committee recommendations were adopted by the Board.

Category	Meeting Date	Topic
<b>1.1 Financial Reporting</b>		
	06-09-2023	<b>Draft Financial Statements FY2023 and Annual Report</b> That the Board receives and adopts the General Purpose Financial Reports and Annual Report for the year ended 30 June 2023.
	06-09-2023	<b>FY2023 Audit Completion Report</b> That the Audit and Risk Committee note the Audit Completion Report for the financial year ending 30 June 2023.
	06-09-2023	<b>FY2023 Equity Interest</b> That the Audit and Risk Committee recommend the Board adopt the CCI Schedule FY2023.
	06-09-2023	<b>FY2023 Management Representation Letter Report</b> Report noted.
	06-09-2023	<b>FY2023 Financial Result Comparison</b> That the Audit and Risk Committee recommend the FY2023 Financial Results Comparison be noted by the Board, with administration to make minor amendments in accordance with feedback received at the meeting.
	07-11-2023	<b>FY2024 Budget Review One</b> The Audit Committee recommends that the Board receive and adopt FY2024 budget review one.
	07-11-2023	<b>Significant Transactions</b> Report noted.
	06-02-2024	<b>Appointment External Auditor</b> The Executive Officer to review relevant Local Government Act regulations as it relates to Auditor appointment and circulates a revised report and recommendation out of session.

# AUDIT & RISK COMMITTEE

## ANNUAL REPORT 2023/24



06-02-2024 **Approach to Internal Controls**

The Audit and Risk Committee supports the implementation of an internal control framework.

The Audit and Risk Committee recommends the Board adopt the Internal Audit Policy.

The Audit and Risk Committee engages with the internal audit firm once appointed to develop a risk based internal audit program.

06-02-2024 **FY2024 Budget Review Two**

The Audit and Risk Committee recommends the Board receive and adopt FY2024 budget review two.

06-02-2024 **Significant Transactions**

Report noted.

07-02-2024 **Appointment External Auditor**

The Audit and Risk Committee recommends the Board endorse the Executive Officer to enact the 2-year extension.

19-03-2024 **FY2024 External Audit Plan**

The Audit and Risk Committee accepts the external audit plan for 30 June 2024.

07-05-2024 **Significant Transactions**

Report noted.

07-05-2024 **FY2024 Budget Review Three**

The Audit and Risk Committee recommends the Board receive and adopt FY2024 budget review three.

### 1.2 Budgets

19-03-2024 **Draft FY2025 Annual Business Plan and Budget**

Confidential Item.

### 1.3 Policy Review

06-09-2023 **Procurement Policy Review**

No major issues were noted, however Mount Barker has recently adopted a revised policy and therefore administration will review member Council's policies and LGA templates and circulate to the Audit and Risk Committee out of session prior to presenting to the Board for adoption.

# AUDIT & RISK COMMITTEE

## ANNUAL REPORT 2023/24



07-11-2023 **Credit Card Policy Review**

That the Audit and Risk Committee recommends that the Board receive and adopts Credit Card Policy V2.0 with minor amendments.

07-11-2023 **Board Approved Policies and Documents**

That the Audit and Risk Committee recommends:

1. The Board adopts the WHS & RTW Policy with the Executive Officer able to make minor edits.
2. The Board approve the Executive Officer to update the Schedule of Authorities (AHR-DOC-920) accordingly.
3. The Entertainment Policy be reviewed as a priority in consideration of the SA Ombudsman Employee Recognition Practices.

06-02-2024 **Board Approved Policies and Documents**

The Audit and Risk Committee recommends the Board adopt the revised AHRPOL-H05 Entertainment Policy with amendments and that further consideration be given to the clauses on Fringe Benefit Tax.

**1.4 Risk Management**

07-11-2023 **Update – 2022 Risk Evaluation, WHS and IM System**

That the Audit and Risk Committee recommends the Board receive the progress update on the 2022 Risk Evaluation of the WHS and IM System.

06-02-2024 **Approach to Internal Controls**

The Audit and Risk Committee supports the proposed internal control framework implementation and recommends the Board adopt the Internal Audit Policy.

**1.5 Other**

07-11-2023 **Work Plan**

That an approach to internal control audit be presented at the next Audit and Risk Committee meeting.

07-11-2024 **Draft Strategic Plan**

That the Audit and Risk Committee recommends the Draft Strategic Plan 2023 to 2033 to the Board with minor amendments and formatting.

07-05-2024 **Proposed Changes to the AHRWMA Audit & Risk Committee Terms of Reference**

The Audit and Risk Committee recommends;

1. That Members undertake self-assessment, as per agenda item 5.4, and review the proposed changes to the Audit and Risk Committee Terms of Reference, as provided, by 3 June 2024.
2. That Administration collates the responses received and prepares a draft report and final draft Terms of Reference for Audit and Risk Committee review, out of session, prior to the June Board meeting.
3. Note the upcoming expiry of terms.

---

07-05-2024 **Final Strategic Plan for Council Approval**

The Audit and Risk Committee recommends that;

1. The Board receives and endorses the Final Strategic Plan and this plan be sent to Constituent Councils seeking approval.
2. The Board approves the Executive Officer to make minor amendments to the plan as required.

---

07-05-2024 **Audit and Risk Committee Self-Assessment Review Report**

The Audit and Risk Committee recommends;

1. That Members complete individual responses to the Audit and Risk Committee Self-Assessment Survey in attachment b to this report and provide those responses to the Executive Officer by 3 June 2024.
  2. The Executive Officer presents the results of the assessment to the Audit and Risk Committee.
  3. It annually reviews its own performance in line with the purpose of establishing the Committee, and annually reviews the Terms of Reference to ensure it is operating at maximum effectiveness and recommends any changes it considers necessary to the Board.
-

## 7 AUDIT AND RISK COMMITTEE EVALUATION

The Committee recently conducted a self-assessment of its Terms of Reference and its overall performance. This evaluation was carried out in consultation with all Committee members and considered various factors, including:

- The Committee's work program
- The Committee's ability to fulfill its role and responsibilities
- The Committee's effectiveness
- The working relationship with the senior management team
- The Authority's risk and control environment

The results of the self-assessment were overwhelmingly positive. Out of 42 self-assessment opportunities, 33 were rated as 'strongly agree,' 8 as 'agree,' and 1 received a 'neutral' rating. Several constructive suggestions for improvement were also identified and will be considered, including:

- Strengthening the balance of expertise and experience within the Committee by incorporating more technical waste industry knowledge or private sector skills.
- Increasing interaction with the Board to gain a better understanding of the Authority's strategic direction. The Committee found its inclusion in the strategic planning day to be particularly beneficial.
- Requesting the Board to provide feedback on how the Committee can further enhance its value to the organisation.

Incorporating feedback from the Committee's self-assessment helps to refine its practices and enhance its contribution to the Authority's success.

# AUDIT & RISK COMMITTEE ANNUAL REPORT 2023/24



## 8 AUDIT AND RISK COMMITTEE SKILLS ASSESSMENT

In addition to the self-assessment survey, the Committee also participated in a skills assessment. Members were assessed against the key skills required by the ARHWMA ARC ToR and legislative framework.

### Audit and Risk Committee Skills Matrix

	Required / Desired Committee Skills																		
	Financial - Accounting Knowledge	Financial - Auditing Expertise	Financial - Risk Management	Financial - Strategic Financial	Financial - Financial - Planning	Legal - Qualifications	Legal - Contract review	Legal - Policy Development	Legal - Regulatory Knowledge	Governance - Ethical Oversight	Governance - Regulatory Compliance	Governance - Risk Governance	Commercial - Waste and Recycling	Commercial - S/holder Engagement	Commercial - Marketing	Commercial - Regulatory Awareness	Commercial - Innovation and Tech	Strategic Planning	Local Government Expertise
Member 1	✓✓✓	✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓✓	✓✓	✓✓	✓✓	✓✓✓	✓✓✓
Member 2	✓✓✓	✓✓	✓✓✓	✓✓✓	✓✓✓		✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓✓	✓	✓✓	✓✓	✓✓✓	✓✓✓
Member 3	✓	✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓	✓	✓✓✓	✓	✓✓✓	✓✓

# AUDIT & RISK COMMITTEE ANNUAL REPORT 2023/24



## 9 PLANS FOR FY2025

The Audit and Risk Committee's work plan for the 2024/25 fiscal year has been developed to align with the Authority's strategic objectives and to ensure robust oversight of the Authority's functions as per the Committees ToR.

### Audit and Risk Committee Work Plan FY2025



Audit and Risk Committee Work Plan 2025		November	February	March	May	September
ARC meeting dates		12/11/2024	11/02/2025	11/03/2025	13/05/2025	9/09/2025
Recommendations to Board Meeting Dates		28/11/2024	20/02/2025	20/03/2025	22/05/2025	18/09/2025
<b>1</b>	<b>Financial Reporting</b>					
1.1	Review statutory financial statements					
1.2	Comparison of actual to budget for year ending 30 June 2023					
1.3	Review quarterly financial position (budget review)					
<b>2</b>	<b>Risk Management</b>					
2.1	Work Health and Safety Update					
2.2	Risk Register					
<b>3</b>	<b>External Audit</b>					
3.1	Consider and make recommendations re appointment of external auditor					
3.2	Review and make recommendation on external audit plan					
3.3	Meeting with external auditor and review findings					
3.4	Review external audit management report and management's response					
<b>4</b>	<b>Governance</b>					
4.1	Review Draft Annual Business Plan					
4.2	Review Asset Management Plan					
4.3	Review Long Term Financial Plan					
4.4	Review of other policies and documents endorsed by Board					
4.5	ARC self-assessment and review					
<b>5</b>	<b>Internal Audit</b>					
5.1	Internal audit work plan					
5.2	Review Internal audit report					
5.3	Independent self-assessment for fixed assets and project costings					





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# AHRWMA

Adelaide Hills Region Waste Management Authority

*"Sustainable Waste Management Through Shared Services"*

## **Rob Gregory appointed as Chief Executive Officer of the Adelaide Hills Region Waste Management Authority**

**27 September 2024**

The Adelaide Hills Region Waste Management Authority (AHRWMA) is delighted to announce the appointment of Rob Gregory as its new Chief Executive Officer.

Rob has more than twenty years' experience in the waste management sector, and joins us from East Waste, where he played a pivotal role in advancing sustainable waste practices across multiple councils.

Rob is a well-regarded figure in the waste management industry due in no small part to his commitment to environmental sustainability and community-focused solutions. His passion for the sector aligns with AHRWMA's mission to deliver best practice waste and resource management practices with the community at the heart of everything we do.

Rob's proven leadership talents, wealth of knowledge and progressive approach will be invaluable as we continue to work closely with our Member Councils to provide cost effective and innovative waste and resource management services.

AHRWMA has an ambitious agenda to be leaders in the transition toward a more sustainable, circular economy. Rob's appointment will ensure AHRWMA continues at the forefront of waste and resource management practices in South Australia.

Further information:

Adrian Skull

Chair – AHRWMA Board

Email: [adrian.skull@elbrook.com.au](mailto:adrian.skull@elbrook.com.au)

Greg Georgopoulos  
Chief Executive Officer  
Adelaide Hills Council  
63 Mount Barker Road  
Stirling SA 5152

26 September 2024

Dear Greg,

**RE: AHRWMA Regional Education Plan 2024-29**

I am pleased to present the Regional Education Plan 2024-29 on behalf of the Board of the Adelaide Hills Region Waste Management Authority (AHRWMA). This five-year plan sets out your Authority's approach to enhancing waste education and raising awareness across our Constituent Councils, ensuring that the community is informed of the role they can play in protecting our environment for tomorrow.

The Regional Education Plan 2024-29 has been developed through consultation with stakeholders including your Council representatives. This collaborative process has helped us to shape a plan that supports our shared vision for educating and engaging our communities on best practices in waste reduction, resource recovery, and environmental stewardship.

We appreciate your Council's feedback, and we are now confident that enacting the plan together will enable the building of awareness and participation in impactful waste management initiatives throughout the region.

The plan sets out ambitious goals, aiming to not only inform but also inspire behaviour change on a regional scale. Our intention is to lead the way in building a culture of sustainability, where both councils and the public work together towards waste reduction targets.

Now that the AHRWMA Board has formally adopted the plan, we are providing it to our Constituent Councils and look forward to working together to implement the outlined initiatives.

Please do not hesitate to reach out to me or the AHRWMA Acting Executive Officer, Sarah O'Flaherty, if you have any questions or need further information.

Thank you for your continued partnership.

Yours sincerely,



Adrian Skull  
Chair, AHRWMA Board

# REGIONAL EDUCATION PLAN 2024-2029





# Polystyrene Recycling

(Foam must be white, dry, clean, no tape or stick)



AC	Alexandrina Council
AHC	Adelaide Hills Council
AHRWMA	Adelaide Hills Region Waste Management Authority
BRRC	Brinkley Resource Recovery Centre
e-Waste	Electronic Waste
FOGO	Food Organics and Garden Organics
GISA	Green Industries South Australia
MBDC	Mount Barker District Council
MR	Mixed Recycling
MRF	Material Recovery Facility
RCMB	Rural City of Murray Bridge

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# 1

## OVERVIEW

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

It works with its Constituent Councils to facilitate waste management and recycling. We aim to lead the way in waste recovery, being known as a regional subsidiary and a group of councils that are succeeding in reducing waste to landfill. We see community education as a factor in our success.

This Regional Education Plan aims to deliver impactful education programs across the region. It is guided by the South Australian government's priorities to build a Circular Economy and as such, focuses on strengthening the knowledge, attitudes, and behaviours of the community to maximise the rate of resource recovery and decrease the number of tonnes of waste deposited in the landfill at Brinkley. It complements the Authority's Strategic Plan (2024-34) which has a Goal of an Empowered Community.





## 2

# CONSTITUENT COUNCIL PLANS

The Strategic and Waste Plans of each Constituent Council have been considered in the creation of this plan. AHRWMA's activities aim to align with and support existing and planned Constituent Council endeavours to educate residents, businesses, and visitors.

The Authority values collaboration and communication with and between Constituent Councils and supports collaboration in community education across the region.



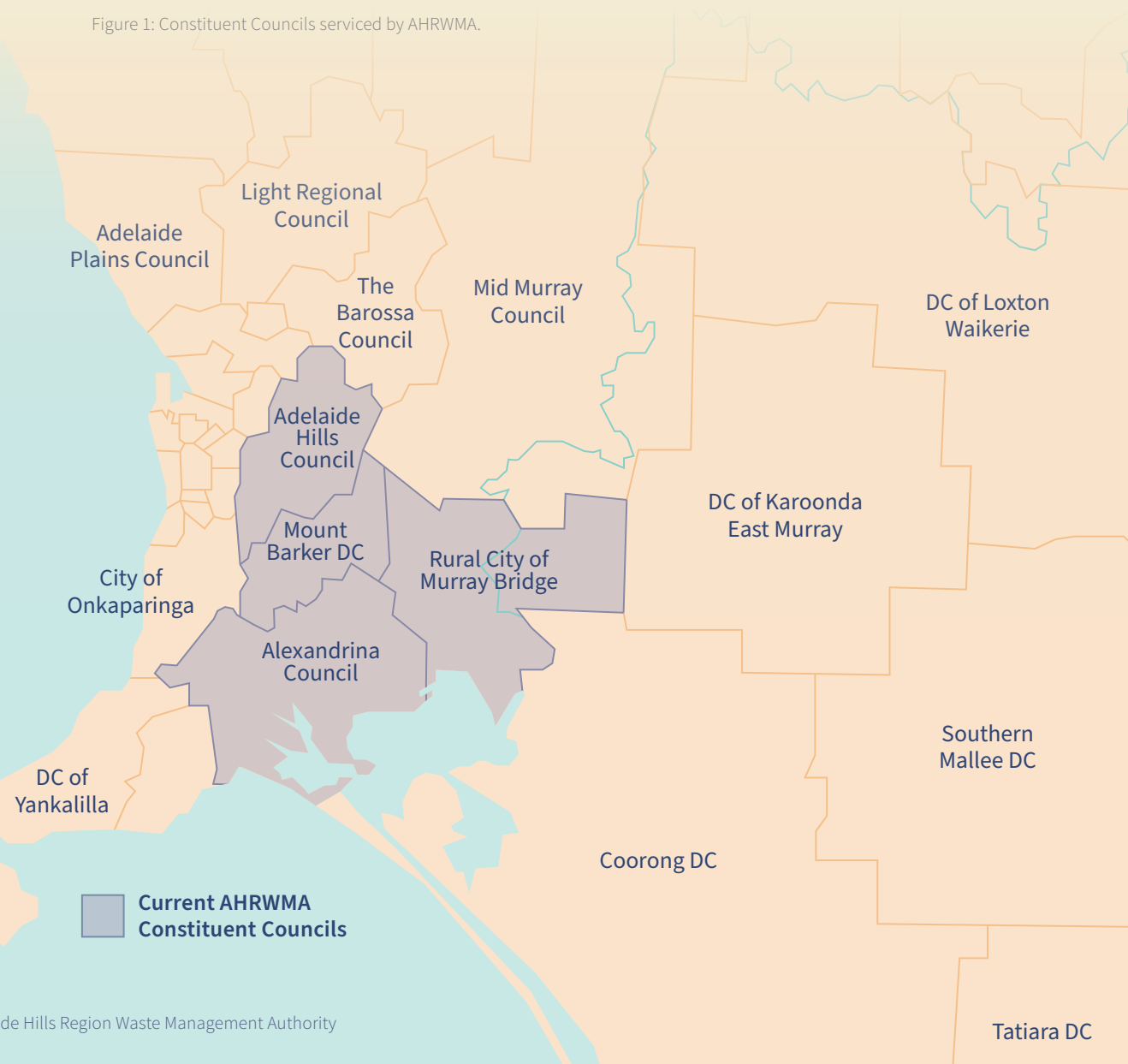
### 3

## REGIONAL CHARACTERISTICS

Understanding the geographical characteristics of the Council areas assists in understanding the most effective means of communicating with and engaging residents.

The Council areas serviced by the Authority range from urban, to peri-urban and rural. It includes the towns of Murray Bridge, Goolwa, Strathalbyn, Stirling and Mount Barker (and their surrounding areas) as well a significant proportion of area utilised for rural activities such as food production (vegetable, fruit, dairy, cattle, sheep), viticulture and manufacturing.

Figure 1: Constituent Councils serviced by AHRWMA.





## OUR PEOPLE

The populations of the Constituent Councils are diverse in terms of urban vs rural localities and by socioeconomic status. Table 1 highlights the contrasting socioeconomic status across the region. It should also be noted that 8.1% of people in RCMB have reported that they speak a language other than English at home. The languages most spoken are Tagalog (Filipino) (1.8%), Mandarin (1.1%), Italian (0.5%), Australian Indigenous Languages (0.5%), Vietnamese (0.5%) in addition to Punjabi, Turkish, Dinka (Southern Sudanese), Arabic and Afrikaans. In terms of communication with the community, this should be considered to ensure information can be accessed by people for whom English is a second language.

## ACKNOWLEDGEMENT OF COUNTRY

The Authority works across the lands of the Ngarrindjeri, Peramangk and Kaurna people. The role of waste management and resource recovery in caring for these countries should be considered and emphasised in communications.

Table 1: Data relating to the Member Council regions serviced by the Authority

	RCMB	AHC	AC	MBDC	Why is this useful to know?
<b>School aged (%)</b>	17.5	20	15.5	19.3	This indicates what proportion of the population can be accessed via schools.
<b>Aged 20 to 65 (%)</b>	55.4	55.6	48.4	57	This indicates the proportion of the population that are likely to be utilising services operated by the Authority, such as the Resource Recovery Centres.
<b>Population density (person/km<sup>2</sup>)</b>	12.3	52.2	16.3	69	This indicates how rural the population is and influences the type of waste/resource management information that they could be seeking.
<b>Language other than English at home (%)</b>	8.1	5.5	2.7	5.1	This indicates the need to provide information in languages other than English.
<b>Socioeconomic index (decile)</b>	2	10	8	9	This indicates the income available to residents to spend on waste/resource management.
<b>No. of businesses</b>	1,399	4,243	2,245	3,168	This indicates the need to target information specific to businesses to residents.
<b>No. of visitors/annum</b>	327,000	1.15M	854,000	950,000	This indicates the need to communicate information to non-residents.



## OUR SERVICES

Table 2 outlines the waste and resource management services offered across the region. The majority of residents across our Constituent Councils have access to the systems and resources required to correctly sort waste streams. Food Organics Garden Organics (FOGO) collection is not currently offered to residents living in rural areas. The Alexandrina Council does not offer a hard waste collection service, however the Fleurieu Regional Waste Authority operates Resource Recovery Centres which accept a broad range of materials.

Table 2: Waste and recycling services provided by Member Councils

Council	Waste to LF (140L)	Recycling to MRF (240L)	FOGO to Composting Facility (240L)	Kitchen caddy for FOGO	Hard waste collection	Waste Transfer Station	Free Greens Days
<b>RCMB</b>	Weekly	Fortnightly	Fortnightly (township only)	Available via Council	Yes - Free (or free pass to BRRC)	Yes	8 days per year
<b>MBDC</b>	Weekly	Fortnightly	Fortnightly (township only)	Available via Council	Yes - Paid (via Orana)	Yes	8 days per year
<b>AC</b>	Fortnightly	Fortnightly Weekly in Dec/Jan	Fortnightly (township only) Weekly in Dec/Jan	Yes	No	Yes	No
<b>AHC (NB Trialling FOGO weekly)</b>	Weekly	Fortnightly	Fortnightly (townships only)	Available via Council	Yes - Resident contribution service	Yes	Approx 26 days per year



# 4

## THE STATE OF WASTE AND RESOURCE MANAGEMENT IN SOUTH AUSTRALIA

Understanding how the community engage with waste management and resource recovery services allows us to implement strategies to improve use.

South Australia's aim is to achieve a kerbside resource recovery rate of 70% across Metropolitan council regions by 2025. The average kerbside resource recovery rate in South Australia is currently 54%. Research conducted by Green Industries SA indicates that the highest kerbside resource recovery rates are achieved in councils that provide the three-bin system plus a kitchen caddy.



## MARKET RESEARCH

Green Industries SA 'Which Bin' Market Research Report indicates that South Australians have a positive attitude to recycling and feel a moral obligation to do so. However, 80% of South Australians will make a conservative choice to send an item to landfill if unsure if it should be recycled or how to recycle it. This indicates that guiding people to the 'Which Bin' website is important and may be effective.

Bin Audits conducted in South Australia in 2021 found (yellow) recycling bins were most often contaminated with:

- Plastics
- Polystyrene
- Fabric
- Dirty containers (i.e. not sufficiently rinsed)

Residual waste (red or blue) bins:

- 70% were contaminated with recyclable items
- 33% were contaminated with paper
- 21% were contaminated with food scraps
- 13% were contaminated with garden waste

Additionally, only a quarter of FOGO (green) bins were found not to contain any food items.

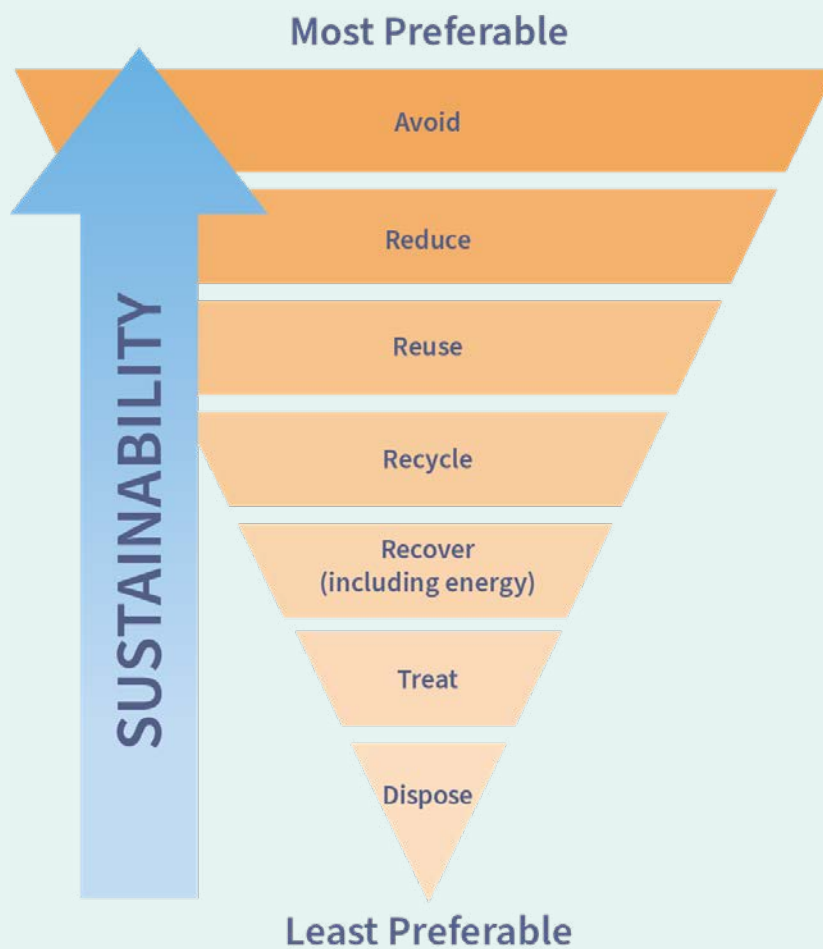
Across the waste management industry, there is a notable concern regarding the improper disposal of batteries into kerbside bins.



# 5

## GUIDING PRINCIPLES

### THE WASTE MANAGEMENT HIERARCHY



Community Education can support the behaviours on the hierarchy by:

- Avoid and Reduce - Encouraging use of libraries and toy libraries
- Reuse - Encouraging use of Re-Use centres, Salvage stores, and Repair centres
- Recycle, Recover - Encouraging use of Resource Recovery Centres
- Treat/Dispose - Promoting the 'Which Bin' resources and Resource Recovery Centres



## TRANSITION TO A CIRCULAR ECONOMY



Community Education can support the Circular Economy by:

- Informing residents on using the FOGO and Mixed Recycling (MR) bins correctly (e.g., food scraps into FOGO and glass into MR bin)
- Informing residents on items that can be brought to Resource Recovery Centres for recycling (e.g., batteries, eWaste, cardboard)
- Encouraging use of Repair Centres, Libraries and Toy Libraries



# 6

## AIM, OBJECTIVES, OUTCOMES AND AUDIENCE

### AIM

Our communities will be empowered to keep resources as high as possible on the waste hierarchy and reduce the volume of material that is sent to landfill.



### OBJECTIVES

- 1 Increase the proportion of recoverable materials taken to Resource Recovery Centres, reducing the amount disposed of in general waste.
- 2 Enhanced community understanding and adherence to proper kerbside bin usage.
- 3 Increased community engagement in resource recovery activities.

## OUTCOMES

- 1 Residents will know the locations and services provided by Resource Recovery Centres.
- 2 Residents will use their kerbside bins correctly.
- 3 Residents will adopt practices that minimise waste generation and enhance reuse.

## TARGET AUDIENCES

- 1 Residents of Constituent Councils
- 2 Students and education providers
- 3 Businesses located in the region and those operating within it.
- 4 Tourists (approximately 1M per year/ council area)

## STAKEHOLDERS AND DELIVERY PARTNERS

- 1 Constituent Councils
- 2 KESAB
- 3 State government
- 4 Collection Partners
- 5 Community Groups
- 6 Industry bodies
- 7 Community



## 7

## ACTIONS

Table 3: Education actions

ACTION	OUTCOMES			ASSIGNED TO	TARGET AUDIENCE	SUCCESS MEASURE	COST	FREQUENCY	FUNDING SOURCE
	Avoid Waste Production	Recover Effectively	Dispose Correctly						
Social media posts	✓	✓	✓	AHRWMA Circular Economy Officer Constituent Council Comms Teams	Residents of Constituent Councils	Number of likes and shares	Nil	Weekly and as required	NA
Targeted social media advertising	✓	✓	✓	AHRWMA Circular Economy Officer	Residents within radius of associated location	Number of likes and shares	Approx. \$40 per campaign	Quarterly and as required: Spring - Shed Hunt (Paint and chemical disposal) Summer (Christmas) - Polystyrene recycling and Christmas clutter Autumn - eWaste and batteries Winter - Pruning (Organics)	AHRWMA Education
Postcards		✓	✓	AHRWMA Circular Economy Officer	Customers at Resource Recovery Centres		Approx. \$200	Summer (Christmas) - Polystyrene recycling and Christmas clutter	AHRWMA Education
Bus Tours of Brinkley site	✓	✓	✓	AHRWMA Circular Economy Officer and Operations Supervisor KESAB	Residents of Constituent Councils Teachers and students of Stage 1 and 2 Chemistry University students in courses relating to Env. Science	Feedback from participants	Approx. \$3,000 per council per annum	One scheduled KESAB tour per year plus as requested	AHRWMA Education
Community presentations, workshops and events	✓	✓	✓	AHRWMA Circular Economy Officer	Residents of Constituent Councils Teachers and students of Stage 1 and 2 Chemistry University students in courses relating to Env. Science	Feedback from participants		As requested	

ACTION	OUTCOMES			ASSIGNED TO	TARGET AUDIENCE	SUCCESS MEASURE	COST	FREQUENCY	FUNDING SOURCE
	Avoid Waste Production	Recover Effectively	Dispose Correctly						
Library Displays	✓	✓	✓	AHRWMA Circular Economy Officer	Residents of Constituent Councils	Feedback from library staff	Approx. \$300	Annually in November for National Recycling Week	AHRWMA Education
Movie Night	✓			AHRWMA Circular Economy Officer	Residents of Constituent Councils	Feedback from participants	Approx. \$300	Annually in July for Plastic Free July	AHRWMA Education
Newspaper and magazine advertisements		✓		AHRWMA Circular Economy Officer	Residents of Constituent Councils		Approx. \$400	Annually in November for National Recycling Week	AHRWMA Education
Teacher professional learning		✓	✓	AHRWMA Circular Economy Officer	Education providers in Council LGAs	Feedback from participants	As needed	As requested	AHRWMA Education
AHRWMA Website	✓	✓	✓	AHRWMA Circular Economy Officer	AHRWMA customers	Feedback or emails from viewers	As needed		AHRWMA
Signage at Resource Recovery Centres		✓	✓	AHRWMA Circular Economy Officer	Customers at Resource Recovery Centres	Feedback or emails from viewers	As needed		AHRWMA
AHRWMA Newsletter		✓	✓	AHRWMA Circular Economy Officer	Colleagues at Constituent Councils, customer councils and collection partners	Feedback from readers	Nil	Quarterly	NA
AHRWMA Knowledge Sharing Forums	✓	✓	✓	AHRWMA Circular Economy Officer	Colleagues at Constituent Councils	Feedback from participants	Approx. \$100	Quarterly	AHRWMA Education
Annual Business Award	✓	✓	✓	AHRWMA Circular Economy Officer	Residents of Constituent Councils		Trophy \$100 Newspaper advertisement \$200	Annually	AHRWMA Education
Annual Community Award	✓	✓	✓	AHRWMA Circular Economy Officer	Residents of Constituent Councils		Trophy \$100 Newspaper advertisement \$200	Annually	AHRWMA Education



## 8

## REFERENCES

**Adelaide Hills Council Strategic Plan:**

[www.ahc.sa.gov.au/assets/downloads/council/Plans/Strategic-Plan/Strategic-Plan-2020-24.pdf](http://www.ahc.sa.gov.au/assets/downloads/council/Plans/Strategic-Plan/Strategic-Plan-2020-24.pdf)

**Adelaide Hills Council Resource Recovery and Recycling Strategy:**

[www.ahc.sa.gov.au/assets/downloads/council/Strategy/Resource-Recovery-and-Recycling-2019.pdf](http://www.ahc.sa.gov.au/assets/downloads/council/Strategy/Resource-Recovery-and-Recycling-2019.pdf)

**AHWRMA Strategic Plan 2024 – 2034****Alexandrina Council A2040:**

[www.alexandrina.sa.gov.au/\\_\\_data/assets/pdf\\_file/0040/848767/A2040-FourYearPlan.pdf](http://www.alexandrina.sa.gov.au/__data/assets/pdf_file/0040/848767/A2040-FourYearPlan.pdf)

**Alexandrina Council Draft Environment Action Plan****Alexandrina Council Draft Climate Emergency Plan****FRWA Strategic Plan:**

[fleurieregionalwasteauthority.com.au/wp-content/uploads/2021/09/FRWA-Strategic-Plan-2020-2030.pdf](http://fleurieregionalwasteauthority.com.au/wp-content/uploads/2021/09/FRWA-Strategic-Plan-2020-2030.pdf)

**Green Industries SA ‘Which Bin’ Market Research Report:**

[www.greenindustries.sa.gov.au/documents/Which%20Bin%20Market%20Research%20Report.pdf?downloadable=1](http://www.greenindustries.sa.gov.au/documents/Which%20Bin%20Market%20Research%20Report.pdf?downloadable=1)

**Mount Barker District Council Strategic Plan:**

[www.mountbarker.sa.gov.au/\\_\\_data/assets/pdf\\_file/0015/116421/Mount-Barker-2035-District-Strategic-Plan-Final.pdf](http://www.mountbarker.sa.gov.au/__data/assets/pdf_file/0015/116421/Mount-Barker-2035-District-Strategic-Plan-Final.pdf)

**Mount Barker District Council Waste Management Strategy:**

[www.mountbarker.sa.gov.au/council/Plans-and-Strategies/wasteplan](http://www.mountbarker.sa.gov.au/council/Plans-and-Strategies/wasteplan)

**Mount Barker District Council Waste to Resources Management Plan:**

[www.mountbarker.sa.gov.au/\\_\\_data/assets/pdf\\_file/0016/117214/MBDCWasteManagementPlan2018-2025.pdf](http://www.mountbarker.sa.gov.au/__data/assets/pdf_file/0016/117214/MBDCWasteManagementPlan2018-2025.pdf)

**National Waste Policy and Action Plan:**

[www.dcceew.gov.au/environment/protection/waste/publications/national-waste-policy-action-plan](http://www.dcceew.gov.au/environment/protection/waste/publications/national-waste-policy-action-plan)

**Rural City of Murray Bridge Strategic Plan:**

[www.murraybridge.sa.gov.au/\\_\\_data/assets/pdf\\_file/0030/770862/Strategic-Plan-2020\\_24-Website.pdf](http://www.murraybridge.sa.gov.au/__data/assets/pdf_file/0030/770862/Strategic-Plan-2020_24-Website.pdf)

**SA Waste Strategy 2020 -2025:**

[www.greenindustries.sa.gov.au/resources/sa-waste-strategy-2020-2025](http://www.greenindustries.sa.gov.au/resources/sa-waste-strategy-2020-2025)

**United Nations Sustainable Development Goals:**

[sdgs.un.org/goals](http://sdgs.un.org/goals)

**Population data of Constituent Councils:**

[dbr.abs.gov.au/](http://dbr.abs.gov.au/)

**Languages spoken in RCMB:**

[profile.id.com.au/murray-bridge/language](http://profile.id.com.au/murray-bridge/language)

**Data relating to visitor numbers to Constituent Council LGAs:**

- [www.alexandrina.sa.gov.au/\\_\\_data/assets/pdf\\_file/0023/193253/Tourism-and-Visitor-Strategy-2017-2022\\_low-res\\_FINAL.pdf](http://www.alexandrina.sa.gov.au/__data/assets/pdf_file/0023/193253/Tourism-and-Visitor-Strategy-2017-2022_low-res_FINAL.pdf)
- [www.ahc.sa.gov.au/assets/downloads/council/Reports/Annual-Reports/Annual-Report-2020-21-Final.pdf](http://www.ahc.sa.gov.au/assets/downloads/council/Reports/Annual-Reports/Annual-Report-2020-21-Final.pdf)
- [cdn.environment.sa.gov.au/parks/docs/national-parks-visitation-snapshot-murray-lower-lakes.pdf](http://cdn.environment.sa.gov.au/parks/docs/national-parks-visitation-snapshot-murray-lower-lakes.pdf)
- [connectmountbarker.com.au/discover/key-statistics/](http://connectmountbarker.com.au/discover/key-statistics/)

**Data relating to recovery rates in SA:**

[www.greenindustries.sa.gov.au/documents/GISA-Metro-AdelaideKerbsideReport-2021-22.pdf](http://www.greenindustries.sa.gov.au/documents/GISA-Metro-AdelaideKerbsideReport-2021-22.pdf)

**Waste Hierarchy diagram:**

[www.epa.sa.gov.au/environmental\\_info/waste\\_recycling](http://www.epa.sa.gov.au/environmental_info/waste_recycling)

**Circular Economy diagram:**

[www.greenindustries.sa.gov.au/driving-the-circular-economy](http://www.greenindustries.sa.gov.au/driving-the-circular-economy)





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**AHRWMA**

ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY



Southern and Hills  
Local Government  
Association  
**Annual Report  
2023/24**





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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 131,000 people as of 30<sup>th</sup> June 2022.
- ☑ 5,539 kilometres of local roads
- ☑ Area consists of 8,656 square kilometres.
- ☑ An ocean coastline of 652 Km.
- ☑ The River Murray and lakes form the southeast boundary of the region.
- ☑ The region has extreme diversity from the foothill suburbs of Adelaide to the isolation of the inaccessible west coast of Flinders Chase National Park.
- ☑ Significant areas within the region are under primary production include highly productive farm, horticulture, viticulture, forestry, fishing and intensive animal keeping enterprises and in the more undulating parts sheep farming, cereal growing and dairying.
- ☑ The region contributed nearly \$6 billion in gross value to the State economy
- ☑ Much of the area has, (by South Australian standards) a high rainfall.
- ☑ A large part of the area is within the 30 Year Plan for Greater Adelaide.
- ☑ Significant growth pockets both in population and development, placing demands on infrastructure and the natural environment.
- ☑ Projected change in the population to 2026 by approximately 25%.
- ☑ Within the region, Victor Harbor and Goolwa are key retirement destinations.
- ☑ Within the region, The Adelaide Hills, The Fleurieu and Kangaroo Island are all major tourism destinations.
- ☑ Kangaroo Island is a major component of the Australian and SA tourism plan with tourist numbers targeted to double over the next decade.

## President's Report

It has been my pleasure to serve as S&HLGA president during 2023-2024.

We have had a productive year, and S&HLGA has continued to consolidate the positive work of our key regional programs concerned with Transport, Public Health and Community Wellbeing and Climate Change in our region. These issues are common across our region and impact on all of our council areas. The programs, advocacy and initiatives developed because of the S&HLGA have undertaken are all designed to drive and improve the wellbeing of our communities and are underpinned by Committees drawn from our capable and dedicated staff and practitioners.

One of our key project achievements for 2023 - 2024 has been the "Renewing the Resilient Hills and Coasts Regional Climate Plan". This was funded by SAFECOM via Commonwealth Disaster Risk Reduction and the project focus on where the regional partnership can make the most impact in reducing climate related risks that are impacting our region.

Another major project from the last year is the boards strategic examination of our governance and administrative structure. Following a strategic workshop on Kangaroo Island in February, the Jeff Tate report of S&HLGA highlighted a number of administrative options for the Board to consider. With the contract of the current Executive Officers Contract due to end the Board has been focused on how we can better meet our administrative and governance needs moving forward. As we move into the next year, we will continue re-shape S&HLGA to better meet our common needs, prioritising strategic advocacy issues and implementing priorities that better reflect the strategic needs of the participant councils in our region.

As a board, S&HLGA have continued to build and strengthen relationships with our regional stakeholder and partners including RDA Adelaide Hills, Fleurieu and Kangaroo Island, The Local Government Association, Adelaide and Hills and Fleurieu Landscape Board, PIRSA, South Australia Coastal Councils Association and SAPOL. I would like to thank all the representatives from these organisations who attend our meetings, providing updates to us, and assisting the Board. Their input is appreciated.

In closing, I acknowledge and thank each of the member councils for their support during the year. I would like to thank our member Mayors and CEOs for your ongoing contribution to the board, and for your personal support over the time I have been President. I would also like to thank the other members of the Boards Advisory Committee for the additional work you put into developing board policy, and other related tasks that you have undertaken. Finally, I would like to thank our outgoing Executive Officer Graeme Martin for his leadership and contribution to the board.

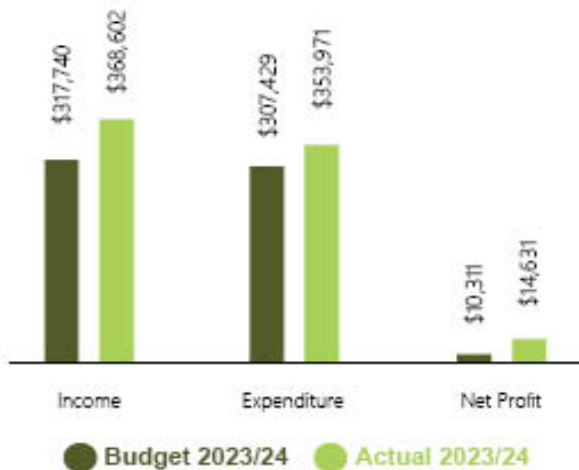
**Mayor Moira Jenkins  
President**



# 2023/24 Dashboard

## Financial Performance:

### 2023/24 Budget vs Actual



## 2023/24 Key Project:



### Renewing the Resilient Hills and Coasts Regional Climate Adaptation Plan

S&HLGA successfully secured \$118,000 grant funding, in addition to \$99,000 in-kind support to renew the decade old Resilient Hills and Coasts Climate Adaptation Plan.

The new plan will focus on where the regional partnership can make the most impact in reducing climate risk. Part of the funding is aimed at renewing the Regional Sector Agreement with all key stakeholders.

## Key Program Achievements:



### Transport

- \$2.35 million funding for roads through the Special Local Roads Program
- Updated regionally significant critical roads database
- Co-developed and co-hosted the Regional Heavy Forum with District Council of Yankalilla and HDS Aust Pty Ltd)



### Public Health

- Implemented and tracked the new Southern and Hills LGA 2022-2027 Regional Public Health and Wellbeing Plan
- Continued collecting data and evidence for Community Wellbeing indicators



### Climate Change Adaptation

- Continued implementing and monitoring the Resilient Hills and Coasts 2020-2025 Regional Action Plan
- Undertook brand refresh and developed new website for Resilient Hills and Coasts Climate Committee
- Secured funding for new Regional Climate Adaptation Plan
- Developed and published Stage 1- Backcast Report to support the new Regional Climate Adaptation Plan

# ORGANISATION

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

# The Southern and Hills Local Government Association Board

July 2023

Council	Elected Member Representative	Council Staff Representative
Adelaide Hills	Mayor Jan – Claire Wisdom	A/CEO David Waters CEO Greg Georgopoulos (from Aug 2023)
Alexandrina Council	Mayor Keith Parkes	CEO Nigel Morris
Kangaroo Island Council	Mayor Michael Pengilly	CEO Greg Georgopoulos CEO Daryl Buckingham (from Oct 2023)
Mt Barker District Council	Mayor David Leach	CEO Andrew Stuart
City of Victor Harbor	Mayor Moira Jenkins	CEO Victoria MacKirdy
District Council of Yankalilla	Mayor Darryl Houston	CEO Nathan Cunningham

Council	Proxy Representative	Role
Adelaide Hills	Cr Kirsty Parkin Natalie Armstrong	Councillor
Alexandrina Council		
Kangaroo Island Council		Deputy Mayor
Mt Barker District Council		Councillor
City of Victor Harbor	Cr David Kemp	Deputy Mayor
District Council of Yankalilla		Deputy Mayor

## Office Bearers 2023 – 2024

<b>President</b>	Mayor Moira Jenkins, City of Victor Harbor
<b>Deputy President</b>	Mayor Jan-Claire Wisdom, Adelaide Hills Council
<b>Executive Officer</b>	Mr Graeme Martin

<b>Auditor</b>	Ms Itisha Anand, Luke Bollmeyer – Accru+ Harris Orchard
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Elected under the provisions of the Constitution of the Local Government Association:

<b>Delegates to LGA Board</b>	Mayor Moira Jenkins
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<b>Delegates to SAROC</b>	Mayor Darryl Houston	District Council of Yankalilla
	Mayor Moira Jenkins	City of Victor Harbor

**Southern & Hills Local Government Association  
Past Presidents and Secretaries / Executive Officers**

<b>Years</b>	<b>President</b>	<b>Council</b>	<b>Secretary / EO</b>
2023-2024	Mayor Moira Jenkins	City of Victor Harbor	Graeme Martin
2022 - 2023	Mayor Moira Jenkins <sup>H</sup>	City of Victor Harbor	Graeme Martin
2021 - 2022	Mayor Keith Parkes	Alexandrina Council	Graeme Martin
2020 - 2021	Mayor Keith Parkes	Alexandrina Council	Graeme Martin
2019 – 2020	Mayor Keith Parkes	Alexandrina Council	Graeme Martin
2018 - 2019	Mayor Keith Parkes	Alexandrina Council	Graeme Martin
2017 – 2018	Mayor Keith Parkes <sup>g</sup>	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 <sup>f</sup> 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 <sup>d</sup> Graeme Martin <sup>e</sup>
2010 - 2011	Mayor Ann Ferguson <sup>c</sup> Mayor Brian Hurn OAM	DC Mount Barker The Barossa Council	Fred Pedler <sup>b</sup>
2009 - 2010	Mayor Brian Hurn OAM	The Barossa Council	Fred Pedler <sup>b</sup>
2008 - 2009	Mayor Brian Hurn OAM	The Barossa Council	Fred Pedler <sup>b</sup>
2007 - 2008	Mayor Brian Hurn OAM	The Barossa Council	Fred Pedler <sup>b</sup>
2006 - 2007	Mayor Brian Hurn OAM	The Barossa Council	Fred Pedler <sup>b</sup>
2005 - 2006	Mayor Brian Hurn OAM	The Barossa Council	Fred Pedler <sup>b</sup>
2004 - 2005	Mayor Kym McHugh	Alexandrina Council	Fred Pedler <sup>b</sup>
2003 - 2004	Mayor Kym McHugh	Alexandrina Council	Fred Pedler <sup>b</sup>
2002 - 2003	Mayor John Crompton <sup>a</sup>	City of Victor Harbor	Fred Pedler <sup>b</sup>
2001 - 2002	Mayor John Crompton	City of Victor Harbor	Fred Pedler <sup>b</sup>
1999 - 2000	Mayor Bernie Eglinton APM	DC Mt Barker	Fred Pedler <sup>b</sup>
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 <sup>th</sup> July 1969	First Constitution for S&HLGA Adopted		

<sup>a</sup> Until 12<sup>th</sup> May 2003 <sup>b</sup> Executive Officer <sup>c</sup> From February 2011 <sup>d</sup> To December 2011 <sup>e</sup> From January 2012

<sup>f</sup> From February 2015 <sup>g</sup> From December 2017 <sup>h</sup> From February 2023

# 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
25 August 2023	Mt Barker
20 October 2023	Yankalilla
8 December 2023	Victor Harbor
23 February 2024	Kangaroo Island
19 April 2024	Adelaide Hills
28 June 2028	Alexandrina

Key Issues acted on by the Board included:

- o Updating and maintaining of the S&HLGA Website to the LGA Squiz platform
- o Implementing and monitoring the 2022-2027 S&HLGA Regional Public Health and Wellbeing Plan and Community Wellbeing Indicators data
- o Implementing and monitoring the S&HLGA Regional Climate Change Adaptation Plan and 2020-25 Regional Action Plan
- o Success with grant funding to develop a new Regional Climate Adaptation Plan
- o Continued the Strategic review of S&HLGA organisation with a focus on future governance and administration.
- o Continued ongoing work closely with the Adelaide Hills Fleurieu and Kangaroo Island Regional Development Australia Board (AHFKIRDA) 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 having delegates and CEO attending the meetings, contributing to agenda items for SAROC meetings and the inclusion of Key Outcomes Statements and/or Minutes of meetings of S&HLGA Board meetings into the SAROC Agenda
- o Implementing and monitoring the 2030 Regional Transport Plan, Special Local Roads Program applications as well as the continued advocacy of the South Coast Freight Corridor and Public Transport in the region.
- o 6 various speakers addressed meetings of the Board over the period 2023-2024.

The Board reviewed its achievements to date via the 2023-2024 Key Action Plan, tracked the Actual performance against Budget and developed a new Budget and Action Plan for 2024-2025.

In addition the Board conducted a further workshop in respect of the Jeff Tate Strategic Review of the organisation with a focus on its 2021-2025 Business Plan and preparing for its successor plan.

At the commencement of 2023-2024 the Board completed a review of its Annual Key Actions, the EO performance and its Annual Budget performance covering the previous period.

### **S&HLGA Value proposition**

The S&HLGA provided a report back to its Council members on the estimated value of their membership. This is based on the same methodology utilised by the LGA in determining its membership value.

The value from membership in a regional organisation can be summarised in the following key categories; advocacy and representing the region, establishing and implementing high level regional partnerships and links, developing and strengthening regional capacity.

The Table 1 below 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.

	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Av Council membership</b>	\$12,529	\$12,279	\$13,536	\$15,202	\$21,570
<b>Value per Council</b>	\$427,871	\$430,953	\$401,809	\$390,087	\$403,357
<b>Return on Investment</b>	3,375%	3,385%	2,968%	2,466%	1,870%

**Table 1**

# COMMITTEES, PROGRAMS AND PROJECTS

S&HLGA Committees, work groups and the programs  
and projects undertaken during 2023-2024

<b>Committees and Working/Task Groups</b>
---

The S&HLGA EO was a member of the following Committees and Working Groups during the course of the year:

	<b>Committee</b>	<b>S&amp;HLGA Executive Officer Role</b>	<b>Meeting Frequency</b>	<b>Comment</b>
<b>1</b>	S&HLGA Regional Public Health	Secretarial/Administration	Every 2 months	ongoing
<b>2</b>	Resilient Hills & Coast - Climate change Adaptation Steering Committee	Committee member	Every 2 months	ongoing
<b>3</b>	Regional Economic Development Officers	Committee member	Every 2 months	ongoing
<b>4</b>	Regional LGA EO Management Group	Committee member	Every 2 months	Precedes SAROC
<b>5</b>	S&HLGA Management Committee	Secretarial/Administration	As necessary	Precedes S&HLGA Board
<b>6</b>	S&HLGA Roads Works Party	Secretarial/Administration	at least 2 times per annum	ongoing
<b>7</b>	SAROC	Advisor/Observer	Every 2 months	ongoing
<b>8</b>	Regional Climate Adaptation Plan Working Group for new ReCAP	Committee member	As necessary	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
31 October 2023	HDS (Aust) Pty Ltd offices and on line
27 February 2024	HDS (Aust) Pty Ltd offices and on line
1 April 2024	HDS (Aust) Pty Ltd offices and on line

### **Key achievements and outcomes:**

- Co-ordinated the application process of Councils to the SLRP.
- Made recommendations for the SLRP 2024 – 2025 based on the new 2030 Transport Plan critical Roads database.
- Further input into the South Coast Freight Corridor concept and SE Freeway issues.
- Maintained QGIS software licence and Roads Hierarchy Mapping support
- Co-hosted Regional Heavy Vehicle Forum

The following projects were recommended, based on the methodology of the Plan and proposed funding under the Special Local Roads Program for 2024 – 2025.

Project	Council	Total Project Cost for this stage	SLRP request	Council contribution	comment
Nangkita Road	Alexandrina	\$2,200,000	\$1,100,000	\$1,150,000	Stage 1 of 1
Bollen Road	Mt Barker	\$1,300,000	\$867,000	\$433,000	Stage 1 of 3
Jagger Road	Victor Harbor	\$580,000	\$385,000	\$195,000	Stage1 of 1
<b>Total</b>		<b>\$4,080,000</b>	<b>\$2,352,000</b>	<b>\$1,778,000</b>	



## 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
5 September 2023	On line
14 February 2024	On line
8 May 2024	On line

Primary tasks and focus for this committee:

- Attendance at Committee meetings to implement and monitor the Wellbeing in Our Community- Regional Public Health Plan
- Liaise with LGA officers responsible for Public Health Programs
- Liaise with SA Public Health Office
- Represent the region at Forums and workshops
- Liaise with Public Health Researchers
- Prepare funding submissions for regional Public Health projects

### **Key achievements and outcomes:**

- Continued implementation and monitoring of the new 2022-27 S&HLGA Regional Public Health and Wellbeing Plan.
- Continued partnership with LGA to advance investigation into Hoarding and Squalor
- Continued population of the regional Community Wellbeing Indicators dataset



## S&HLGA Regional Climate Change Adaptation Committee (Resilient Hills and Coasts)

Resilient Hills and Coasts (RH&C) 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
3 August 2023	City of Victor Harbor
29 September 2023	Kangaroo Island Council
7 December 2023	District Council of Yankalilla
8 February 2024	Alexandrina Council
5 April 2024	Adelaide Hills Council

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

<b>Key achievements and outcomes:</b>
○ Successful funding application and appointment of BRM Advisory to undertake revision and development of a new Regional Climate Adaptation Plan
○ Successful Council & partner funding for the continuance of the Resilient Hill & Coasts project co-ordinator
○ Collected and presented preliminary evidence of actual tracking v model projections of Regional Climate Change impacts
○ Finalised migration to stand alone Resilient Hills and Coasts website
○ Developed and finalised RH&C brand refresh
○ Rolled out and completed a series of outreach sustainable homes webinar series
○ Reviewed options for future Governance and Administration of RH&C



## 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 (AHFKIRDA) and worked closely with RDA officers to partner with the organisation in the general Economic Development of the region.

This Committee has been formed with the Economic Development Officers from the S&HLGA Member Councils under the guidance of the RDA.

The RDA Economic Development Network Committee held meetings on:

Date	Host
9 October 2023	RDA Office, Strathalbyn
29 January 2024	RDA Office, Strathalbyn
25 March 2024	RDA Office, Strathalbyn
20 May 2024	RDA Office, Strathalbyn

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
- Generally, identify and develop regional economic growth strategies and opportunities particularly those identified in the RDA Strategic Regional Plan 2022-2025

### **Key achievements and outcomes:**

- Worked through the meeting Action items
- Shared information and knowledge about individual Council projects and programs
- Received Key speakers and presentations on Climate Change and REMPLAN Economic impact and modelling
- Discuss priorities – Growing Regional Productivity, Enhancing Regional Innovation and Preparedness and Strengthening our most competitive industry sectors



## 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
11 September 2023	LGFA offices
30 October 2023	LGA
13 November 2023	LGA
8 February 2024	LGA
27 May 2024	LGA

Primary tasks and focus for this committee:

- To provide input into the sector, develop capacity, share knowledge and develop co-operation between the regions:
- 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

### **Key achievements and outcomes:**

- Continued assistance with Council participation in future Carbon Offset project with an emphasis on Regional and Metro partnerships
- Assisted Legatus Group in releasing Regional Local Government Workforce and careers project with Torrens University
- Continued working with LGA to define the role and responsibility of regional organisation Executive Officers and SAROC/LGA
- Continued to advocate on regional CWMS and Waste issues
- Advocacy on the regional housing crisis, regional workforce development and regional mental health services



## S&HLGA Management Committee

The S&HLGA Management Committee consists of the respective S&HLGA President and Deputy President and CEOs of the President and Deputy President Councils.

The S&HLGA Advisory Group held meetings on:

Date	Host
16 February 2024	City of Victor Harbor
3 June 2024	City of Victor Harbor

Primary tasks and focus for this committee:

- Support the Southern & Hills LGA Executive Officer in reviewing the progress of the Southern & Hills Regional Key Action plan and Business Plan.
- To provide strategic advice to the Southern & Hills LGA and its Executive Officer.
- Provide a forum for, support and exchange of ideas around local government.
- Undertake the performance review of the Executive Officer of the Southern & Hills LGA in accordance with relevant contract requirements.
- Report back to the Southern & Hills LGA Board on projects and tasks as required.

### **Key achievements and outcomes:**

- Developed a policy for CEO Annual Leave
- Negotiated Resilient Hills & Coasts administration and governance future arrangement and fee
- Reviewed and recommended the S&HLGA 2024-2025 Draft Budget & Key Action Plan
- Developed the Agenda for 2024 workshop with respect to the Jeff Tate S&HLGA Strategic Review Report and recommendations.



## SAROC

The South Australian Regional Organisation of Councils (SAROC) is a Committee of the LGA that focuses on key issues affecting regional and country Councils.

The S&HLGA supports the Governance process by contributing to agenda items for SAROC meetings and the inclusion of Key Outcomes Statements and/or Minutes of meetings of S&HLGA Board meetings into SAROC Agendas.



## MP Relationships

The EO S&HLGA either met with the regions State government Members of Parliament (Finniss, Mawson, Kavel and Heysen) to discuss key priorities and policy impact for the region or alternatively they attended S&HLGA Board meetings to discuss and receive information along with federal MP Rebekha Sharkie (Mayo) and/or members of her team.

## Regional Research Papers and Submissions

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

- LGA Building Capacity progress report 2023-2024
- LGA Building Capacity final report 2023-2024
- Application to SAFECOM for grant funding new Regional Climate Adaptation Plan

## LGA Board

Mayor Moira Jenkins (City of Victor Harbor) represented the Southern and Hills Region at the Local Government Association State Board meetings during 2023-2024.

## Resources

The continuation of the *capacity building grant from the Local Government Research and Development Scheme* has improved the capacity of the Executive Officer that has been applied across a range of Association projects and programs during the year.



Part of the additional capacity has supported the processes and program and project outcomes from the S&HLGA Roads Working Party and the applications to the Local Government Transport Advisory Panel, S&HLGA Regional Public Health Committee and S&HLGA 2022-2027 Regional Public Health and Wellbeing Plan, RH&C Committee Regional Action Plan, involvement with LGA and SAROC, the regional EO group, the remaining regional committees and various reports, submissions and forums throughout the year.

*Mr Graeme Martin* has provided Executive Officer services to the Association.

*Jen St Jack* has provided under contract, project oversight and co-ordination of the work program of the Resilience Hills and Coasts, S&HLGA's Climate Change Committee.



# 2023-2024 KEY ANNUAL ACTION PLAN

S&HLGA Key Annual Action Plan report for 2023-2024



# **SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION**

Constituent Councils

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

## **S&HLGA KEY ACTION PLAN 2023 - 2024**

## CONTEXT

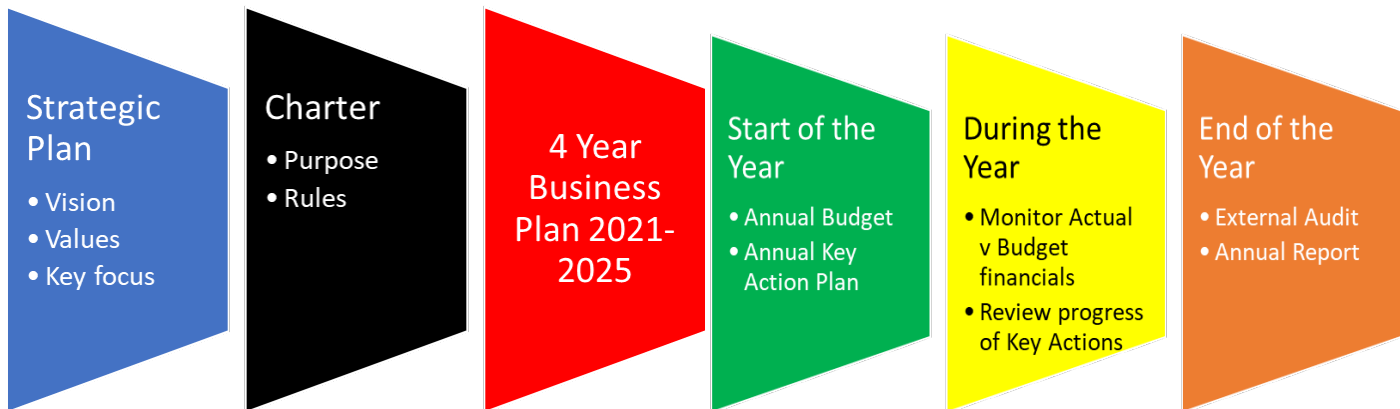
The Business Plan 2021 – 2025 has been prepared in accordance with Clause 8.2 of the Charter, and to comply with Clause 24 of Schedule 2 of the Local Government Act 1999 and was adopted on 10 December 2021.

The Business Plan should be read in conjunction with the **Budget** of each of the Financial Years covered by the plan. These provide the resources for the Plan.

An Annual Key Action Plan is prepared based on a framework of the Business Plan that incorporates the Key Issues identified by the Councils and the Executive Officer in various Board meetings and forums during the preceding period.

*EO duties and responsibilities:*

- 1.1 *Undertake in consultation with the Board the preparation of the Business Plan together with the development and implementation of the Action Plans for the Association.*





# 2023-2024 ANNUAL KEY ACTION SUMMARY AND MONITORING REPORT

## THE 2021-2025 S&HLGA BUSINESS PLAN

### Key Strategic Themes

Funding & Sustainability	Natural Environment	Built Environment	Healthy Communities	Profile & Relationships
<ul style="list-style-type: none"> <li>Sustainability of rate revenue dependent Councils and the continuing work with the LGA and other key stakeholders focusing on improving Local Government long term sustainability</li> <li>Seek to influence Grant Commission funding methodology to ensure adequate resource allocation</li> <li>Maximising the regional opportunities in Regional Planning and Boundary reform</li> <li>Seek external funding and grants for identified key projects as they arise</li> </ul>	<ul style="list-style-type: none"> <li>Consider Climate change effects and risks on the region and continue to implement the Resilient Hills &amp; Coasts 2020-25 Regional Action Plan and review and monitor the regional Climate change adaptation plan</li> </ul>	<ul style="list-style-type: none"> <li>Develop the regional 2030 Transport Plan and continue advocating for the key recommendations around freight routes, The Hills Rail corridor and regional public transport</li> <li>Continue the progress on the development of the S&amp;HLGA regional infrastructure plan with the RDA</li> <li>Research and Evaluate opportunities in regional CWMS efficiencies and Procurement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing and implementing and monitoring the S&amp;HLGA regional Health Plan in accordance with the State Health Plan</li> </ul>	<ul style="list-style-type: none"> <li>Continue to foster relationships with the regions MPs</li> <li>Continue to foster relations with the regions key stakeholders ( RDA, Landscapes Boards, PIRSA, LGA, SAPOL, SACCA )</li> </ul>

## KEY STRATEGIC OBJECTIVES - TOOLS

1. **Advocate and Assist** – Provide leadership and advocacy for its member Councils on regional and state issues
2. **Promote and Partner** - To market & promote the Southern & Hills Local Government Association as a credible and capable advocate on behalf of its member Councils. Partner with relevant organisations and regional drivers
3. **Research and Recommend** - To conduct research and communicate on important or emerging issues for Councils and their communities
4. **Capacity and Capability** – Build the capacity of its member Councils. Provide valuable information. Explore opportunities both external and internal to build capacity and capability in our region
5. **Good Governance** - Provide sound financial management. Ensure compliance with all regulatory obligations. Continually review, evaluate and mitigate risks

## Role

Role	Description
Leader	Development of strategies, policies, programs that respond to relevant trends
Owner /custodian	Management of assets under direct control
Information provider	Provision of general information to stakeholders
Advocate	Advocacy to relevant bodies in relation to issues/opportunities that impact the region
Facilitator /Initiator	Bringing together and/or engaging with stakeholders to address issues impacting the region
Agent	Managing the provision of services to the region on behalf of a third party
Partner/part funder	Project or service in which the organisation works with another organisation to deliver/fund an outcome
Direct provider	Delivery of a service or project on its own

## Level of influence





Level	Description
Control	Core business, statutory responsibilities, direct decision making
Influence	Shared or partial responsibility or influence – advocacy, communication
Concern	Issues of importance or impact – awareness, understanding










**2023-2024 Annual Key Action Plan - Key Strategic Themes**

Funding & Sustainability	Natural Environment	Built Environment	Healthy Communities	Profile & Relationships	Corporate Performance
<ul style="list-style-type: none"> <li>• Have input into LG reform via the LGA/SAROC</li> <li>• continually seek External Funding for projects and programs</li> <li>• Review priority decision making and establish a hierarchy of Board priorities and a methodology for determining matters for S&amp;HLGA to pursue</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement Resilient Hills &amp; Coast Climate adaptation Plan and 2020-2025 Priority Action Plan</li> <li>• Prepare for new Regional Climate Change Plan as per the RH&amp;C Brief &amp; Funding Strategy document.</li> <li>• Research and seek solutions for Overabundant species (Little Corella) Have input into the Strategy and Management of regional overabundant species</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate new 2030 S&amp;HLGA Transport Plan and SLRP applications,</li> <li>• Advocate South Coast Freight Corridor</li> <li>• Develop South Coast Freight Corridor Business case</li> <li>• Input into the DIT regional Freight &amp; Connectivity review</li> <li>• continue development of a Regional Infrastructure Plan and Public Transport in the region (with RDA)</li> <li>• Highlight and advocate for complete regional coverage of mobileTelecommunications and/or 5G</li> </ul>	<ul style="list-style-type: none"> <li>• Implement and monitor the S&amp;HLGA 2022-2027 Regional Public Health Plan</li> <li>• Collect and collate regional data for a Community Wellbeing Indicators report</li> <li>• Continue to advocate and have input into the LG sector wide Hoarding &amp; Squalor strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Continue relationship building with Government MPs</li> <li>• Up to date Website information &amp; maintenance</li> <li>• Define and formalise the relationship between S&amp;HLGA and LGA, SAROC and RDA</li> <li>• Develop adopt and implement an Advocacy framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete and comply with all statutory and LG sector/Corporate requirements.</li> <li>• Continue with sound financial and administration management of S&amp;HLGA</li> <li>• Lay the foundations and prepare a timeline during 2023-2024 for developing a new 10 year Strategic Plan and new 2025-2029 Business Plan</li> </ul>

## THE 2023-2024 S&HLGA ANNUAL KEY ACTION PLAN

Role	Items & Actions
<b>General Administration (sound financial and compliance management, Good governance)</b>	Budget, Board meetings, Subscriptions and Levies, Key Actions, Audit, Annual Report, Grant reporting & acquittals.
<b>Projects and support (capacity and capability, research and recommend)</b>	Implement S&HLGA 2022-2027 Regional Public Health Plan, Resilient Hills & Coast Climate adaptation Plan and 2020-2025 Priority Action Plan, Advocate new 2030 S&HLGA Transport Plan and SLRP applications, South Coast Freight Corridor Business case, Input into the DIT regional Freight and Connectivity review.
<b>Leadership, advocacy and marketing</b>	LG reform, Continue relationship building with Government MPs, Website information & maintenance, Overabundant species (Little Corella) Strategy and Management, Hoarding & Squalor management
<b>Opportunities (capacity and capability, promote and partner)</b>	Regional Infrastructure Plan, Membership and External Funding, Telecommunications and 5G

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

Theme	Items & Actions	Item	Status	Comment
<b>General Administration (sound financial and compliance management, Good Governance)</b>	Budget, Board meetings, Committee meetings, Subscriptions and Levies, Key Actions, Audit, Annual Report, Grant reporting & acquittals,	Budget		Adopted June 2023, Revised Feb 2024
		Subscriptions & levies		Invoiced July 2023
		Audit		2022-2023 Audit completed
		Annual Report		Completed Sept 2023
		LGA Grants		2022-23 LGA capacity grant acquitted 2023-24 application submitted July 2023 and received Sept 2023
		Website		Updated regularly
<b>Projects, Programs and support (Capacity and Capability, Research and Recommend)</b>	Regional Public Health Plan, Resilient Hills & Coast Climate adaptation Plan, Regional Transport Plan	Regional Public Health Plan		Committee meeting regularly
		Resilient Hills & Coast Climate adaptation Plan		Regional Climate Plan 2.0 planned. Website and brand refresh complete
		Regional Transport Plan		2023-24 SLRP applications on track. Success advised by Minister. Committee meeting regularly. 2024-2025 Regional SLRP priorities agreed. Board endorsement for 2024-2025 funding round

<b>Leadership, advocacy and marketing</b>	New Government Policies and LG Reform, Relationship building with State Government MPs and Key stakeholders, Overabundant species management	Formalise relationships with Key Stakeholders		RDA MoU signed off
		LG/State Govt key issues		
		Relationship with MPs		Meeting completed 12 September
		Overabundant species(Little Corellas) Management		Theme for 19 April 2024 Board meeting. Noted PIRSA bait project
<b>Opportunities (Capacity and Capability, Research and Recommend, Promote and Partner)</b>	Regional Infrastructure Plan, External Funding, Digital Connectivity and telecommunications, RDA lead regional Public Transport update	Public Transport		RDA scorecard
		Infrastructure Plan		EDN meeting regularly to update
		External funding		LGA Capacity Grant application submitted July 2023. Paid Sept ILC Grant submitted but unsuccessful. Safecom RH&C grant successful. Additional funding application submitted May 2024
		Telecommunications		Fed Govt mapping exercise announced
		SA Coastal Councils Alliance		Invoiced for 2023-24. Draft Strategic Plan review underway

Category	S&HLGA Role	Item	Comment/Description
<b>Administration</b>	Active/Lead/Control	EO KPIs	
	Active/Lead/Control	Budget 2023-2024	Adopted June 2023, revised Dec 2023
	Active/Lead/Control	Key Action 2023-2024	Adopted June 2023
	Active/Lead/Control	Regional Capacity grant acquittal 2022-2023	Acquittal July 2023, received Sept 2023
	Active/Lead/Control	Audit 2022-2023	Completed Aug 2023
	Active/Lead/Control	Annual Report 2022-2023	Completed Sep 2023
	Active/Lead/Control	Website maintenance	Ongoing
<b>Programs – Lead/S&amp;HLGA Committee</b>	Active/Lead/Control	S&HLGA 2022-2027 Regional Public Health Plan/Committee	CWI data and Hoarding & Squalor as priorities. LGA Hoarding and Squalor report completed
	Active/Lead/Control	Resilient Hills & Coast	Develop RH&C standalone website & new Climate Plan Strategy. Safecom Grant funding \$93k successful. \$25k additional funding application submitted & successful
	Active/Lead/Control	S&HLGA Management Group	Review JT recommendations during 2023-2024. Name Change & ToR review March 2024. Met June 2024
	Active/Lead/Control	2030 Transport Plan/ Road Works Party	Review Roads database, SLRP applications. Heavy Vehicle Forum Nov 2023. 2024-2025 SLRP priority applications agreed. Board endorsement April 2024
<b>Projects – Lead</b>	Lead/Partner/Influence	Regional LGA Management Group	Regular meeting of the Regional LGA EOs and development of



Category	S&HLGA Role	Item	Comment/Description
			priority projects, key issues as identified by the S&HLGA Board
<b>Projects - Partner</b>	Partner/Influence	SA Coastal Councils Alliance	Maintaining relationship and support for Strategic and Business Plans
	Partner/Advocate	Telecommunications	Advocating for regional black spot funding and ready for 5G. Partner with RDA
	Partner/Influence	Economic Development Network Forum	RDA lead with focus on Regional Infrastructure and investment plan, Federal Grant opportunities and Public Transport.
	Partner/Advocate	Northern Freight Bypass	Continue to advocate road upgrades with MRLGA
	Facilitator/Advocate	South Coast Freight Corridor	Finalise route. Develop Business Case. Advocate with State and Federal Govt. Seek funding. Forum completed 10 Nov
	Partner/Influence	Overabundant Species	S&HLGA/LGA/Landscapes Board working on collaborative project for managing Little Corellas and LB input into the RH&C Climate Plan. New bait project and other updates presented April 2024
<b>Relationships</b>	Active/Lead/Influence	State MPs/Federal MP	Continue regular catch ups during 2023-2024. Meeting completed Sept 2023
	Active/Lead/Influence	Key Stakeholder Agencies	Articulate and Formalise relationships via MoUs with Key Stakeholder Agencies (RDA, LGA, SAROC and Landscape Board)

## Australia

CEO.....	Chief Executive Officer
CWMS.....	Community Wastewater Management Systems
DEW.....	Department of Environment and Water
EO.....	Executive Officer
ESCOSA.....	Essential Services Commission of South Australia
GAROC.....	Greater Adelaide Region of Councils
LGA.....	Local Government Association
MP.....	Members of Parliament
MDBA.....	Murray Darling Basin Authority
MOU.....	Memorandum of Understanding
NBN.....	National Broadband Network
OLG.....	Office of Local Government
PIRSA.....	Primary Industries & Regions SA
ReCAP.....	Regional Climate Adaptation Plan
RH&C.....	Resilient Hills and Coasts Committee
RDA.....	Regional Development Australia
RPHC.....	Regional Public Health Committee
RWP.....	Roads Works Party
SA.....	South Australia
SAPOL.....	South Australia Police
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 2023-2024

# SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

## FINANCIAL STATEMENTS

### Statement of Comprehensive Income for the Year Ended 30<sup>th</sup> June 2024

	Notes	2024 \$	2023 \$
<b>Income</b>			
Subscriptions	1.8	139,880	132,680
Operating Grants	2.2	40,000	40,000
Investment Income	1.7	10,108	7,094
Other		178,614	203,185
Total Income		<u>368,602</u>	<u>382,959</u>
<b>Expenditure</b>			
Employee Costs		162,893	157,309
Materials, Contracts and other expenses	3	187,628	206,431
Finance Charges		3,450	6,003
Total Expenditure		<u>353,971</u>	<u>369,743</u>
<b>Surplus (Deficit) from Operations</b>		<u><b>14,631</b></u>	<u><b>13,216</b></u>

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

# SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

## Balance Sheet as at 30<sup>th</sup> June 2024

	2024	2023
Notes	\$	\$
<b>Current Assets</b>		
Investments	189,287	155,291
Debtors	0	8,834
Total Current Assets	189,287	164,125
<b>Current Liabilities</b>		
Accounts Payable	16,500	0
Grants in Advance	0	27,000
Deferred Income	11,000	0
GST	(8,012)	(24,802)
PAYG Payable	3,100	10,304
Employee provisions	46,358	36,169
Rounding	(15)	(14)
Superannuation payable	3,587	1,502
Wages payable	0	5,264
Total Current Liabilities	72,518	55,423
<b>Net Current Assets</b>	116,769	108,702
<b>Net Assets</b>	<b>116,769</b>	<b>108,702</b>
 <b>Equity</b>		
Accumulated Surplus	116,769	108,702
<b>Total Equity</b>	<b>116,769</b>	<b>108,702</b>

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 30<sup>th</sup> June 2024

	2024	2023
Notes	\$	\$
<b>Accumulated Surplus</b>		
Balance at beginning of period	108,702	95,486
Adjustments made to reconcile GST from prior years	(10,122)	0
Adjustments made to reconcile PAYG from prior years	2,300	0
Adjustments made to reconcile Wages Payable from prior years	1,258	0
Net Surplus / (Deficit)	14,631	13,216
Balance at end of period	116,769	108,702
<b>Total Equity</b>	<b>116,769</b>	<b>108,702</b>

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 30<sup>th</sup> June 2024

	2024	2023
Notes	\$	\$
<b>Cash Flows from Operating Activities</b>		
Receipts	351,325	294,182
Payments	(327,438)	(382,893)
Interest Receipts	10,109	25,126
	33,996	(63,585)
Net Cash Provided by (Used in) Operating Activities	33,996	(63,585)
<b>Net increase/(decrease) in Cash Held</b>	<b>33,996</b>	<b>(63,585)</b>
<b>Cash at the beginning of the reporting period</b>	<b>155,291</b>	<b>218,876</b>
<b>Cash at the end of the reporting period</b>	<b>189,287</b>	<b>155,291</b>

### Reconciliation of Change in Net Assets to Cash from operating activities

	2024	2023
	\$	\$
Net Surplus	14,631	13,216
Decrease / (Increase) in Provisions	10,189	12,519
Decrease / (Increase) in Debtors	8,835	(8,834)
(Decrease) / Increase in Accounts Payable	6,668	(2,673)
(Decrease) / Increase in Grants in Advance	(16,000)	(54,819)
Increase / (Decrease) in GST	0	(22,994)
Increase / (Decrease) in Trade and Other Payables	9,675	0
<b>Net Cash provided by Operating Activities</b>	<b>33,996</b>	<b>(63,585)</b>

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 2024

### Note 1 - Significant Accounting Policies

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

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011 dated 13 September 2024*

#### 1 Basis of Preparation

##### 1.1 Compliance with Australian Accounting Standards

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

The Southern & Hills Local Government Association is a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999. The Constituent Councils are the Adelaide Hills Council, Alexandrina Council, Kangaroo Island Council, Mt Barker District Council, City of Victor Harbor and District Council of Yankalilla.

All funds received and expended by the Association have been included in the financial statements forming part of this financial report.

##### 1.2 Historical Cost Convention

Except where stated below, these financial statements have been prepared in accordance with the historical cost convention.

##### 1.3 Critical Accounting Estimates

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

##### 1.4 Rounding

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

##### 1.5 Non-Current Assets and Non-Current Liabilities

The Association has nil non-current assets or non-current liabilities.

##### 1.6 Employees

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

##### 1.7 Investments

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



# SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 1.8 Subscriptions

Clause 6 of the Charter of the Association prescribes that subscriptions (not levies) by Constituent Councils are equal. The Charter has since been amended in January 2022 allowing flexible subscriptions.

Constituent Council Subscription 2024	\$21,700
Constituent Council Subscription 2023	\$20,500

### 1.9 Income recognition

The Association recognises revenue under AASB 1058 *Income of Not-for-Profit Entities* (AASB 1058) or AASB 15 *Revenue from Contracts with Customers* (AASB 15) when appropriate. In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Association expects to be entitled in a contract with a customer. In other cases, AASB 1058 applies when the Association enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the Association.

### 1.10 Cash

For purposes of the statement of cash flows, cash includes cash deposits which are readily convertible to cash on hand and which are used in the cash management function on a day to day basis.

### 1.11 New accounting standards for application in future periods

The Australian Accounting Standards Board has issued new and amended Accounting Standards and interpretations that have mandatory application dates for future periods. The organisation has assessed that it is not expected to be materially impacted by those changes.

## 2 Functions / Activities of the Association

2.1 Revenues and expenses have been attributed to the following functions / activities, descriptions of which are set out in Note 2.2.

2.2 The activities of the Association are categorised into the following broad functions:

**Administration:** The operation of the Office of the Association and its decision-making forums.

**Special projects:** The research into and implementation of projects prescribed by Acts or regulations or approved by Board decision.

# SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

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

#### Administration

Year	Revenue			%	Expenses		Surplus (Deficit)
	Grants	Other	Total Revenue		Expenses Total	%	
2024	0	196,509	196,509	53.3%	202,870	57.3%	(6,361)
2023	0	140,249	148,430	38.8%	194,640	52.6%	(54,391)
<b>Projects</b>							
2024	78,500	93,593	172,093	46.7%	151,101	42.7%	20,992
2023	129,849	104,680	234,529	61.2%	175,103	47.4%	86,426
<b>Total</b>							
2024	78,500	290,102	368,602	100%	353,971	100%	14,631
2023	129,849	253,110	382,959	100%	369,743	100%	32,035

# 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):

	2024	2023
Consultants:		
Jeanette Pope	\$0	\$0
URPS	\$0	\$0
HDS Australia Pty Ltd	\$11,200	\$16,533
Centre for Inclusive design	\$0	\$0
Nature Conservation Society SA	\$0	\$79,567
Jack Jensen	\$99,408	\$84,000
BRM Advisory	\$15,000	\$0
Jeff Tate Consulting	\$4,200	\$7,862
Flux Visual	\$2,950	\$0
Natalie Iglío	\$6,500	\$0

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	2024	2023
Total	\$139,258	\$188,062
Materials and other expenses	\$48,370	\$18,369
<b>Total</b>	<b>\$187,628</b>	<b>\$206,431</b>

### 4. Comparison of Budget and Actual Results

	2024		2023	
	Budget	Actual	Budget	Actual
	\$	\$	\$	\$
<b>Revenue</b>				
Administration	187,880	196,509	137,180	140,249
Projects	129,860	172,093	219,757	261,529
<b>Total Revenue</b>	<b>317,740</b>	<b>368,602</b>	<b>356,937</b>	<b>401,778</b>
<b>Expenditure</b>				
Administration	193,327	202,870	195,284	194,640
Projects	114,110	151,101	172,880	175,103
<b>Total Expenditure</b>	<b>307,437</b>	<b>353,971</b>	<b>368,164</b>	<b>369,743</b>
Surplus (Deficit)	10,303	14,631	(11,227)	32,035

### 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 2024 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 13 September 2024



**Graeme Martin**  
**EXECUTIVE OFFICER**



**Mayor Moira Jenkins**  
**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 2024, the Association’s Auditor, Accru Harris Orchard, 172 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 13 September 2024



**Graeme Martin**  
**EXECUTIVE OFFICER**



**Mayor Moira Jenkins**  
**PRESIDENT**

**AUDITOR'S INDEPENDENCE DECLARATION**

**ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 30 JUNE 2024**

To the Board Members of Southern & Hills Local Government Association

As lead auditor for the audit of Southern & Hills Local Government Association for the financial year ended 30 June 2024:

I confirm that, for the audit of the financial statements of Southern & Hills Local Government Association for the year ended 30 June 2024, 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.



**AHO AUDIT PTY LTD**



**LUKE BOLLMEYER  
DIRECTOR**

Dulwich, 13 September 2024

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION**

### **Opinion**

We have audited the special purpose financial report of Southern & Hills Local Government Association (the "Association"), which comprises the statement of financial position as at 30 June 2024, 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 director's declaration.

In our opinion, the accompanying financial report of the Association for the year ended 30 June 2024 is prepared, in all material respects, 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 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 and fair presentation of the financial report in accordance with the financial reporting requirements of the Australian Accounting Standards and *Local Government Act 1999* and for such internal control as management determines is necessary to enable the preparation and fair presentation of a 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 relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance 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 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.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment 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 Board.
- + Conclude on the appropriateness of the Board'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 management 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.



**AHO AUDIT PTY LTD**



**LUKE BOLLMEYER  
DIRECTOR**

Dulwich, 13 September 2024

## **SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION**

### **INDEPENDENT ASSURANCE REPORT**

#### **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 2023 to 30 June 2024 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 2023 to 30 June 2024.

#### **Basis for 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 audit 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.



### **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 Responsibilities**

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.



**AHO AUDIT PTY LTD**



**LUKE BOLLMEYER  
DIRECTOR**

Dulwich, 13 September 2024

# EastWaste

Annual Report 2023-2024

**Why waste it?**  
when you can  
**Recycle. Compost.**  
**Re-Use. Avoid. Reduce.**





East Waste  
continue to **lead**  
the way in  
**pioneering** and  
**innovative**  
waste management  
solutions.

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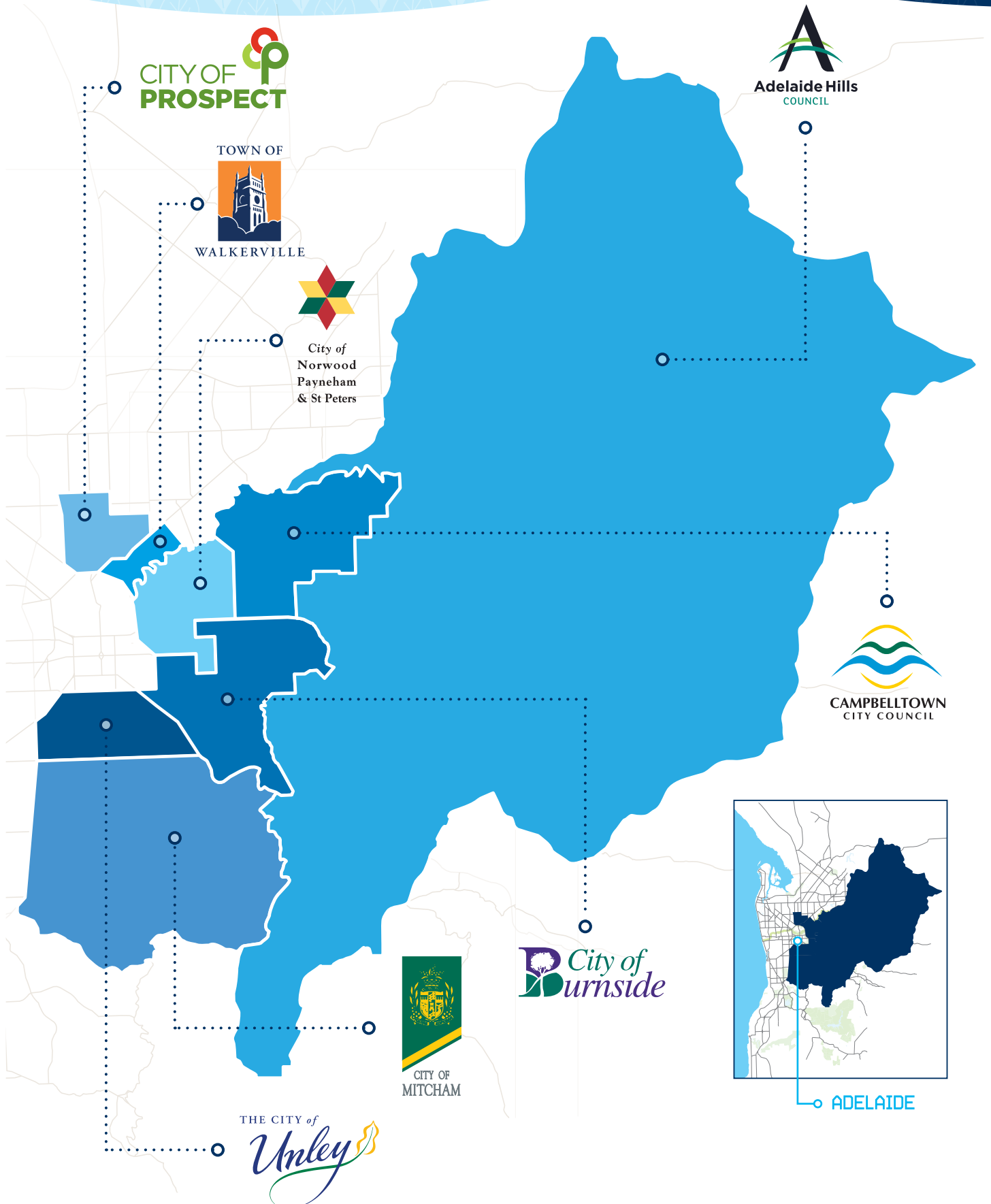
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when you can  
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# East Waste Service Area

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# Chairperson's Report

**Why waste it?**  
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I am very pleased to present my fifth Annual Report as Chair of East Waste Board, covering the 2023/2024 financial year. This year, we have continued to implement our strategic vision to be the leading waste logistics operator in South Australia, delivering innovative and sustainable waste management services to our Member Councils and the communities they serve.

The waste management sector is constantly evolving, with new challenges and opportunities emerging regularly. Whether it's adapting to shifts in legislation, technology advancements, or changing community expectations, East Waste has remained at the forefront of this dynamic landscape. We understand that staying flexible and forward-thinking is critical to our success, and we have embraced this change as an opportunity to innovate and improve.

A major highlight of the year has been the successful rollout of our Food Organics and Garden Organics (FOGO) trials.

These trials have proven to be a significant step forward in our mission to assist in reducing waste going to landfill. What has been particularly rewarding is the high level of community participation, with only a small percentage of

people opting out of the trials. This result shows that we are on the right track in promoting long-term behavioural change in how waste is managed across our Member Councils. The success of these trials will help guide future initiatives aimed at achieving greater sustainability.

Maintaining the high standard of service that East Waste is known for, in the midst of ongoing challenges in the labour market, has been another key focus. Our team's efforts to attract and retain skilled drivers have been successful, ensuring the continuity of our services across all Councils.

The emphasis we place on fostering a culture of professionalism and operational efficiencies within East Waste has played a significant role in navigating these challenges.



# Chairperson's Report

**Why waste it?**  
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In terms of governance, East Waste has remained steadfast in adhering to critical industry regulations, including those set by the National Heavy Vehicle Regulator (NHVR). The successful completion of the Enterprise Bargaining Agreement demonstrates our commitment to ensuring positive outcomes for both staff and the organisation as a whole. These achievements contribute to East Waste's strong standing as a responsible and reliable partner for our Member Councils.

Our Audit and Risk Management Committee (ably lead by Emma Hinchey) has once again provided invaluable guidance and oversight, helping us to navigate financial pressures and ensure sound risk management practices. The Committee's work has been crucial as we continue to explore opportunities for increased efficiency and cost-saving measures, all while maintaining our commitment to delivering high-quality services.

Looking ahead, East Waste is preparing for several significant initiatives, including a review of our Strategic Plan and key tenders, as well as the strengthening of our internal audit capabilities.

These efforts aim to ensure that East Waste remains proactive and responsive to the evolving needs of our Member Councils and the waste management industry.

I would like to express my deepest appreciation to the entire East Waste team for their hard work and dedication over the past year. I would also like to thank my fellow Board members for their support and leadership, as well as our partners for their ongoing collaboration. Together, we have made significant progress toward our goals, and I look forward to another year of continued success/innovation and improvement.



**Fraser Bell**  
Independent Chairperson





East Waste's **initiatives** are vital in ensuring that we **remain adaptable** and forward-thinking.



# In 2023-2024 East Waste Achieved...

**Why waste it?**  
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**124,559** TOTAL TONNES COLLECTED\*



**10,072,723** ANNUAL BIN COLLECTIONS



**23,358** HARD WASTE COLLECTIONS COMPLETED



**2,879** HARD WASTE TONNES CONVERTED TO FUEL



**57%** OF MATERIAL DIVERTED FROM LANDFILL



**57** COLLECTION VEHICLES



**7,563** BIN REPAIRS UNDERTAKEN BY THE MOBILE TEAM



**6,792** BIN DELIVERIES COMPLETED



**132,257** ENQUIRIES RECEIVED & RESOLVED Phone 63,697 Online 68,560



**12,537** MATTRESSES COLLECTED AND RECYCLED



**8,736** ADDITIONAL BIN PERMITS APPROVED

\*Kerbside Bin Tonnes include litter but do not include Mitcham Landfill.



# General Manager's Report

**Why waste it?**  
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**I am pleased to present the 2023/2024 East Waste Annual Report. This year, East Waste has once again demonstrated its commitment to delivering high-quality waste management services, even in the face of numerous challenges. Our continued focus on sustainability, operational efficiency, and service delivery has enabled us to achieve several key milestones.**

The standout achievement of this year has been our Food Organics and Garden Organics (FOGO) trials in partnership with selected Member Councils. Food is one of the largest discarded items, by weight, through the kerbside bins and is a valuable resource that can be put to great use through its transition into compost, but currently is largely being wasted.

The weekly FOGO (green) bin collection trials have been a significant opportunity for East Waste to showcase our ability to drive and achieve community engagement and achieve lasting behaviour change. I commend Adelaide Hills Council, Campbelltown City Council and the City of Prospect, who we have worked closely with and repeatedly demonstrated an ability to achieve and sustain state government municipal solid waste diversion targets along with strong community acceptance.

Simply, matching household waste volumes to collection cycles is the best way to drive the recycling of food waste and a raft of other environmental and financial benefits. Broader rollouts unfortunately have been reduced as a result of legislative uncertainty and it is imperative that the State Government work with Local Government and provide appropriate flexibility in the legislation through the upcoming Environment Protection Policy Review if targets and more efficient use of our collected resources is a holistic priority.

Whilst reflecting on the past year, it is important to acknowledge the collaboration and support from our Member Councils. Our service reporting to Councils has been enhanced, allowing for greater transparency and better alignment with each Council's waste management goals. These reports, alongside our refined reconciliation



# General Manager's Report

**Why waste it?**  
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processes, have contributed to greater operational efficiencies, which remain a priority as we navigate increasing cost pressures.

Our ability to maintain high standards of service delivery, despite a challenging labour market, is another key achievement this year. The attraction and retention of skilled drivers have been a focal point, with new drivers commending East Waste's culture of professionalism and operational excellence.

The success of these initiatives underscores our commitment to being an employer of choice in the industry, which has been further solidified by a successful Enterprise Bargaining Agreement negotiation. East Waste continues to uphold a strong adherence to the National Heavy Vehicle Regulator standards, an area that is often undersold but critically important in ensuring safety and compliance in our sector. Our ongoing commitment to improving internal governance and processes has further strengthened our operational resilience.

During the year, we were deeply saddened by the loss of two valued members of the East Waste family. Ray Pawa worked with us for almost 20 years, principally as our Coordinator of Operational Services and was one of the most loyal and dedicated staff I have had the pleasure of working with. Importantly, Ray was a kind and genuine gentleman and the only thing missed more than his knowledge and passion is his big smile, laugh and sense of humour. Such was Ray's legacy, he is the first member of staff to have a new truck named after them.

We were also saddened to hear of Shane Raymond's passing. Shane worked with East Waste for a period of 6 years and was instrumental in shaping a lot of policy and governance and like Ray, a terrific person.

Both Ray and Shane made significant contributions to East Waste during their time with us, leaving a lasting impact on our organisation and those who had the privilege of working with them.



Looking forward, East Waste is poised to undertake a review of our Strategic Plan and key tenders, as well as strengthen our internal auditing functions. These initiatives are vital in ensuring that East Waste remains adaptable and forward-thinking, ready to meet the evolving needs of our Councils and communities.

In signing off on another successful year, I would like to take this opportunity to thank the Board, the Audit & Risk Management Committee and our dedicated staff for their guidance, hard work and continued commitment to serve the community and drive organisational improvement. The past year's successes are a testament to the collective efforts of everyone involved in East Waste's operations.

As we move into the next financial year, I am confident that East Waste will continue to lead the way in innovative waste management, fostering strong relationships, and delivering exceptional service to the communities we serve.



**Rob Gregory**  
General Manager





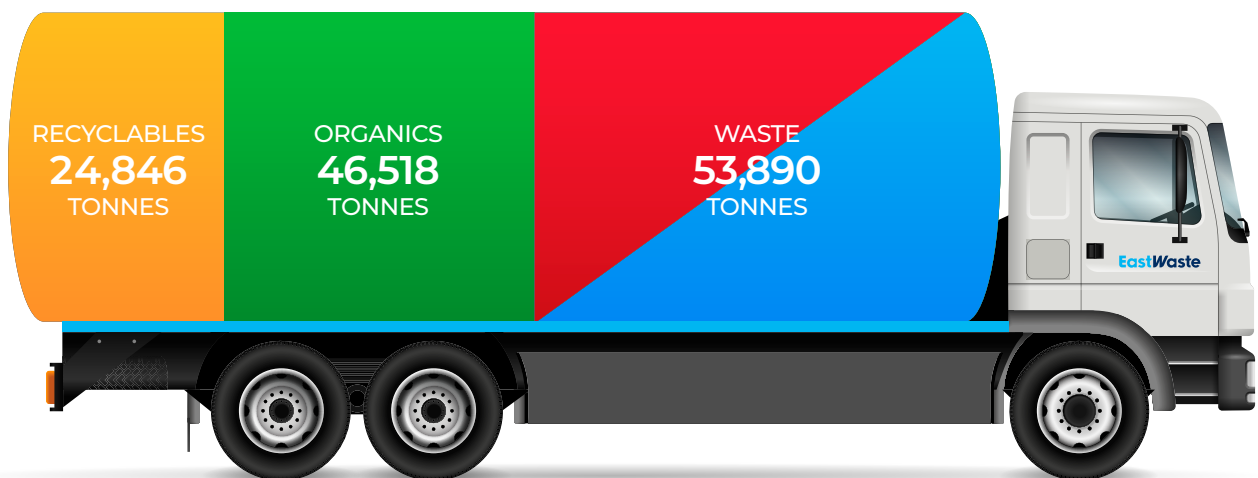
East Waste continue to lead the way in pioneering innovative waste management.

# Kerbside Tonnages Collected

Why waste it?  
when you can  
**Recycle. Compost.**  
**Re-Use. Avoid. Reduce.**

Member Council	Recyclables	Organics	Waste	Hard Waste	Mattresses Recycled
Adelaide Hills Council	3,366	5,002	7,333	111	384
City of Burnside	3,663	7,286	6,997	398	1762
Campbelltown City Council	3,948	7,202	9,718	557	2,620
City of Mitcham *	5,271	11,543	11,228	769	3,144
City of Norwood Payneham & St Peters	3,089	5,052	6,704	399	1,836
City of Prospect	1,585	3,362	3,658	291	1,229
City of Unley	3,260	5,907	6,422	294	1,439
Town of Walkerville	615	1157	1300	61	123

\*City of Mitcham undertakes the collection of Landfill for its residents



# East Waste Governance

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**East Waste is administered by a Board in accordance with the requirements of the Local Government Act 1999, 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 seven formal meetings over the 2023-2024 financial year. The table below details Board Member attendance.

BOARD MEMBER	MEETINGS
Mr Fraser Bell (Chair)	7/7
Cr Lucy Huxter (Adelaide Hills Council)	5/7
Cr Ted Jennings (City of Burnside)	6/7
Mr Paul Di Iulio (Campbelltown City Council) * Deputy Chair until 14 March 2024	3/7
Cr Claire Clutterham (City of Norwood Payneham & St Peters)	2/7
Mayor Heather Holmes-Ross (City of Mitcham)	5/7
Mr Sam Dilena (City of Prospect)	6/7
Mr Claude Malak (City of Unley)	7/7
Mayor Melissa Jones (Corporation of the Town of Walkerville) *Deputy Chair from 14 March 2024	7/7

DEPUTY DIRECTOR ATTENDANCE	MEETINGS
Mr Andrian Wiguna (Campbelltown City Council)	3/3
Mr David Waters (Adelaide Hills Council)	1/1
Cr Victoria McFarlane (City of Norwood Payneham & St Peters)	1/1



# East Waste Governance

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## 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 2023-2024 financial year. The table below details Audit Committee Member attendance.

AUDIT & RISK MANAGEMENT COMMITTEE MEMBER	MEETINGS
<b>Ms Emma Hinchey</b> (Independent Member and Chair)	5/5
<b>Mr Fraser Bell</b> (Independent Board Chair)	5/5
<b>Mr Paul Di Iulio</b> (Board Appointment)	4/5
<b>Cr Linda Green</b> (Independent Member)	5/5
<b>Ms Sandra Di Blasio</b> (Independent Member) Appointment expired January 2024 and was reappointed 1 March 2024	3/4

The Audited Financial Statements for the year ending 30 June 2023 are provided on the following pages.



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**EastWaste**  
FINANCIAL  
STATEMENTS  
**2023-2024**





# Financial Statements

## 2023-2024

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### CERTIFICATION OF FINANCIAL STATEMENTS

#### EASTERN WASTE MANAGEMENT AUTHORITY INC

Annual Financial Statements  
for the financial year ended 30 June 2024

#### 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 2024 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: 26 September 2024



# Financial Statements

## 2023-2024

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### STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
<b>INCOME</b>			
User charges	2	22,559	21,188
Investment income	2	66	46
Other	2	1,574	1,078
<b>Total Income</b>		<b>24,199</b>	22,312
<b>EXPENSES</b>			
Employee costs	3	8,492	7,476
Materials, contracts & other expenses	3	13,123	12,189
Finance costs	3	442	354
Depreciation & amortisation	3	2,512	2,108
<b>Total Expenses</b>		<b>24,569</b>	22,127
<b>OPERATING SURPLUS</b>		<b>(370)</b>	185
Asset disposal & fair value adjustments	4	81	143
<b>NET SURPLUS</b>		<b>(289)</b>	328
Other Comprehensive Income		-	-
<b>Total Other Comprehensive Income</b>		<b>-</b>	-
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>(289)</b>	328

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



# Financial Statements

## 2023-2024

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### STATEMENT OF FINANCIAL POSITION for the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	5	1,634	3,953
Trade & other receivables	5	1,082	746
Inventory		63	43
<b>Total Current Assets</b>		<b>2,779</b>	<b>4,742</b>
<b>Non-current Assets</b>			
Property, Plant & Equipment	6	11,038	9,510
<b>Total Non-current Assets</b>		<b>11,038</b>	<b>9,510</b>
<b>Total Assets</b>		<b>13,817</b>	<b>14,252</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	7	1,299	1,266
Provisions	7	1,011	871
Borrowings	7	2,029	2,306
<b>Total Current Liabilities</b>		<b>4,269</b>	<b>4,443</b>
<b>Non-current Liabilities</b>			
Borrowings	7	8,546	8,490
Provisions	7	108	136
<b>Total Non-current Liabilities</b>		<b>8,654</b>	<b>8,626</b>
<b>Total Liabilities</b>		<b>12,923</b>	<b>13,069</b>
<b>Net Assets</b>		<b>894</b>	<b>1,183</b>
<b>EQUITY</b>			
Accumulated Surplus		894	1,183
<b>Total Equity</b>		<b>894</b>	<b>1,183</b>

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





**East Waste  
will continue to  
lead and adapt  
to future waste  
management  
challenges.**

# Financial Statements

## 2023-2024

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### STATEMENT OF CHANGES IN EQUITY for the year ended 30 June 2024

	Accumulated Surplus \$'000	Total Equity \$'000
<b>Balance at start of period - 1 July 2023</b>	1,183	1,183
Net Surplus for Year	(289)	(289)
<b>Other Comprehensive Income</b>		
Contributed Equity	-	-
Distributions to Member Councils	-	-
<b>Balance at end of period - 30 June 2024</b>	<b>894</b>	<b>894</b>
<b>Balance at start of period - 1 July 2022</b>	850	850
Net Surplus for Year	333	333
<b>Other Comprehensive Income</b>		
Contributed Equity	-	-
Distributions to Member Councils	-	-
<b>Balance at end of period - 30 June 2023</b>	<b>1,183</b>	<b>1,183</b>

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



# Financial Statements

## 2023-2024

**Why waste it?**  
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### STATEMENT OF CASH FLOWS for the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Operating receipts		23,801	22,455
Investment receipts		62	46
Employee costs		(8,380)	(7,361)
Materials, contracts & other expenses		(13,141)	(12,397)
Finance payments		(481)	(304)
<b>Net cash provided by operating activities</b>	8	<b>1,861</b>	2,439
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Sale of replaced assets	4	81	145
Expenditure on renewal/replacement of assets	6	(4,040)	(587)
Expenditure on new/upgraded assets	6	-	(2,484)
<b>Net cash used in investing activities</b>		<b>(3,959)</b>	(2,926)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Proceeds from Borrowings		2,155	4,525
Repayments of Borrowings		(2,091)	(1,815)
Repayment of lease liabilities		(285)	(271)
<b>Net cash provided by (used in) financing activities</b>		<b>(221)</b>	2,439
<b>Net Increase (Decrease) in cash held</b>		<b>(2,319)</b>	1,952
Cash & cash equivalents at beginning of period	5	3,953	2,001
<b>Cash &amp; cash equivalents at end of period</b>	5	<b>1,634</b>	3,953

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



### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

#### 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, The City of Unley and the Corporation of the Town of Walkerville.

The eight 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





### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

#### NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

into a transaction where the consideration to acquire the asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives.

The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset that has been received to enable the Authority to acquire or construct a recognisable non-financial asset that is to be controlled by the Authority. In this case, the Authority recognises the excess as a liability that is recognised over time in profit and loss when (or as) the Authority satisfies its obligations under the transfer.

#### 4 Cash, Cash Equivalents and other Financial Instruments

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

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

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

#### 5 Property, Plant & Equipment

##### 5.1 Initial Recognition

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use".

##### 5.2 Materiality

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

##### 5.3 Depreciation of Non-Current Assets

Property, plant and equipment assets are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets.

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

Asset Class	Estimated Useful Lives	Capitalisation Threshold
Plant, Machinery & Equipment	3-10 Years	>\$1,000
Buildings & Other Structures	5-20 Years	>\$1,000
Right-of-use-assets	Over period of expected lease	n/a

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



### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

#### NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

##### 5.4 Impairment

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

For assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if the Authority were deprived thereof, the value in use is the depreciated replacement cost.

In assessing impairment for these assets, a rebuttable assumption is made that the current replacement cost exceeds the original cost of acquisition.

#### 6 Payables

##### 6.1 Goods & Services

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

#### 7 Employee Benefits

##### 7.1 Salaries, Wages & Compensated Absences

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

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

The Authority recognises a liability for employee benefits relating to rostered day off (RDO) entitlements in Note 7 given entitlements are paid-out on termination of employment. Experience indicates that RDO entitlements are generally taken given there is a cap applied to the level of RDO entitlements allowed to be accrued.

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

##### 7.2 Superannuation

The Authority makes employer superannuation contributions in respect of its employees to Hostplus (formerly Statewide Super and prior to that the Local Government Superannuation Scheme). The Scheme has two types of membership, each of which is funded differently.



East Waste  
is dedicated to  
driving **behavioural  
change** and  
**education** in  
South Australia.



### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

#### NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

##### Accumulation only Members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with Superannuation Guarantee Legislation (11% in 2023/24; 10.5% in 2022/23). 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 2022/23) 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 2023. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to the Authority's contribution rates at some future time.

##### Contributions to Other Superannuation Schemes

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

#### 8 Borrowings

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



### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

#### NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

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 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with Australian Accounting Standards.

##### 10 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.

##### 11 New Accounting Standards

The Authority did not apply any new accounting standards during the financial year. There are no new accounting standards, interpretations or amendments which are expected to have a material impact on the accounting policies of the Authority for future periods.



# Financial Statements

## 2023-2024

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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

#### NOTE 2 - INCOME

	Notes	2024 \$'000	2023 \$'000
<b>USER CHARGES</b>			
Waste Collection Income		16,713	15,607
Waste Processing Income		5,569	5,326
Administration		277	255
		<b>22,559</b>	<b>21,188</b>
<b>INVESTMENT INCOME</b>			
Interest on investments			
Local Government Finance Authority		66	46
		<b>66</b>	<b>46</b>
<b>OTHER INCOME</b>			
Bin Supply		657	382
Replacement Bins		786	681
Sundry		131	15
		<b>1,574</b>	<b>1,078</b>
<b>NOTE 3 - EXPENSES</b>			
<b>EMPLOYEE COSTS</b>			
Salaries and Wages		6,488	5,615
Employee leave expense		106	114
Superannuation		616	508
Wages Casual Agency		1,061	1,017
Workers' Compensation Insurance		142	128
Other		79	94
<b>Total Employee Costs</b>		<b>8,492</b>	<b>7,476</b>
<i>Number of FTE Employees as at reporting date</i>		<b>71</b>	<b>63</b>



# Financial Statements

## 2023-2024

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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

#### NOTE 3 - EXPENSES (Cont.)

	Notes	2024 \$'000	2023 \$'000
<b>MATERIALS, CONTRACTS &amp; OTHER EXPENSES</b>			
Auditor's Remuneration		13	11
Additional Bin Service Costs		657	379
Board Expenses		22	41
Waste Processing Costs		5,569	5,354
Electricity		17	10
Fuel, Gas & Oil		1,994	2,041
Legal Expenses		9	23
Licences & Telecommunications Costs		235	137
Maintenance		3,197	2,828
Parts, Accessories & Consumables		4	11
Printing, Stationery & Postage		46	33
Professional Services		677	552
Registration & Insurance - Trucks		472	462
Sundry		211	307
		<b>13,123</b>	<b>12,189</b>
<b>FINANCE COSTS</b>			
Interest on Loans		433	338
Interest on Leases		9	16
		<b>442</b>	<b>354</b>
<b>DEPRECIATION &amp; AMORTISATION</b>			
Buildings & Other Structures	6	82	81
Plant, Machinery & Equipment	6	2,171	1,768
Right-of-use assets	6	259	259
		<b>2,512</b>	<b>2,108</b>



# Financial Statements

## 2023-2024

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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

#### NOTE 4 - ASSET DISPOSALS

Notes	2024 \$'000	2023 \$'000
Proceeds from disposal	81	145
Less: Carrying amount of assets sold	-	(2)
<b>Gain (Loss) on disposal</b>	<b>81</b>	<b>143</b>

#### NOTE 5 - CURRENT ASSETS

##### CASH & CASH EQUIVALENTS

Cash on Hand and at Bank	618	3,724
Deposits at Call	1,016	229
	<b>1,634</b>	<b>3,953</b>

##### TRADE & OTHER RECEIVABLES

Debtors - general	1,030	718
Accrued Income	7	28
Prepayments	45	
	<b>1,082</b>	<b>746</b>





# Financial Statements

## 2023-2024

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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

#### NOTE 6 - PROPERTY, PLANT & EQUIPMENT

	Notes	2024 \$'000	2023 \$'000
Buildings & Other Structures - At Cost		617	617
Accumulated Depreciation		(294)	(212)
		<b>323</b>	<b>405</b>
Plant, Machinery & Equipment - At Cost		22,388	19,747
Accumulated Depreciation		(11,738)	(10,966)
		<b>10,650</b>	<b>8,781</b>
Right-of-use-assets		1,346	1,346
Accumulated Depreciation		(1,281)	(1,022)
		<b>65</b>	<b>324</b>
<b>Total Property, Plant &amp; Equipment</b>		<b>11,038</b>	<b>9,510</b>

	2023 \$'000						2024 \$'000	
	Carrying Value	Additions		Disposal - Cost	Disposal - Accumulated Depreciation	Depreciation	Adjustment	Carrying Value
		New/ Upgrade	Renewal					
Buildings & Other Structures	405	-	-	-	-	(82)	-	323
Plant, Machinery & Equipment	8,781	-	4,040	(1,400)	1,400	(2,171)	-	10,650
Right-of-use-asset	324	-	-	-	-	(259)	-	65
	<b>9,510</b>	-	<b>4,040</b>	<b>(1,400)</b>	<b>1,400</b>	<b>(2,512)</b>	-	<b>11,038</b>
2023 (\$'000)	8,542	2,484	587	(2,205)	2,203	(2,108)	7	9,510



# Financial Statements

## 2023-2024

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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

#### NOTE 7 - LIABILITIES

	2024 \$'000		2023 \$'000	
	Current	Non-current	Current	Non-current
<b>TRADE &amp; OTHER PAYABLES</b>				
Goods & Services	1,048	-	1,111	-
Payments received in advance	80	-	80	-
Accrued expenses - other	101	-	75	-
	<b>1,299</b>	<b>-</b>	<b>1,266</b>	<b>-</b>
<b>BORROWINGS</b>				
Loans	1,953	8,546	2,017	8,413
Lease Liabilities	76	-	289	77
	<b>2,029</b>	<b>8,546</b>	<b>2,306</b>	<b>8,490</b>
<b>PROVISIONS</b>				
Annual Leave	496	-	447	-
Rostered-Day-Off (RDO)	84	-	65	-
Long Service Leave	431	108	359	136
	<b>1,011</b>	<b>108</b>	<b>871</b>	<b>136</b>



East Waste's education programs empower the local community with essential knowledge for effective waste management



# Financial Statements

## 2023-2024

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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

#### NOTE 8 - CASH FLOW RECONCILIATION

	2024 \$'000	2023 \$'000
Total cash & equivalent assets	1,634	3,953
Balances per Cash Flow Statement	<u>1,634</u>	<u>3,953</u>
<b>(a) Reconciliation of Change in Net Assets to Cash Flows from Operating Activities</b>		
Net Surplus (Deficit)	(289)	328
<b>Non-cash items in Statement of Comprehensive Income</b>		
Depreciation	2,512	2,108
Net increase (decrease) in employee benefits	104	113
Net increase (decrease) accrued expenses	(26)	234
(Gain) / Loss on Disposal	(81)	(143)
Lease liability adjustment	(4)	7
	<u>2,216</u>	<u>2,647</u>
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables & inventory	(352)	189
Net increase (decrease) in trade & other payables	(15)	(404)
Net increase (decrease) in other provisions	12	2
<b>Net Cash provided by (or used in) operations</b>	<u>1,861</u>	<u>2,434</u>
<b>(b) Financing Arrangements</b>		
Corporate Credit Cards	15	15
Cash Advance Debenture Facility - LGFA	1,000	1,000



### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

#### NOTE 9 - FINANCIAL INSTRUMENTS

##### Recognised Financial Instruments

<b>Bank, Deposits at Call, Short Term Deposits</b>	<p><b>Accounting Policy:</b> Initially recognised at fair value and subsequently measured at amortised cost.</p> <p><b>Terms &amp; conditions:</b> Deposits on Call do not have a maturity period and have an average interest rates of 4.3% (2023: 4.3%).</p> <p><b>Carrying amount:</b> approximates fair value due to the short term to maturity.</p>
<b>Receivables - Waste Collection Fees &amp; Associated Charges</b>	<p><b>Accounting Policy:</b> Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.</p> <p><b>Carrying amount:</b> Approximates fair value (after deduction of any allowance).</p>
<b>Liabilities - Creditors and Accruals</b>	<p><b>Accounting Policy:</b> 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><b>Terms &amp; conditions:</b> Liabilities are normally settled on 30 day terms.</p> <p><b>Carrying amount:</b> Approximates fair value.</p>
<b>Liabilities - Creditors and Accruals Interest bearing borrowings</b>	<p><b>Accounting Policy:</b> Initially recognised at fair value and subsequently at amortised cost. Interest is charged as an expense using the effective interest rate.</p> <p><b>Terms &amp; conditions:</b> Secured over future revenues and Member Councils, borrowings are repayable on fixed interest terms. Rates between 1.7% - 5.88% (2023: 1.7% - 5.65%).</p>
<b>Liabilities - Leases</b>	<p><b>Accounting Policy:</b> 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.



### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

#### 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

2024	≤ 1 year	Maturity		Non-Interest Bearing	Total
		> 1 year ≤ 5 years	> 5 years		
<i>Financial Assets</i>	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Equivalents	1,634	-	-	-	1,634
Receivables	-	-	-	1,030	1,030
<b>Total</b>	<b>1,634</b>	<b>-</b>	<b>-</b>	<b>1,030</b>	<b>2,664</b>
<i>Financial Liabilities</i>					
Payables	-	-	-	1,048	1,048
Borrowings	2,089	6,766	1,644	-	10,499
<b>Total</b>	<b>2,089</b>	<b>6,766</b>	<b>1,644</b>	<b>1,048</b>	<b>11,547</b>

2023	≤ 1 year	Maturity		Non-Interest Bearing	Total
		> 1 year ≤ 5 years	> 5 years		
<i>Financial Assets</i>	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Equivalents	3,953	-	-	-	3,953
Receivables	-	-	-	718	718
<b>Total</b>	<b>3,953</b>	<b>-</b>	<b>-</b>	<b>718</b>	<b>4,671</b>
<i>Financial Liabilities</i>					
Payables	-	-	-	1,111	1,111
Borrowings	2,017	6,998	1,781	-	10,796
<b>Total</b>	<b>2,017</b>	<b>6,998</b>	<b>1,781</b>	<b>1,111</b>	<b>11,907</b>



# Financial Statements

## 2023-2024

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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

#### NOTE 10 - CAPITAL EXPENDITURE COMMITMENTS

The Authority has capital expenditure commitments totalling an estimated \$2.178 million as at reporting date.

#### NOTE 11 - LEASES

*Authority as a lessee*

Right-of-use-assets

The Authority leases its administrative and depot facilities at Ottoway.

	Buildings & Other Structures \$'000	Total \$'000
<b>At 1 July 2023</b>	324	324
Additions of right-of-use-assets	-	-
Depreciation Charge	(259)	(259)
Adjustments to right-of-use-assets	-	-
<b>At 30 June 2024</b>	<b>65</b>	<b>65</b>

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

	\$'000
<b>At 1 July 2023</b>	365
Additions	-
Accretion of interest	9
Payments	(294)
Adjustments to lease liability	(4)
<b>At 30 June 2024</b>	<b>76</b>
<b>Current</b>	<b>76</b>
<b>Non-Current</b>	<b>-</b>

#### NOTE 12 - POST BALANCE DATE EVENTS

There were no events after reporting date that occurred that require to be reported.



### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

#### 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, 5 persons were paid the following total compensation:

	2024 \$'000	2023 \$'000
Salaries, allowances & other short term benefits	649	599
<b>TOTAL</b>	<b>649</b>	<b>599</b>

#### 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	3,865	113	Provision of kerbside waste collection and hard waste collection services
City of Burnside	3,701	173	Provision of kerbside waste collection and hard waste collection services
City of Mitcham	3,556	224	Provision of kerbside waste collection and hard waste collection services
City of Norwood, Payneham & St Peters	3,325	78	Provision of kerbside waste collection and hard waste collection services
City of Prospect	1,719	91	Provision of kerbside waste collection and hard waste collection services
City of Unley	3,717	180	Provision of kerbside waste collection and hard waste collection services
Corporation of the City of Campbelltown	3,016	51	Provision of kerbside waste collection and hard waste collection services
Corporation of the Town of Walkerville	609	19	Provision of kerbside waste collection and hard waste collection services

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 2023-2024

Why waste it?  
when you can  
**Recycle. Compost.**  
**Re-Use. Avoid. Reduce.**

## CERTIFICATION OF AUDITOR INDEPENDENCE

### Galpins

Accountants, Auditors  
& Business Consultants



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Galpins Trading Pty Ltd  
ABN: 87 656 702 886

Liability limited by a scheme approved  
under Professional Standards Legislation

### EASTERN WASTE MANAGEMENT AUTHORITY INC

#### GENERAL PURPOSE FINANCIAL STATEMENTS

For the year ended 30 June 2024

#### Statement by Auditor

I confirm that, for the audit of the financial statements of the Eastern Waste Management Authority Inc for the year ended 30 June 2024, I have maintained my independence in accordance with the requirements of APES 110 – *Code of Ethics for Professional Accountants (including Independence Standards)*, Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

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

#### GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

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

**Tim Muhlhausler** CA, Registered Company Auditor  
Partner

Date: 30 September 2024



### INDEPENDENT AUDITOR'S REPORT

**Galpins**

Accountants, Auditors  
& Business Consultants



CHARTERED ACCOUNTANTS™  
AUSTRALIA - NEW ZEALAND

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### INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL REPORT

To the members of the Eastern Waste Management Authority Inc

#### Opinion

We have audited the accompanying financial report of Eastern Waste Management Authority Inc (the Authority), which comprises the statements of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising 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 respects, the financial position of the Authority as at 30 June 2024, and its financial performance and its cash flow for the year then ended in accordance with the Australia 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 Authority 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 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 for the Financial Report

The Authority 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 the Authority 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, the Authority is responsible for assessing the entity'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 the Authority 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 Authority'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 misstatements, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level 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 decision of users taken on the basis of this financial report.



### INDEPENDENT AUDITOR'S 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 risk 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, misrepresentation, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit of the financial report in order to design procedures that are appropriate in the circumstances, but 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 Authority'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.
- 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

Date: 30 September 2024





**East Waste  
prides** itself  
on delivering  
**exceptional  
service** to the  
communities  
we serve.



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East Waste - Eastern Waste  
Management Authority



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