

# *Annual Report*

2024 - 2025



**Adelaide Hills**  
COUNCIL

# Welcome

This is our Annual Report for 2024-25 which provides an account of our performance over the financial year 1 July 2024 to 30 June 2025. This report highlights our achievements against the goals we set in our Strategic Plan 2020-24 – A Brighter Future and Annual Business Plan 2024-25.

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

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## Acknowledgement of Country

Council acknowledges that we undertake our business 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, for they hold the memories, traditions, spiritual relationships, culture and hopes of the First Nations of Australia.

We are committed to working together to ensure that Peramangk and Kurna culture and traditions are sustained, valued and continuing.



Cover: Morning mist over farmland in the Adelaide Hills  
This page: Vineyards in Kersbrook



## Acting Mayor's Message

This year's Annual Report reflects Adelaide Hills Council's commitment to sustainability, resilience, and responsible governance. It tells the story of how we've delivered important projects, strengthened community connections, and laid the foundations for a thriving future.

We continued to invest in infrastructure that enhances liveability and wellbeing. The completion of the Splash Park at the Adelaide Hills War Memorial Swimming Centre and Stage 4 of the Amy Gillett Bikeway are examples of projects that create safe, accessible spaces for recreation and active transport. The launch of the redeveloped Fabrik Arts & Heritage Hub was another highlight, providing a vibrant cultural destination that celebrates creativity and community.

Council adopted the 'Towards Zero Emissions – A Carbon Management Plan' and secured over \$2 million in federal funding for the Cox Creek Restoration Project to strengthen biodiversity. Together, these initiatives demonstrate our commitment to reducing emissions, protecting natural areas, and enhancing the unique landscapes that define the Adelaide Hills.

Building resilience was also central to our work. The nationally recognised Towards Community Led Emergency Resilience Program concluded this year, strengthening local preparedness and community networks. At the same time, our digital transformation progressed with the launch of our new customer relationship system and the "My Adelaide Hills" portal. Both projects aim to improve service delivery and make it easier for residents to connect with Council.

A key milestone was the adoption of the 'Your Place, Your Space' Strategic Plan 2024. Developed in collaboration with our community, this plan sets ambitious goals for protecting our environment, supporting wellbeing, and fostering innovation. It will guide Council's priorities and decision-making for years to come, ensuring we remain responsive to the needs and aspirations of our residents.

While we navigated financial challenges early in the year, Council remains focused on long-term sustainability, renewing aging infrastructure, and delivering value for our community.

I thank our staff, volunteers, partners, and Elected Members for their dedication in serving the Adelaide Hills community. Together, guided by our Strategic Plan, we are building a vibrant, sustainable, and inclusive future for the Adelaide Hills.



**Acting Mayor Nathan Daniell**



**CEO Greg Georgopoulos**

## ***Chief Executive Officer's Message***

Reflecting on 2024–25, I am proud of how we strengthened our internal capability and positioned Adelaide Hills Council to deliver efficient, modern services for our community. This year was about building resilience within our Administration and ensuring we have the systems, processes, and people to meet future challenges.

We continued to evolve, embracing innovation to enhance performance and responsiveness. Planning commenced for a multi-year Enterprise Resource Planning system replacement, alongside upgrades to SharePoint and data governance frameworks. These initiatives will enable smarter, more connected services, making it easier for residents to access information and interact with Council, and ensuring our organisation remains agile and well-equipped for the years ahead.

Our focus on organisational improvement extended beyond technology. Investments in leadership development, workplace health and safety, and data-driven decision-making have equipped our teams to adapt and innovate. The adoption of the 'Towards Zero Emissions – Carbon Management Plan' demonstrates how sustainability is now embedded in our operations and planning, shaping the way we manage assets and deliver services. We strengthened governance and accountability by embedding clearer frameworks and oversight, ensuring decisions are robust, transparent, and aligned with the organisation's strategic direction.

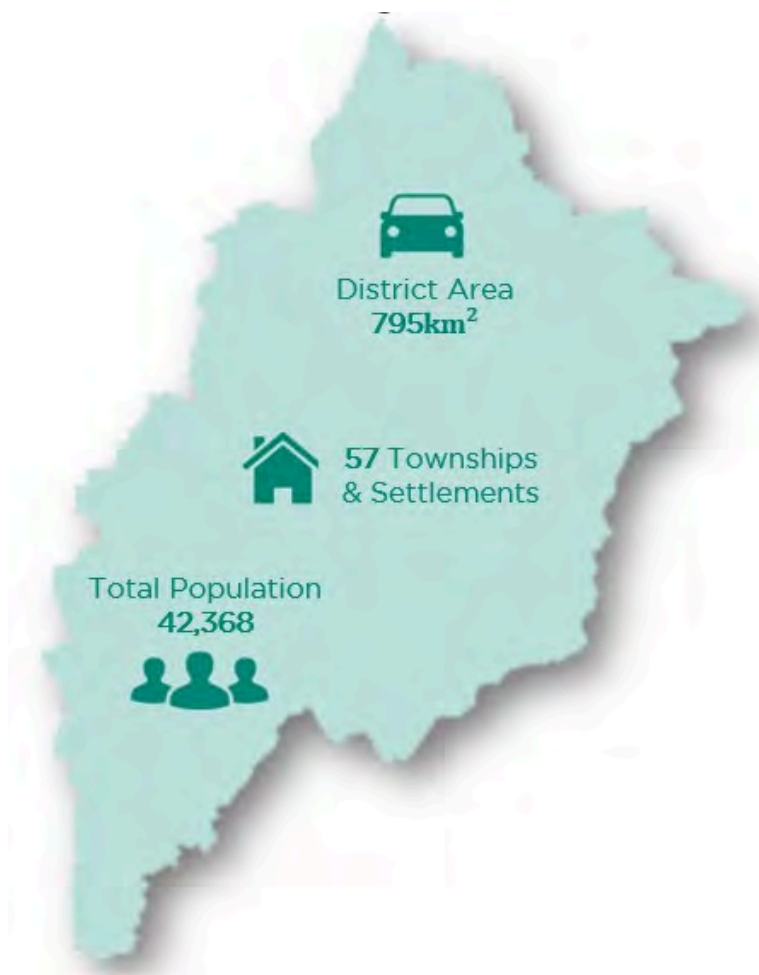
While I have only highlighted a few achievements, this report tells the full story of a year defined by progress and adaptability. These outcomes were made possible by the dedication and professionalism of our staff, volunteers, and Council Members, whose commitment to excellence continues to drive our success.

Looking forward, we will continue to strengthen our organisation and innovate with purpose, ensuring we have the capability and confidence to meet future challenges and deliver trusted, high-quality services for our community.

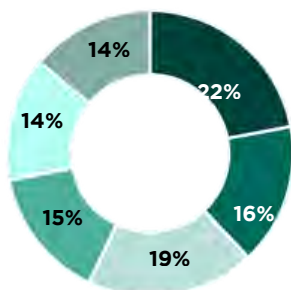








# Our District

	Median age is 44
	30% of the population volunteer
	3.8% need help at home
	16,267 households
	84% own or are buying a home
	43% have a university or TAFE qualification
	19% have a trade qualification
	4,243 businesses
	12,049 local jobs
	1.2M+ domestic day trips were taken in our region

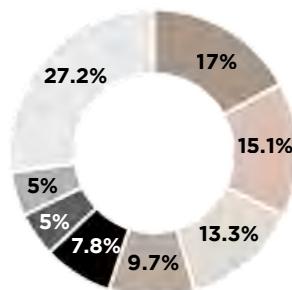










## Age profile of the Adelaide Hills



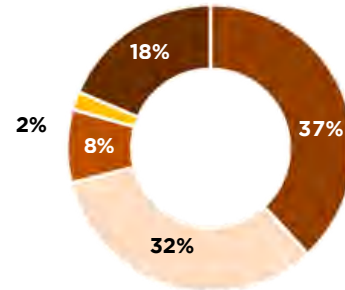
	0 - 17 (22%)
	18 - 34 (16%)
	35 - 49 (19%)
	50 - 59 (15%)
	60 - 69 (14%)
	70+ (14%)






## Number of registered businesses by industry



	Construction (17%)
	Professional, Scientific & Technical Services (15.1%)
	Agriculture, Forestry and Fishing (13.3%)
	Rental, Hiring and Real Estate (9.7%)
	Health Care and Social Assistance (7.8%)
	Retail Trade (5%)
	Manufacturing (4.9%)
	All other industries (27.2%)

## Household types



	Couple with children (37%)
	Couple without children (32%)
	One parent families (8%)
	Lone person (18%)
	Group households (2%)

# Our Elected Council



Mayor  
Jan-Claire Wisdom



Cr Nathan Daniell  
Deputy Mayor  
(Since 28/1/25)  
(Ranges Ward)



Cr Melanie Selwood  
(Deputy Mayor until 27/1/25)  
(Resigned 27/5/25)  
(Valleys Ward)



Cr Kirrilee Boyd  
(Ranges Ward)



Cr Adrian Cheater  
(Ranges Ward)



Cr Pauline Gill  
(Resigned 23/5/25)  
(Valleys Ward)



Cr Chris Grant  
(Valleys Ward)



Cr Malcolm Herrmann  
(Valleys Ward)



Cr Lucy Huxter  
(Valleys Ward)



Cr Leith Mudge  
(Ranges Ward)



Cr Mark Osterstock  
(Ranges Ward)



Cr Kirsty Parkin  
(Ranges Ward)



Cr Louise Pascale  
(Resigned 22/5/25)  
(Ranges Ward)

## Council and Committees

The elected Council's role is to provide for the governance and stewardship of the Council. They do this through representing the interests of the community, providing and coordinating public services and facilities, encouraging and developing initiatives to improve the community's quality of life and exercising their functions under legislation and the strategic management plans.

A number of committees have been established in accordance with legislation to assist the Council and the administration to discharge their responsibilities in specific areas. These are the Audit and Risk Committee, the Chief Executive Officer Performance Review Panel, the Council Assessment Panel, the Boundary Change Committee and the Building Fire Safety Committee.

## Regional Subsidiaries

We are a member of four regional subsidiaries to deliver particular functions in collaboration with other councils. The subsidiaries are the Southern and Hills Local Government Association, the Eastern Waste Management Authority (East Waste), the Adelaide Hills Region Waste Management Authority, and the Gawler River Floodplain Management Authority.



# Our Organisation



## Council Administration

The Council's administration is led by the Chief Executive Officer appointed by the Council. The Chief Executive Officer appoints staff and engages other resources to carry out the functions and duties delegated to them and to implement Council decisions.

The Administration is organised into directorates, each with a specific area of focus and functional responsibilities. The arrangement of the directorates provides for the separation of the regulatory activities, as far as practicable, from the other activities of the Council.

# Our 2024-25 Performance Highlights

## Serving our community



**9133**

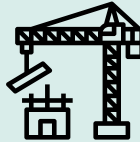
dogs  
registered



**1,621**

cats  
registered

**\$204m**



worth of planning and  
building consent  
applications lodged



**86%**

of Council decisions  
were made in open  
public meetings



**578**

litter and nuisance  
reports resolved



**208,044**

visits to our  
libraries



**348**

food premises  
inspected



**206**

development complaints  
investigated

### Library Loans



**440,996**

physical loans



**49,234**

eBooks



**57,228**

audioBooks



**21,151**

eMagazines



**255**

building  
inspections  
completed

## Connecting with our community



**34,062**

visits to the  
online  
engagement  
platform



**38**

online  
engagements  
with **1,671**  
contributions



**205**

Community events  
supported by Council



**3**

community  
forums



**13** events and  
programs held  
celebrating cultural  
diversity



**19**

Community Development Grants  
awarded totaling **\$43,725**

**12**

Community Recreation & Facilities  
Grants awarded totaling **\$166,923**



**75** new  
subscribers to  
the online  
Engagement  
HQ Platform



**278**

early childhood  
programs with  
**6,977** attendees



**60**

school Holiday  
programs with  
**1,691** attendees



**332**

adult events  
held with **2,078**  
attendees

### Library programs



# Our 2024-25 Performance Highlights

## Helping our community



**20**

waste and recycling community education sessions delivered



average of  
**157 Volunteers**  
across the year



**13,188**

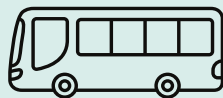
volunteer hours provided across libraries and community centres



**7,540**

hours of support in and around the home

### Aged home support program



**2,400**

transport trips provided



**\$20,150**

in-home modifications



**18,200**

hours of Social Support Programs provided



**\$2.020m**

of grant funding secured to improve habitat quality and the ecological condition of parklands, bushland reserves and waterways across the Adelaide Hills Council region

## Contributing to our environment



**110km**

treated for weeds under the Roadside Weed Control Work Plan



**1,086**

seedlings planted across the region in **10 revegetation projects**



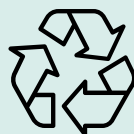
**1,650**

tonnes of green waste collected on Green Organics Drop off days



**53%**

waste was diverted from landfill



**3352**

tonnes of recycling waste collected



**17,671**

property inspections completed

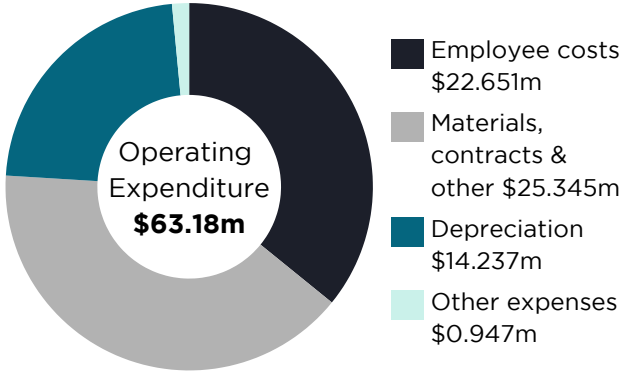
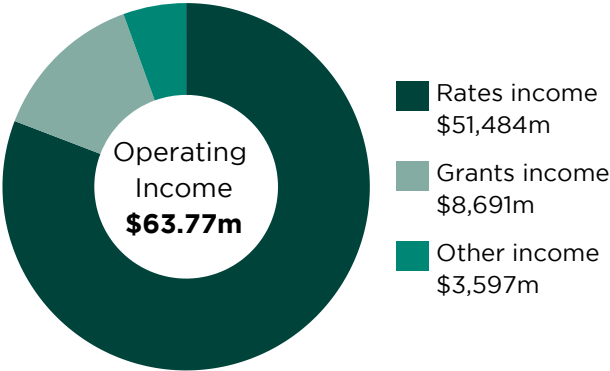


**161**

properties issued a 105F notice

### Annual bushfire mitigation

# Financial Highlights



## Capital works program

### Road Works

**\$7.4 million**

- 23 km of sealed roads
- 24 km of unsealed roads
- 7932m2 of road pavement renewed

### Footpaths

**\$815,000**

- 1050 metres of new footpaths
- 2700 metres of renewed footpaths

### Sport & Recreation

**\$1.210 million**

- Court resurfacing (Piccadilly, Crafers, Woodside and Balhannah)
- Heathfield Oval carpark
- Bridgewater Oval drainage

### Storm Water

**\$757,000**

- Lutana Grove Balhannah
- Towers Road, Bridgewater
- Crafers Tennis Courts

### Bridges

**\$595,000**

- Montacute Road Bridge
- Euston Road, Aldgate
- Caripook Park Footbridge, Bridgewater

### Other Capital Projects

**\$5.052 million**

- Bus shelter renewals
- Fencing
- Bins
- Street furniture
- Safety barriers
- Defibrillators (73)
- Fleet renewal
- Project Management costs
- \$300k spent on light fleet assets with a focus on electric vehicles

### CWMS

Community Wastewater Management System

**\$198,000**

- 3 pump upgrades



# Our Events

The Adelaide Hills remains a destination of choice for arts and community events. In 2024-25 we supported 205 community events to enrich, empower and support connected communities. Events included markets, local cycling and walking events, nature and sustainability events, and Christmas events.



## Community Markets

*Stirling, Woodside, Oakbank, Mount Torrens, Gumeracha, Uraidla, Mylor*

Community markets are held nearly every weekend across the Hills, with the Adelaide Hills Council offering support to a variety of these local events every month.



## FABRIK Handmade Christmas Market 21 December 2024

*Lobethal*

FABRIK Arts + Heritage hosted a festive market featuring Adelaide Hills artists, makers and local producers. Visitors enjoyed unique gifts, delicious food, live music, and a licensed venue, all set in a magical, light-filled atmosphere as part of Lobethal's Christmas tradition.



## Santos Tour Down Under 19 – 23 January 2025

*Stirling, Gumeracha, Uraidla*

The Santos Tour Down Under held three stages in the Adelaide Hills: the Hyundai Women's Stage 3 race finishing in Stirling, the Men's Ziptrak Stage 1 finishing in Gumeracha, and the Men's efex Stage 3, finishing in Uraidla. The event was a celebration of cycling in the beautiful setting of the Adelaide Hills.



## Discover, Play, Bikeway! 2 March 2025

*Oakbank, Woodside, Charleston, Mt Torrens*

A fantastic turnout of locals and visitors enjoyed a vibrant mix of music, art, food, and entertainment, set against the spectacular rolling Adelaide Hills. Event hubs were stationed at Woodside and Mount Torrens, and there were plenty of other adventures all along the Amy Gillett Bikeway.

# Strategic Plan 2024

The 'Your Place, Your Space' Strategic Plan 2024 was adopted by Council on 12 November 2024, setting a clear direction for the future of the Adelaide Hills region.

Shaped through extensive community engagement, the Plan reflects the priorities and aspirations of our residents and provides a roadmap for the next four years.

It focuses on sustainability, resilience, and innovation, with goals that protect our environment, strengthen community wellbeing, support local economic growth, and drive organisational improvement.

This Strategic Plan 2024 will guide decision-making and investment, ensuring the Adelaide Hills remains a vibrant and thriving place to live, work, and visit.



The key focus areas of the Strategic Plan 2024:



## Natural Environment

Responsible custodians of our natural environment

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## Community Wellbeing

A thriving, safe and welcoming community

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## Built Form and Economy

Building foundations for the future

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## Organisation

An accessible, accountable and representative organisation

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The information contained in this report outlines our performance and highlights key achievements delivered under the 2024-25 Annual Business Plan.



# What we achieved

The 2024–25 Financial Year was marked by significant progress across major projects, strategic initiatives, and community programs. Council continued to deliver on its vision of creating a connected, sustainable, and resilient Adelaide Hills through investment in infrastructure, environmental stewardship, and cultural development. These achievements reflect our commitment to enhancing community wellbeing while maintaining financial sustainability and operational excellence.

## Major Projects

<b>FABRIK Arts + Heritage Hub Redevelopment</b>	The newly redeveloped Fabrik Arts + Heritage Hub was launched in September 2024. The facility now features an A-class gallery, museum, retail store, event space, artist studios, and accommodation for artists in residence, creating a vibrant cultural destination in the Adelaide Hills.
<b>Amy Gillett Bikeway Stage 4</b>	Significant progress was achieved on the 6 km extension from Mount Torrens to Birdwood. Works included vegetation clearance, asphalt surfacing, and bridge construction. Completion of Federal Milestone 3 secured \$1.56 million in grant funding.
<b>Splash Park at Adelaide Hills War Memorial Swimming Centre</b>	Practical completion of the Splash Park was reached in June 2025. The new facility will open alongside the pool later in the year, providing a safe and engaging play space for families.
<b>Customer Relationship Management (CRM) Renewal</b>	Salesforce CRM was deployed in July 2024, introducing the ‘My Adelaide Hills’ online platform for customers to report issues and request services. During the year, significant enhancements were delivered including online forms, improved customer portal features and enhanced compliance handling.
<b>Towards Community Led Emergency Resilience Program</b>	The program strengthened community emergency preparedness through resources, training, and workshops. Federal funding concluded in March 2025, with the final report and audit accepted by the Federal government.

Photo: Fabrik Arts + Heritage Hub, Lobethal





# Key Initiatives

In addition to major projects, Council delivered a range of key initiatives aligned with the 2024-25 Annual Business Plan to strengthen community resilience, enhance sustainability, and improve service delivery.

These initiatives focused on climate action, waste management, digital transformation, economic development, reconciliation, and biodiversity restoration, ensuring that Council continues to meet the evolving needs of the Adelaide Hills community

<b>Santos Tour Down Under</b>	Council successfully delivered Santos Tour Down Under events in Stirling, Gumeracha, and Uraidla in January 2025. Preparations included comprehensive tree safety assessments and works along the route, with cost-sharing arrangements secured with the Department for Infrastructure and Transport. The event attracted strong community engagement and showcased the region.
<b>Review of the Carbon Management Plan</b>	The draft 'Towards Zero Emissions - A Carbon Management Plan for the Adelaide Hills' was adopted by Council in April 2025. This plan sets a clear pathway for reducing emissions and improving energy efficiency, supported by feasibility studies for solar PV installations at key sites.
<b>Food Organics Garden Organics (FOGO) Trial</b>	The 12-month FOGO trial in the Woodside and Lenswood areas concluded successfully, achieving 77% waste diversion away from landfill. Planning progressed for an expanded weekly FOGO trial in 2025-26 across the Balhannah, Charleston, Lobethal, Oakbank, and Woodside townships to provide a more sustainable kerbside bin service.



Photo: Residents participating in the FOGO Trial



## Key Initiatives Continued

<b>Reconciliation Action Plan</b>	Council launched its Innovate Reconciliation Action Plan (RAP) in May 2025 during National Reconciliation Week. The launch was supported by a First Nations Business Event at Fabrik and a program of cultural activities across community facilities. The RAP outlines actions to strengthen relationships, respect, and opportunities for Aboriginal and Torres Strait Islander peoples within the Adelaide Hills community.
<b>Cox Creek Restoration Project</b>	Council secured \$1.98m in Federal Urban Rivers and Catchments funding for a four-year project to restore a 6 km section of Cox Creek in Bridgewater. In 2024-25, a project officer was appointed and a monitoring framework developed, laying the foundation for long-term biodiversity improvements.
<b>Digital Transformation Program</b>	Council advanced its Digital Transformation Program by transferring the Asset Management System to Microsoft Cloud, improving mobile access for field staff. Planning commenced for a multi-year Enterprise Resource Planning (ERP) system replacement, alongside enhancements to SharePoint and data governance frameworks.
<b>Road Safety Program</b>	Council secured Blackspot funding for safety upgrades on Fox Creek Road and Basket Range Road. Works included sealing, shoulder improvements, and installation of safety barriers, reducing risk on key routes.
<b>Representation Review</b>	<p>Council completed its legislated Representation Review. Following community consultation in January 2025, engagement findings were incorporated into the final Representation Review Report. The review considered the number of elected members, ward structure, and representation levels. The Electoral Commission SA has approved the Representation Review. The following arrangements will therefore take effect from polling day of the next periodic Local Government election:</p> <ul style="list-style-type: none"> <li>• The principal member of Council continues to be a Mayor, elected by the electors for the area;</li> <li>• The Council elected body comprise a Mayor and twelve (12) councillors;</li> <li>• The Council area be divided into three (3) wards, as defined in Schedules One to Four inclusive;</li> <li>• The wards be identified as South Ward, Central Ward and North Ward, with each ward being represented by four (4) Councillors</li> </ul>
<b>Stirling Main Street Support</b>	The Stirling Village Mall fire in October 2023 significantly impacted local businesses. In response, Council partnered with the Stirling Business Association to deliver a targeted recovery campaign aimed at restoring confidence and strengthening economic activity. This included digital promotion alongside festive events and summer activations to help boost visitation.

Photo: The Innovate Reconciliation Action Plan Launch on 31 May 2025





# *Annual Business Plan*

## *Performance Measures*





# Performance Measures

Indicator	Target	Reporting Frequency	End of Year Result
Delivery of capital works program	90%	Quarterly	83% - \$16.1m actual spend against budgeted \$19.4m Supply delays, sequencing delays and complex negotiations contributed to approximately \$3m of carry forwards
Compliance inspections completed within 10 business days of development completion notification	100%	Quarterly	Q1 = 84%; Q2 and Q3 = 79%; Q4 = 94% Where 10 days could not be met it was due to public holiday impacts or scheduled later at client request.
Compliance inspections completed within 5 business days of notification of alleged unlawful development	80%	Biannually	Q2 = 79%; Q4 = 80% In Q1 and Q2, 42 out of 53 inspections were completed within target. Those that did not were met just outside of the 5-day target.
Comparison of Council's Energy Usage (Kwh) against previous financial year	Less than previous year	Annually	123,588 kWh less than previous year (approx 7%variation) 2024-25 = 1,738,556kWh 2023-24 = 1,862,144 kWh
Operational tasks completed within the Civil Zone Maintenance Program	80%	Quarterly	Q1 = 80%; Q2 and Q3 = 80%; Q4 = 80% Confirm Mobile Maintenance Management System integration with CRM Salesforce and allocation of mobile devices to field staff enabled streamlined reporting and responsiveness to operational tasks.

Photo: Council staff constructing the Amy Gillett Bikeway





# Performance Measures

Measures	Target	Reporting Frequency	Year End Result
Positive ageing wellbeing score	7 Average	Quarterly	Q1 = 6.6; Q2 and Q3 = 6.97; Q4 = 6.98 Some participants elected not to participate in the surveys, citing a range of personal reasons. This is the likely explanation for the slight dip below target.
Community Centre participants who feel better connected to others or community	85%	Biannually	Q2 = 83%; Q4 = 81.5%
Community Centre participants who would use the knowledge/skills gained in the future	80%	Biannually	Q2 = 84%; Q4 = 77% Many of our programs and workshops are not for knowledge development which contributes to lower score for the Q4 measure.
Number of volunteer hours contributed to AHC programs each year	3500	Quarterly	Q1 = 3,302; Q2 = 3,391; Q3 = 2,979; Q4 = 3,517 Volunteer numbers have still not returned to pre-COVID levels. Slight increases during the year can be attributed to the expanded volunteer program at Fabrik Arts + Heritage.
Library visits per capita compared with Australian Library and Information Association (ALIA) Standards	Exceed ALIA target	Annually	4.8 = AHC 4.5 = enhanced ALIA target
Library loans per capita compared with Australian Library and Information Association (ALIA) Standards	Exceed ALIA target	Annually	9.3 per capita = AHC 7 per capita = Enhanced ALIA target
Attendance at programs, events and workshops at Fabrik Arts and Heritage	8000	Annually	10,100 An average of 1,000 visitors attended per month since Fabrik reopened in September 2024 following redevelopment
Percent of available studio spaces occupied	50%	Annually	90% The high occupancy rate reflects the success of flexible hire arrangements.
Number of events and programs celebrating cultural diversity	8	Annually	13 events

# Performance Measures

Measures	Target	Reporting frequency	End of Year Result
Visitor numbers (visitor domestic day trips)	1.2 mill	Annually	1.1 million day trips were taken to the Adelaide Hills for the year with visitor expenditure of \$192 million Source: tourism.sa.gov.au
Average number of days for building consents	<20 business days	Quarterly	Q1 = 12.19 days; Q2 = 13.82 days; Q3 = 14.40 days; Q4 = 14.47 days
Percentage of new development application decisions upheld in Council/CAPs favour under appeal	85%	Quarterly	0% No new appeals of CAP decisions were lodged
Percentage of planning consents completed within statutory timeframes	85%	Quarterly	Q1 = 88.57%; Q2 = 88%; Q3 = 89.87%; Q4 = 88.56%
Number of local jobs in AHC area compared to previous financial year	Maintain 2019-20 Financial Year = 11200	Annually	N/A: Data collection was not completed due to temporary resourcing challenges.



Photo: Adelaide Hills Vineyard in Spring



# Performance Measures

Measures	Target	Reporting frequency	Year End Result
Number of biodiversity sites monitored using the BushRAT methodology (actual versus planned)	60 NVMS sites (14% of total) per annum & 5 reserves	Annually	21 reserves and 18 NMVS assessments Staff hours were redirected to implementing the Urban Rivers and Catchments Program Grant for the Cox Creek Restoration Project.
Weed Control in biodiversity sites - no. of sites complete (actual versus planned)	31 sites per annum	Annually	51 Biodiversity and 101 NVMS sites
Percent of nuisance and litter queries resolved	90%	Quarterly	Q1 = 95.6%; Q2 = 92.6%; Q3 = 90%; Q4 = 92%
Percent of private properties inspected prior to bushfire season that comply with fuel load management requirements	At least 90%	Annually	99% 17,526 property inspections completed. 161 properties were issued a 105F notice
Tonnes of green organics collected on Green organic days	150 tonnes	Quarterly	Q1 = 338 tonnes; Q2 = 503 tonnes; Q3 = 452 tonnes; Q4 = 357 tonnes
Percentage change in tonnes of waste disposed to landfill compared to previous financial year	Reduction in waste percentage	Annually	Reduction of 0.7% Tonnes disposed: 2024-25 = 7,485t 2023-24 = 7,537 t
Number of community education actions delivered (Waste Management Strategy 2016-2021) - Actioned vs Planned	6 Annually	Quarterly	Q1 = 3; Q2 = 9; Q3 = 3; Q4 = 5



# Performance Measures

Measures	Target	Reporting frequency	Year End Result
Number of lost time injuries	0	Quarterly	4 injuries recorded in Q1 and Q2, and 0 in Q3 and Q4. Additional control measures were applied to some field equipment items to improve WHS practices.
Customer Net Ease Score (NES)	50	Annually	Net Ease Score 35+ 401 survey responses were received since customer surveys went live in January 2025.
Overall customer satisfaction	75%	Biannually	N/A - Surveys are currently unavailable due to the upgrade of the CRM system. Surveys will be reintroduced in 2025-26.
Operating Surplus Ratio	1 - 5%	Annually	0.9% Operating surplus materially meets lower end of target
Net Financial Liabilities Ratio	25 - 75%	Annually	40%
Asset Sustainability Ratio	95 - 105%	Annually	105%
Decisions (Council resolutions) considered in open Ordinary & Special Council meetings during the reporting period	90%	Quarterly	Q1 = 78.4%; Q2 = 87.5%; Q3 = 87.18%; Q4 = 89.58%
Council Member attendance at Ordinary & Special meetings	90%	Quarterly	Q1 = 82.4%; Q2 = 81.53%; Q3 = 72.31%; Q4 = 71.25%
Freedom of Information (FOI) requests received, in progress and completed within the legislated timeframe	100%	Quarterly	Q1 = 100%; Q2 = 100%; Q3 = 100%; Q4 = 100%
Freedom of Information (FOI) External reviews upholding Council's decisions	100%	Quarterly	Q1 = 100%; Q2 = 100%; Q3 = 100%; Q4 = 100%
Employee turnover	7 - 15% Annually	Quarterly	14.48% There are challenges in collating accurate data using current methodologies. A review is underway to improve the monitoring and reporting of employee turnover.



## Nuisance and Litter

	Nature	Volume
Number of reports	Illegal dumping	485
	Noise complaints	41
	Graffiti	39
	Nuisance	5
	Vandalism/damage	3
	Air pollution	5
Expiated Offences	Disposal of litter onto any land or into any waters - up to 50 Litres of class B general litter	7
	Disposal of litter onto any land or into any waters - excess of 50 Litres of class B hazardous or general litter	13
	Carry on an activity resulting in local nuisance	1
	Failure to comply with Local Nuisance abatement notice	1
Prosecuted offences	NA	0
Abatement notices issued	Wandering livestock	1





## ***Our Focus in 2025-26***

Council will focus on supporting and strengthening our community, environment and region by developing a responsible budget which recognises our unique constraints and is geared towards delivering essential services, prudent resource management, and sustainability.

This financial planning exercise, including the Long-Term Financial Plan (LTFP), is the first to address the Council's financial sustainability considering recent revelations regarding its assets and depreciation. The re-evaluation has identified that Council's financial sustainability is not as robust as previously thought. Consequently, the Council must now plan for significantly higher costs associated with the renewal and replacement of assets.

Some key projects and activities Council will be undertaking include:

- Pursuing our adopted pathway to achieving net zero corporate carbon emissions
- Trialing alternative kerbside waste collection models to divert more waste from landfill
- Implementing the Reconciliation Action Plan and embedding Reconciliation across all areas of business
- Developing a housing strategy that meets the needs of the community
- Implementing technology upgrades to the Customer Relationship Management system (CRM) to enhance the customer experience in relation to online services
- Delivering restoration works along 6km of Cox Creek, Bridgewater.





## Our Governance

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

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

The following information reports on our governance activity during 2024-25

*Good Governance is accountable, transparent and responsive*

### Council Meetings

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

Council meetings held in 2024-25:

- 22 ordinary meetings
- 2 special meetings

Council Committee meetings held in 2024-25:

- 6 Audit Committee meetings
- 0 Special Audit Committee meetings
- 5 CEO Performance Review Panel meetings
- 1 Special CEO Performance Review Panel meetings
- 3 Boundary Change Committee meetings

The attendance of the Mayor and Councillors at 2024-25 Council and Committee meetings is detailed in the following tables.

Council Meeting Type	Ordinary Council		Special Council	
Total Meetings Held	22		2	
	P	A	P	A
Mayor Jan-Claire Wisdom	7	15	1	1
Cr Kirrilee Boyd	14	8	1	1
Cr Adrian Cheater	19	3	1	1
Cr Nathan Daniell	21	1	2	0
Cr Pauline Gill <i>Resigned 23 May 2025</i>	7	12	0	1
Cr Chris Grant	20	2	1	1
Cr Lucy Huxter	16	6	2	0
Cr Malcolm Herrmann	22	0	2	0
Cr Leith Mudge	17	5	2	0
Cr Mark Osterstock	21	1	2	0
Cr Kirsty Parkin	18	4	2	0
Cr Louise Pascale <i>Resigned 22 May 2025</i>	14	6	0	1
Cr Melanie Selwood <i>Resigned 27 May 2025</i>	18	2	1	0

*P = Present (number of meetings attended);  
A = Absent (number of meetings not attended)*

## *Good Governance is effective and efficient*

### **Council Member training and development**

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

Regular professional development training sessions have been held for Council members. Professional development sessions conducted in-house are Closed Information or Briefing Sessions for the purposes of the Information or Briefings Policy. The dates and venues for these sessions are publicly documented in agendas for Ordinary Council meetings and are posted on the Council's website.

## *Good Governance is participatory, equitable and responsible*

### **Allowance paid to Council Members**

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

Pursuant to the Remuneration Tribunal's determination, the following amounts were prescribed for Council Members 2024-25:

Position	Annual Allowance prior to 12/11/2024	Annual Allowance after 12/11/2024
Mayor/Principal member	\$80,950	\$83,540
Deputy Mayor/Presiding member of a prescribed committee*	\$25,297	\$26,106
Other Council Members	\$20,238	\$20,885

*\*Council's prescribed committees are the Audit Committee, Boundary Change Committee and the CEO Performance Review Panel.*

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

Council members are not provided with purchase cards, and are instead provided with reimbursements or provisions such as:

- Reimbursement for travelling within/outside the area of Council and child/dependent care expenses associated with attendance at a Prescribed Meeting or undertaking a function or activity on the business of Council.
- Provision of an annual Travel Time Payment for Members residing greater than 30km from the Principal Office.
- Reimbursement of other expenses including:
  - Stationary and office supply expenses
  - Conference, seminar and training course fees and associated travel expenses.
- Provision of the following to assist Members in performing their official functions:
  - An electronic device with appropriate software and document management (including Council Agenda and Minutes), communication and research (both Council workspace and internet)
  - A Council email address
  - A mobile phone (including SIM) if requested
  - Paper for printing
  - Stationery (such as pads, pens, diaries, etc.)
  - Meals and beverages provided in association with meeting attendance.

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

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

- Laptop computer with appropriate software
- Supply and maintenance of a motor vehicle
- Mayoral Office providing desk and meeting facilities
- Provision of media and communications support
- Access to administrative officer services.



## Council Member Behaviour

Under Regulation 35(a1), 35(2a) and 35 (2b) Local Government (General) Regulations 2013 (SA) Council is required to provide a summary of the number of contraventions against the section of the Local Government Act 1999 (SA) relating to Member behaviour (Chapter 5 Part 4 Division 2) and Health and Safety Duties (Chapter 5 Part 4 Division 3), and the total costs incurred by the council in relation to dealing with complaints alleging contraventions.

Description	2024/25 Totals
Total number of contraventions of Chapter 5 (Members of Council) Part 4 (Member Integrity and Behaviour) Division 2 (Member Behaviour) during 2024-25. These contraventions arose from 5 complaints, with individuals being found to have breached multiple standards	26
Total costs incurred by the Council in relation to dealing with complaints alleging contravention of Chapter 5 Part 4 Division 2	\$128,433
Referrals of complaints relevant to Chapter 5 Part 4 Division 2 to the Behavioural Standards Panel	2
Total number of contraventions of section 75G (Health and Safety duties) as it relates to Member behaviour	Nil
Total costs incurred by the council in relation to dealing with complaints alleging contravention or failure to comply with section 75G as it relates to Member behaviour	\$46,000
Referrals of complaints relevant to s75G to the Behavioural Standards Panel	1

## Council Member interstate and international travel

During 2024-25, the following interstate and international travel was conducted by Council Members:

Event	Date & Location	Travel Expenses
National General Assembly (NGA) for Local Government	Jul 2024, Canberra	\$5,887.41
National General Assembly (NGA) for Local Government	Jun 2025, Canberra	\$890.00

## Gifts and benefits received by Council Members

Two (2) gifts or benefits valued at \$50 or more were received by Council Members during 2024-25.

Full details are included in Appendix 4.



Photo: The Weydling Family enjoying the surrounds at Hamilton Hill, Woodforde

## Local Government Act 1999

### Section 41 Committees

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

- Audit and Risk Committee,
- CEO Performance Review Panel, and
- Boundary Change Committee

### Audit and Risk Committee

In accordance with Section 126 of the Local Government Act 1999, the Audit and Risk Committee assists Council in the discharge of its responsibilities for financial reporting, maintain a reliable system of internal controls, risk management and asset management, liaise with the external auditor, and foster the organisation's ethical development. The Audit and Risk Committee's Annual Report is included in Appendix 5.

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

Member Name	Ordinary Meeting		Special Meeting	
	P	A	P	A
Cr Malcolm Herrmann (Presiding Member)	6	0	-	-
Sarah Beesley (Until 11 April 2025)	3	1	-	-
Pamela Lee	6	0	-	-
David Moffatt	6	0	-	-
Cr Melanie Selwood	6	0	-	-

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

Six (6) ordinary meetings were held during 2024-25. There were no special meetings. Sitting fees were paid to independent members of the Audit and Risk Committee. The Presiding Member receives an allowance equivalent to that received by Presiding Members of Prescribed Committees in accordance with the Remuneration Tribunal's determination.

Sitting fees paid until 30 June 2025:

- Independent Presiding Member: \$575 per meeting (not utilised in 2024-25).
- Independent Member: \$450 per meeting

Photo: Deputy Mayor, Nathan Daniell addressing attendees at the Community Forum in Uraidla, April 2025



## Chief Executive Officer Performance Review Panel

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

The panel comprises up to five (5 members). Membership and attendance during the 2024-25 financial year was:

Member Name	Ordinary Meeting		Special Meeting	
	P	A	P	A
Cr Chris Grant Presiding Member (until 30 Nov 2024)	2	0	1	0
Ms Vanessa Gooden Independent Member Independent Presiding Member (since 29 Jan 2025)	5	0	0	1
Mayor Jan-Claire Wisdom (until 27 Aug 2024)	0	1	-	-
Cr Nathan Daniell (since 28 Jan 2025)	2	1	-	-
Cr Melanie Selwood (until 27 Jan 2025)	3	0	1	0
Cr Kirsty Parkin	5	2	1	0
Cr Lucy Huxter (since 11 Sep 2024)	5	0	1	0
Cr Adrian Cheater (since 10 Dec 2024)	4	0	-	-

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

Six (6) ordinary meetings and one (1) special meeting were held in 2024-25. The Presiding Member receives an allowance equivalent to that received by Presiding Members of Prescribed Committees in accordance with the Remuneration Tribunal's determination.

Sitting fees paid until 30 June 2025:

- Independent Presiding Member: \$575 per meeting.
- Independent Member: \$450 per meeting.

## Boundary Change Committee

The Boundary Change Committee was established in 2022 to provide advice to Council regarding the operation and implications of Chapter 3 – Constitution of councils, and Part 2 – Reform proposals of the Act associated with the Campbelltown City Council Woodforde/Rostrevor boundary change proposal.

The committee comprises five (5) Council members. Membership and attendance during the financial year was:

Member Name	Meetings present	Meetings Absent or Apology
Cr Mark Osterstock Presiding Member	3	0
Cr Chris Grant	3	0
Cr Leith Mudge	2	1
Cr Nathan Daniell	3	0
Cr Kirsty Parkin	2	1

Three (3) ordinary meetings were held in 2024-25. The Presiding Member receives an allowance equivalent to that received by Presiding Members of Prescribed Committees in accordance with the Remuneration Tribunal's determination.

No additional allowance is paid to the Members of the Committee over and above the allowance already received by Council Members in accordance with the determination of the Remuneration Tribunal.

## Agendas and minutes

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

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



### Council’s Assessment Panel (CAP)

The Adelaide Hills Council Assessment Panel (CAP) is established by the Council under Section 83 of the Planning, Development and Infrastructure Act 2016 (PDI Act). This CAP membership comprises one Council member and four Independent members (which includes an Independent Presiding member). There is also a Deputy Council Member and an Independent Deputy Member (effective 1 June 2024) who may be asked to attend when an ordinary CAP member is absent. Membership and attendance during the financial year was:

Member Name	Meetings present	Meetings Absent or Apology
Geoff Parsons Independent Presiding Member	9	2
Ross Bateup Independent Member	10	1
Myles Somers Independent Member	9	2
Paul Mickan Independent Member	9	2
Tim Pride Deputy Independent Member	1	-
Cr Leith Mudge Council Member	7	4
Cr Nathan Daniell Deputy Council Member (until 29 Nov 2024)	0	-
Cr Malcolm Herrmann Deputy Council Member (since 30 Nov 2024)	1	-

The CAP considers development applications that are publicly notified where there are representations to be heard and other developments which cannot be determined by staff under delegation. CAP meetings are generally held in Stirling on the second Wednesday of each month from 6:30pm. In 2024-25, 11 meetings of the CAP were held.

Sitting fees paid to members of the CAP were:

- Independent Presiding Member: \$578 per meeting
- Independent Ordinary Member: \$450 per meeting
- Council Member: \$318 per meeting

### Building Fire Safety Committee

Council’s Building Fire Safety Committee held 3 scheduled meetings and 2 special meetings during the year to review and deliberate on the adequacy of fire safety for large commercial buildings in the district with an aim of improving the level of fire and life safety.

The membership of the Committee was amended in May 2024 when the Chief Officer nominated a new Country Fire Service (CFS) Representative joining the Committee due to staffing changes. Members and attendance for the Committee was:

Member Name	Meetings present	Meetings Absent or Apology
Damien Roland CFS Representative	5	0
Louis Palumbo - Council Staff Member Experience in Fire Safety	5	0
Tom Warneke - Council Staff Member Qualifications in Building Surveyor	5	0

The Committee conducted 11 inspections and considered 7 buildings during the year, working with building owners to negotiate an improved level of safety for their buildings in relation to fire exits, emergency lighting, fire-fighting equipment, water supply, hydrant coverage, access for fire services, and bushfire survival plans.

One (1) new fire safety defect notice was issued during 2024-25 requiring upgrades to the existing building to enable safe occupation.

No additional allowance is paid to the Members of the Committee.

## Information or Briefing Sessions

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

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

All Information or Briefing Sessions are advertised on the council website. Ordinary council meeting agendas publicly document the dates and venues of regular workshops and professional development sessions. The professional development sessions are reported under Council Member Training and Development and are run as Closed Informal Gatherings.

As per Council Resolution 64/24 adopted on 12 March 2024, a table of council member full or partial attendance at the Information or Briefing Sessions has been included.

Date of Session	Topic	Type of Session
16/7/24	Professional Development LG Professionals Legal Refresher (Module 8.2)	CIBS
30/7/24	Financial Year End Results Briefing Organisational Update	CIBS
5/8/24	Introduction to Representation Reviews Carbon Management Plan; Development of Regional Climate Action Plan Strategic Plan Workshop	OIBS
20/8/24	Woodside Commerce Association - Town Masterplan Corporate Reporting for 2024-25 Community and Recreation Facilities Update Acknowledgement of Country - Wording Amendment Workshop Schedule	OIBS
26/8/24	Values Program Working Together	CIBS
2/9/24	Representation Review Food Organics Garden Organics Trial	OIBS
2/9/24	Santos Tour Down Under Presentation	CIBS
16/9/24	Mayor's Use of the Mayor Seeking Legal Advice Policy - Norman Waterhouse	CIBS
17/9/24	Professional Development - Module 8.1 - Council Leadership	CIBS
23/9/24	Draft Tree Strategy	OIBS
23/9/24	Ashton Landfill Project Update Electricity Procurement Matter	CIBS
30/9/24	Housing Strategy	OIBS
1/10/24	Buildings Asset Management Plan Strategic Plan Consultation Results	OIBS

*CIBS - Confidential Information or Briefing Session; OIBS - Open Information or Briefing Session*

Date of Session	Topic	Type of Session
1/10/24	Community Renewalbles	CIBS
8/10/24	IOBS Scheduling	OIBS
15/10/24	Mid-Term Mandatory Training - Financial Management Refresher (Module 8.4)	CIBS
28/10/24	Grants Policy Review Strategic/Deferred Projects Review	OIBS
28/10/24	Ashton Landfill	CIBS
4/11/24	Council's Emergency Management Arrangements Refresher Organisational Wide Service Review	OIBS
19/11/24	Leading the Change to End Violence Against Women	OIBS
19/11/24	SafeWork SA Update	CIBS
2/12/24	Long Term Financial Plan Budget Review 1 - Capital Expenditure	OIBS
2/12/24	Organisational Structure	CIBS
3/2/25	Asset Management Gaps and Improvement Plan Organisation Service Map	OIBS
11/2/25	Highercombe Golf Course Introductory Briefing	CIBS
18/2/25	Adelaide Hills Tourism Presentation Potential Wildlife Finishing School	OIBS
18/2/25	Organisational Matters Former Ashton Landfill	CIBS
3/3/25	CEO Review Process	CIBS
11/3/25	CFS Review of Bushfire Safer Places and Last Resort Refuges	OIBS
18/3/25	Council Inspection Policy for Residential Certificate of Occupancy Code of Practice for Council Meeting Procedures Council Members Work, Health and Safety Policy	OIBS
18/3/25	Electricity Procurement	CIBS
22/3/25	Financial Sustainability Directorate Updates and Plans Strategic Initiatives Risks and Opportunities Community Consultation	CIBS
7/4/25	Long Term Financial and Annual Business Plan Update Community and Development - Structure Overview and Strategic Opportunities	CIBS
7/4/25	Budget Implications - Toilet Blocks, Play Space and Footpaths	OIBS
15/4/25	Asset Management System Review Balhannah Railway Station Confidential Item Process Review	OIBS
15/4/25	Long Term Financial Plan and Annual Business Plan Update	CIBS

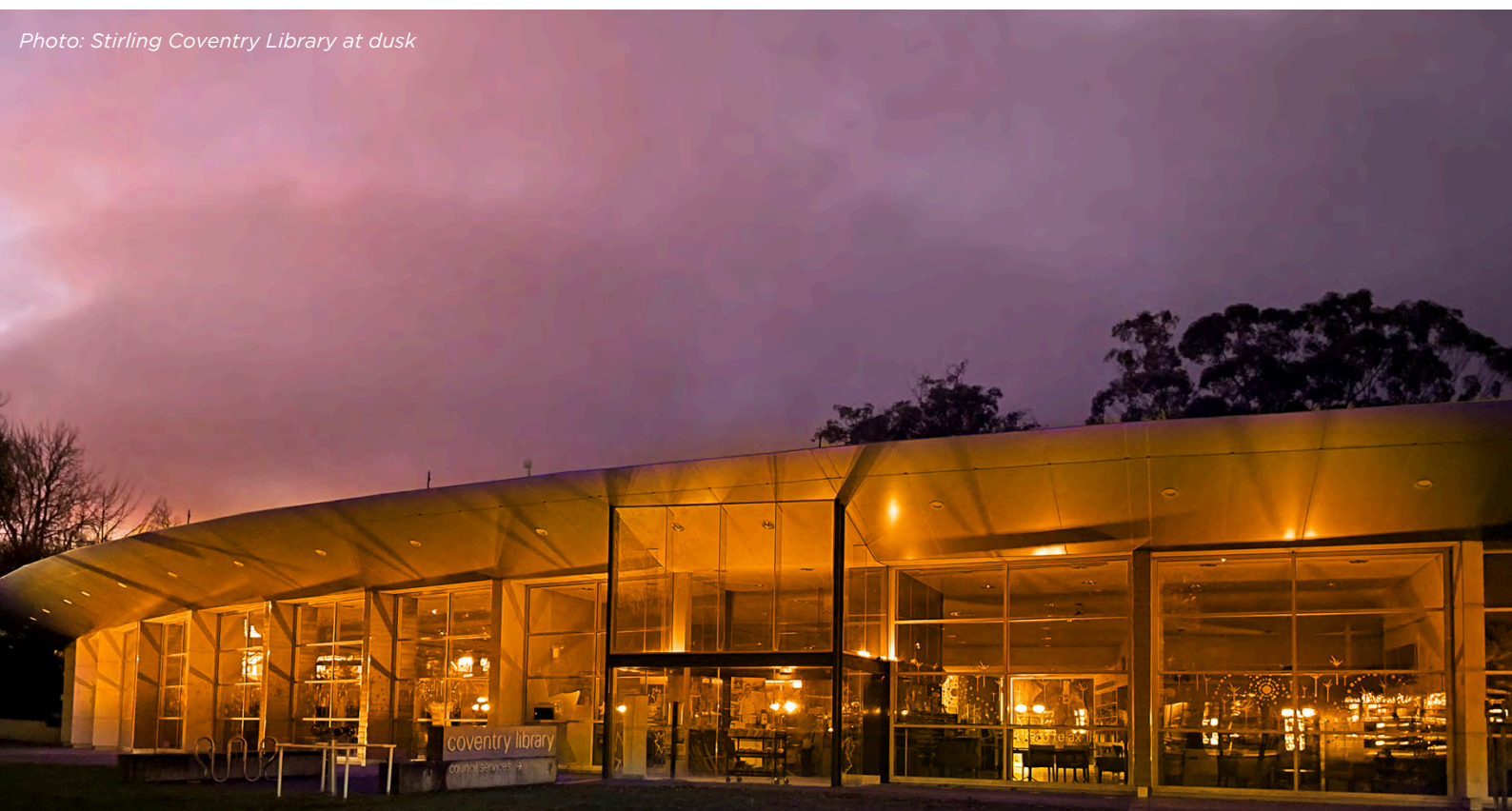
CIBS - Confidential Information or Briefing Session; OIBS - Open Information or Briefing Session



Date of Session	Topic	Type of Session
5/5/25	Adelaide Hills Region Waste Management Authority Business Plan Community Energy Upgrade Fund Round 2 - Project Discussion Station Road Woodside Site Champions Initiative	OIBS
5/5/25	Budget Update Enterprise Bargaining	CIBS
20/5/25	East Waste 2025-26 Draft Annual Business Plan and Budget Community Support Hubs Confidential Workshop Items Corporate Performance Indicators	OIBS
2/6/25	Boundary Change Inquiry Water Usage Stonehenge Council Bore Staff Accommodation Changes	CIBS
2/6/25	Council By-Law Review Amy Gillett Bikeway Project Update Water Usage of Council Bores	OIBS
17/6/25	By-Law Review Annual Business Plan Corporate Performance Indicators Annual Business Plan/Long Term Financial Plan Community Engagement Feedback	OIBS

*CIBS - Confidential Information or Briefing Session; OIBS - Open Information or Briefing Session*

*Photo: Stirling Coventry Library at dusk*



## Council Member Attendance at Information or Briefing Sessions

Session Date	Mayor Jan-Claire Wisdom	Cr Kirrilee Boyd	Cr Adrian Cheater	Cr Nathan Daniell	Cr Pauline Gill	Cr Chris Grant	Cr Lucy Huxter	Cr Malcolm Herrmann	Cr Leith Mudge	Cr Mark Osterstock	Cr Kirsty Parkin	Cr Louise Pascale	Cr Melanie Selwood
1/7/24	AP	F	AP	F	AP	F	P	P	F	AP	F	AP	F
9/7/24	AP	F	F	F	AP	F	LOA	F	LOA	F	F	F	F
16/7/24	F	F	F	AP	AP	F	LOA	F	F	LOA	F	F	F
5/8/24	A	F	F	F	F	A	F	F	F	A	F	P	F
20/8/24	LOA	F	F	AP	F	F	F	F	F	F	AP	F	F
26/8/24	LOA	F	F	F	F	F	F	F	F	F	F	F	F
2/9/24	LOA	F	P	F	A	AP	F	F	F	AP	F	AP	F
16/9/24	AP	F	AP	F	F	F	F	F	F	AP	F	F	F
17/9/24	P	F	AP	F	F	F	F	F	F	AP	AP	AP	F
30/9/24	A	LOA	F	F	F	F	AP	F	F	LOA	F	F	F
1/10/24	F	LOA	F	AP	F	F	AP	F	F	AP	AP	F	F
15/10/24	F	F	F	F	AP	F	F	F	F	LOA	LOA	F	F
28/10/24	F	LOA	F	F	F	AP	AP	F	F	LOA	LOA	LOA	F
4/11/24	F	LOA	F	F	F	F	AP	F	F	F	F	LOA	F
19/11/24	F	F	F	A	F	F	F	P	F	A	F	F	P
2/12/24	AP	F	AP	F	F	F	AP	F	F	AP	P	A	F
3/2/25	F	AP	F	F	F	F	AP	F	AP	AP	F	F	F
18/2/25	P	AP	F	F	LOA	F	F	F	F	AP	F	P	F
3/3/25	F	F	F	F	AP	F	AP	F	F	F	AP	F	F
11/3/25	LOA	F	F	F	AP	AP	F	P	LOA	F	F	A	F
18/3/25	LOA	F	F	F	P	F	F	F	LOA	AP	F	F	F
22/3/25	LOA	F	F	F	F	F	F	F	LOA	AP	F	F	F
7/4/25	LOA	AP	F	F	AP	F	AP	F	F	F	F	F	F
15/4/25	LOA	F	F	F	A	F	F	F	AP	AP	F	F	F
5/5/25	LOA	F	F	F	AP	F	P	F	P	AP	A	P	F
20/5/25	LOA	AP	F	F	A	F	P	F	F	F	F	A	F
2/6/25	LOA	F	F	P		F	AP	F	F	AP	F		
17/6/25	LOA	AP	F	F		F	F	F	F	F	F		

Legend: F = Full Attendance / P = Partial Attendance / AP = Apology / LOA = Leave of Absence / A = Absent

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

During 2024-25, 50 new items were considered in closed session in accordance with Section 90(2) of the Local Government Act 1999, and 34 items remained on the register from the previous financial years. Of these, 15 items were released in full and 84 remained in confidence, in accordance with Section 91(7) of the Act as at 30 June 2025.

Date	Council / Committee	Item no.	Title	LGA 1999 Section	Confidentiality recommendation / Date released	Status as at 30 June 2025
22/04/2014	Council	18.2.1	AHRWMA	90(3)(b,d,i)		Retained in confidence
25/05/2021	Council	18.1.1	Multi-Year Road Rally Proposal	90(3)(d)	14 Mar 25	Released
26/10/2021	Council	18.1	Electricity Procurement Legal Matter	90(3)(h)		Retained in confidence
26/10/2021	Council	18.2	Ashton Landfill	90(3)(i)		Retained in confidence
26/04/2022	Council	11.1.2	Property Lobethal Road, Lenswood - Confidential	90(3)(a)		Retained in confidence
28/06/2022	Council	18.3	Ashton Landfill	90(3)(i)		Retained in confidence
28/06/2022	Council	18.1	Warren Road Birdwood Blackspot	90(3)(d)		Retained in confidence
23/08/2022	Council	18.4	Revised East Waste 2022-23 Annual Plan & Budget	90(3)(d)		Retained in confidence
23/08/2022	Council	18.5	Ministerial Exemption	90(3)(i)		Retained in confidence
23/08/2022	Council	18.3	East Waste Recycling Contract	90(3)(d)		Retained in confidence
12/12/2022	Audit Committee	10.1	External Audit Tender	90(3)(d)	12 Dec 24	Released
20/12/2022	Council	18.1	Surplus Government Land Notification	90(3)(d)		Retained in confidence
20/12/2022	Council	18.3	Appointment of External Auditor	90(3)(d)	31 Dec 24	Released
14/02/2023	Council	9.1	South Australian Tourism Commission re Santos Tour Down Under	90(3)(j)		Retained in confidence
26/04/2023	Council	18.1	Amy Gillett Bikeway Stage 4 Agreement	90(3)(j)	26 Apr 25	Released
27/06/2023	Council	18.1	Appointment of GRFMA Chairperson	90(3)(a)		Retained in confidence
25/07/2023	Council	18.1	Country Cabinet August 2023 Key Strategic Issues	90(3)(j)		Retained in confidence
4/09/2023	Council	6.1	Amy Gillett Bikeway Stage 4 Alternate Offer to State Government	90(3)(j)		Retained in confidence
10/10/2023	Council	18.1	Electricity Procurement - Legal Matter	90(2); 90(3)(h)		Retained in confidence



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

Date	Council / Committee	Item no.	Title	LGA 1999 Section	Confidentiality recommendation / Date released	Status as at 30 June 2024
6/11/2023	Council	8.1	CEO Performance Review Process – Exclusion of the Public	S90(2); S90(3)(a,h)		Retained in confidence
14/11/2023	Council	19.1	Provision of Spray Sealed Services Contract	S90(2); S90(3)(k)	13 Nov 24	Released
12/12/2023	CEO PRP	9.2 & 9.3	CEO Probation Review Process and MWON	S90(2); S90(3)(a,h)		Retained in confidence
19/12/2023	Council	19.4	CEO Performance Review Process	S90(2); S90(3)(a,h)		Retained in confidence
19/12/2023	Council	19.2.1	Amy Gillett Bikeway Stage 4 Construction Option	S90(2); S90(3)(j)	19 Dec 24	Released
19/12/2023	Council	338/23	Amy Gillett Bikeway Stage 4 Construction Option	S90(2); S90(3)(j)	19 Dec 24	Released
19/12/2023	Council	19.3.1	CEO Performance Review Panel Minutes of Meeting - 12 December 2023	S90(2); S90(3)(a,h)		Retained in confidence
23/01/2024	Council	12/24	CEO PR Independent Member Appointment	90(2); 90(3)(a)	1 Jul 24	Released
23/01/2024	Council	9/24	Customer Relationship Management CRM System	90(2), 90(3)(k)	7 Nov 24	Released
23/01/2024	Council	19.2	South Australian Boundaries Commission	90(2), 90(3)(j)	23 Jan 25	Released
13/02/2024	Council	19.1	CEO Performance Review Panel Recommendation (Decision 2) (Deferred Item)	90(3)(a)		Retained in confidence
27/02/2024	Council	57/24	Audit Committee Minutes of Meeting - 12 February 2024	90(2), 90(3)(j)	19 Dec 24	Released
27/02/2024	Council	54/24	Amy Gillett Bikeway - Prudential Report and Construction Funding	90(2), 90(3)(j)	19 Dec 24	Released
27/02/2024	Council	19.1	Recovery of Unpaid Rates	90(2), 90(3)(i)		Retained in confidence
12/03/2024	Council	76/24	Amy Gillett Bikeway - Stage 4 Letter of Variation	90(2), 90(3)(j)	19 Dec 24	Released
12/03/2024	Council	20.1	CEO PRP Minutes of Meeting	90(2), 90(3)(a)	12 Mar 25	Released
26/03/2024	Council	19.3	Special CEO PRP Committee Minutes of Meeting - 21 March 2024	90(2), 90(3)(a)		Retained in confidence
26/03/2024	Council	19.2	Trans Tasman Energy Group	90(2), 90(3)(i), 90(3)(h)		Retained in confidence
26/03/2024	Council	19.1	Ashton Landfill	90(2), 90(3)(a), 90(3)(h)		Retained in confidence

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

Date	Council / Committee	Item no.	Title	LGA 1999 Section	Confidentiality recommendation / Date released	Status as at 30 June 2024
9/04/2024	Council	19.1	CEO PRP Special Meeting - Minutes of meeting 28 March 2024	90(2), 90(3)(a)		Retained in confidence
9/04/2024	Council	19.5	Appointment of the Gawler River Floodplain Management Authority Chairperson	90(3)(a)		Retained in confidence
9/04/2024	Council	19.4	CEO Development Plan	90(3)(a)		Retained in confidence
9/04/2024	Council	19.3	CEO Performance Review Process 2024/25	90(3)(a)		Retained in confidence
14/05/2024	Council	19.2	Strategic Communication and Engagement Plan Woodforde, Teringie and Rostrevor	90(2), 90(3)(b), 90(3)(i)		Retained in confidence
14/05/2024	Council	19.1	Forensic Analysis of Boundary Change Submission (Exclusion of the Public)	90(2), 90(3)(b), 90(3)(i)		Retained in confidence
11/06/2024	Council	19.3	Mayor seeking legal advice update	90(3)(a, h)	11 Jun 25	Released
11/06/2024	Council	19.2	CEO Review Process	90(3)(a)		Retained in confidence
11/06/2024	Council	19.1	Event Opportunity Santos Tour Down Under 2025	90(3)(j)		Retained in confidence
25/06/2024	Council	19.1	Electricity Procurement - Legal Matter	90(3)(h,i)		Retained in confidence
25/06/2024	Council	12.6	Confidential Item Review	90(3)(j)		Retained in confidence
1/07/2024	Special Council	8.1	Correspondence from PC Infrastructure	90(3)(h) (i)		Retained in confidence
23/07/2024	Council	19.1	Land Management Agreement - Burial on Private Land	90(3)(a)		Retained in confidence
12/08/2024	CEO PRP	10.1	CEO Performance Review Process Recommendations	90(3)(a)		Retained in confidence
13/08/2024	Council	19.1	Financial Management	90(3)(g) (h)		Retained in confidence
19/08/2024	Audit	11.1	Financial Management Council Report	90(3)(g) (h)		Retained in confidence
27/08/2024	Council	19.0	Question Without Notice	90(3)(g) (h)		Retained in confidence
27/08/2024	Council	19.2	Mayor's Use of the Mayor Seeking Legal Advice Policy	90(3)(a) (h)		Retained in confidence
27/08/2024	Council	19.3	Work Health and Safety Matters	90(3)(a) (h)		Retained in confidence
28/08/2024	Boundary Change Committee	12.1	Boundary Change Proposal Project and Governance Arrangements	90(3)(b) (i)		Retained in confidence

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

Date	Council / Committee	Item no.	Title	LGA 1999 Section	Confidentiality recommendation / Date released	Status as at 30 June 2024
28/08/2024	Boundary Change Committee	12.2	Boundary Change Advocacy Strategy	90(3)(b)(i)		Retained in confidence
28/08/2024	Boundary Change Committee	12.3	Strategic Communication and Engagement Plan Updates	90(3)(b)(i)		Retained in confidence
18/09/2024	CEO PRP	10.2	CEO Performance Review Process and Criteria	90(3)(a)		Retained in confidence
24/09/2024	Council	19.1	CEO Performance Review Panel Recommendations to Council - CEO Review Process	90(3)(a)		Retained in confidence
24/09/2024	Council	19.2	HR Consultant Update	90(3)(a)		Retained in confidence
12/11/2024	Council	19.1	Community Renewables Program	90(3)(d)(h)		Retained in confidence
12/11/2024	Council	19.2	Grant Opportunity	90(3)(j)		Retained in confidence
12/11/2024	Council	19.3	Proposed CEO Leave Policy	90(3)(a)		Retained in confidence
12/11/2024	Council	19.4	Work Health and Safety Update	90(3)(a)(h)		Retained in confidence
26/11/2024	Council	19.1	Behavioural Standards Complaint	90(3)(a)(h)		Retained in confidence
26/11/2024	Council	19.2	Amy Gillett Bikeway Tender Approval	90(3)(k)		Retained in confidence
26/11/2024	Council	19.3	Provision of Unsealed Road Materials	90(3)(k)		Retained in confidence
26/11/2024	Council	19.4	Deputy Mayor Seeking Legal Advice	90(3)(a)		Retained in confidence
3/12/2024	Boundary Change Committee	14.1	Inquiry into the Campbelltown City Council Boundary Change Proposal	90(3)(b)(i)		Retained in confidence
18/12/2024	CEO PRP	10.1	CEO Key Performance Indicators	90(3)(a)		Retained in confidence
18/12/2024	CEO PRP	10.2	2024 Remuneration Review	90(3)(a)		Retained in confidence
28/01/2025	Council	19.1	S184 - Recovery of Unpaid Rates	90(3)(i)		Retained in confidence
28/01/2025	Council	19.2	Motion on Notice - Behavioural Matter - Cr Nathan Daniell	90(3)(a)		Retained in confidence
28/01/2025	Council	19.3	Review into the Accuracy of Reports	90(3)(a)		Retained in confidence
28/01/2025	Council	19.4	Review into Late Reports	90(3)(a)		Retained in confidence
28/01/2025	Council	19.5	CEO PRP Recommendations to Council - 2024 CEO Remuneration Review Process	90(3)(a)		Retained in confidence



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

Date	Council / Committee	Item no.	Title	LGA 1999 Section	Confidentiality recommendation / Date released	Status as at 30 June 2024
18/01/2025	Council	19.6	CEO PRP Recommendations to Council - CEO Key Performance Indicators	90(3)(a)		Retained in confidence
25/02/2025	Council	19.3	Ashton Landfill	90(3)(a)(h)		Retained in confidence
25/02/2025	Council	19.1	Audit Committee Confidential Minutes 17/02/25	90(3)(b)(e)		Retained in confidence
25/02/2025	Council	19.2	Policy Amendments - Elected Members Access to Legal Advice Policy	90(3)(a)		Retained in confidence
11/03/2025	Council	19.1	Technology Risk and Opportunities Review	90(3)(b)		Retained in confidence
2/04/2025	CEO PRP	10.1	CEO Review Report	90(3)(a)		Retained in confidence
15/04/2025	BCC	12.1	Activity Update: Campbelltown City Council Boundary Change Inquiry	90(3)(b)		Retained in confidence
16/04/2025	CEO PRP	10.1	CEO Review Report	90(3)(a)		Retained in confidence
16/04/2025	CEO PRP	10.2	CEO Remuneration Annual Review	90(3)(a)		Retained in confidence
22/04/2025	Council	19.1	CEO PRP Confidential Minutes - 2 April 25	90(3)(a)		Retained in confidence
22/04/2025	Council	19.3	CEO PRP Recommendations - CEO Review Report	90(3)(a)		Retained in confidence
22/04/2025	Council	19.4	CEO PRP Recommendations - CEO Annual Remuneration Review	90(3)(a)(h)		Retained in confidence
22/04/2025	Council	19.1	Boundary Change Committee Confidential Minutes - 15 April 25	90(3)(b)		Retained in confidence
13/05/2025	Council	19.1	Sustainable Infrastructure Systems (SIS) - Commence winding up Proceedings	90(3)(h)(i)		Retained in confidence
13/05/2025	Council	19.2	AHRWMA Independent Chair Appointment	90(3)(a)		Retained in confidence
27/05/2025	Council	19.1	Behavioural Standards Complaint 1	90(3)(a)(h)		Retained in confidence
27/05/2025	Council	19.2	Behavioural Standards Complaint 2	90(3)(a)(h)(i)		Retained in confidence
27/05/2025	Council	19.3	Behavioural Standards Complaint 3	90(3)(a)(h)(i)		Retained in confidence
18/06/2025	CEO PRP	10.1	Qualified Independent Person Report	90(3)(a)(h)		Retained in confidence
30/06/2025	Council	19.1	Event Opportunity Santos Tour Down Under 2026	90(3)(j)		Retained in confidence

## Council's Representation Quota

The Adelaide Hills Council's total representation quota (the number of electors for each Council Member including Mayor) in 2024-25 is 1 for every 2,574 electors. The total number of electors is 30,886.

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

Council	No of Electors	Representation Quota
City of Holdfast Bay	28,835	1 : 2,403
City of Norwood Payneham and St Peters	26,079	1 : 2,006
Burnside	32,508	1 : 2,709
City of Unley	28,048	1 : 2,337

(Data source: Electoral Commission SA 2025 (made available via LGA))

Council undertook a Representation Review in 2024-25, which included community consultation on proposed amendments.

The Electoral Commission SA has approved the Representation Review. The arrangements will take effect from polling day of the next periodic Local Government election.

## Public involvement in Council business

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

### Public Forum

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

### Deputations and Presentations

With the permission of the Mayor or Committee Presiding Member, a member of the public can address a Committee or the Council personally or on behalf of a group of residents as a as a deputation or presentation. Each deputation is usually limited to a maximum of ten minutes.

## Petitions

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

### Written Requests

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

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

## Community Engagement

The Adelaide Hills Council engages with local residents about many issues that may affect their neighbourhoods. Formal consultations are guided by Council's Public Consultation Policy. Everyone is encouraged to contribute to projects via the Adelaide Hills Engagement Hub website at [engage.ahc.sa.gov.au](https://engage.ahc.sa.gov.au), by emailing [engage@ahc.sa.gov.au](mailto:engage@ahc.sa.gov.au), post, calling (08) 8408 0400 or attending online or face to face drop in sessions. Over the last financial year there were 34,062 visits to the Adelaide Hills Engagement Hub website and 38 online engagements launched for contributions or information.

Three (3) Community Forums were held in 2024-25:

Location & Date	Focus Areas
Fabrik Arts + Heritage Hub, 19 Oct 24	Arts and culture, community and library programs, access and inclusion.
Balhannah Football Club, 28 Nov 24	Community Grants Program
Uraidla Football Club, 29 Apr 25	Sustainability initiatives, Carbon Management Plan, Community Grants Policy & Program Review

Local community members and groups are invited to attend community forums across the district and to speak with elected members and senior staff about new initiatives or topics of concern.

## Freedom of Information requests

Twenty one (21) requests for information were made under the Freedom of Information Act 1991 during the 2024-25 financial year; a decrease of six (6) from the twenty seven (27) managed in the previous year. Five (5) applications rolled over from the 2023-24 year.

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

The State Records website provides detailed information on the FOI process or you can contact Council's FOI Officer.

The Freedom of Information Statement is reviewed and published annually on our website in accordance with the requirements of the Freedom of Information Act 1991. Annual Reporting is provided to State Records of South Australia at the end of each financial year, below outlines 2024-25 outcomes for Adelaide Hills Council.

FOI Requests	Total
Outstanding from previous period	5
New applications	21
<b>Outcomes</b>	
Transferred in full	0
Determined - Full release	9
Determined - Partial release	7
Determined - Refused	2
Withdrawn	8
No records available	0
Documents otherwise accessible	0
Information previously provided	0
<b>Total Processed</b>	<b>26</b>
Outstanding at the end of the period	0
Internal review completed	0
External review completed	0

## Internal review of Council decisions

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

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

Internal reviews	Total
Reviews in progress as at 1 July 2024	0
No of requests recieved in 2024-25	1

## Amendment to Council records

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

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



## Fraud and corruption prevention

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

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

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

## Delegations and sub-delegations

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

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



Photo: Fabrik Arts + Heritage in Lobethal

# *Good Governance is participatory, equitable and responsible*

## **Registers, codes and policies**

Documents available for public inspection are:

### **Registers**

- LG Act Section 63 | Gifts & Benefits Register – Council Members & Staff
- LG Act Section 70(a1) | Register of Interests for Council Members and Independent Members
- LG Act Section 79 | Council Members' Register of Allowances & Benefits
- LG Act Section 90 | Confidential Items
- LG Act Section 98 | Development Applications Register
- LG Act Section 105 | Council Employees Register of Salaries
- LG Act Section 188 | Fees & Charges
- LG Act Section 207 | Community Land Management Plan
- LG Act Section 231 | Public Roads
- LG Act Section 252 | By-laws
- Development Regulations 2008 Regulation 98 | Development Applications Register

### **Codes and Policies**

#### *Administration*

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

#### *Community*

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

#### *Corporate Governance*

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

#### *Council Member*

- Behaviour Management
- LG Act Section 75E | Behavioural Standards for Council Members
- Council Member Training & Development
- Council Member Allowances & Support
- LG Act Section 75G | Council Members Work, Health & Safety
- Elected Members Access to Legal Advice
- One Team Communication Protocols

#### *Development and Engineering*

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

## Environment and Open Space

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

## Finance

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

## Infrastructure and Assets

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

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

These documents can be accessed on Council's website for no charge.

## Community Land Management Plans

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

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

## Competitive tendering

In 2024-25 Council determined that a number of services it provides could be more efficiently provided by external contractors. Where services are outsourced a tender process is used to achieve best value for Council.

Details of the tendering process can be found in Council's Procurement Policy. In 2024-25, 69 services were subjected to a competitive bidding process.

## Purchase of local goods and services

When goods and services are required by Council, local suppliers are invited to tender. In 2024-25 we had 58 competitive tender processes completed.

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

When paying for purchases, employees are encouraged under Council's Procurement Policy to utilise purchase cards as one the most cost effective payment methods. During 2024-25, purchase cards were used for a total of \$430,613.12 of Council expenses.

## National Competition Policy

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

Council has a complaints mechanism in place and in 2024-25 no complaints were received through this process with regard to competitive neutrality.



## Our people

The success of our Council is built on the dedication and expertise of our staff, who are committed to delivering exceptional services to our community. As of June 30, 2025, our workforce consisted of 193 FTE (Full Time Equivalent) staff with a mix of talents working together to manage a diverse array of programs and services.

## Employee Performance

We believe that empowering our employees is key to enhancing the services we provide. By fostering a culture of continuous improvement, our workforce are encouraged to refine their skills and enhance the way we deliver to the community we serve. Support from People Leaders at every level is essential, as they offer guidance through both informal discussions and structured reviews. This approach focuses on:

- Tracking progress against Key Result Areas
- Enhancing personal performance
- Promoting a proactive attitude toward work health and safety
- Exploring development opportunities, whether through collaborative projects or formal training sessions

## Leadership Development

Our commitment to leadership development is evident as we invest in both current leaders and those identified as future leaders within our organization. Recent initiatives have included a focus on mental health awareness, with people leaders completing formal multi-day training. Opportunities provided not only nurture individual growth but also strengthen our leadership pipeline, ensuring we are well-prepared for the future of our community. Together, we are shaping a dynamic leadership landscape that benefits everyone.

## Work Health and Safety and Injury Management

Adelaide Hills Council prioritises Work Health and Safety (WHS) and Injury Management (IM), consistently implementing activities and improvements to uphold our commitment to safe systems of work and meet due diligence requirements.

This year, our focus has been on developing and implementing the WHS Rebate Action Plan, which was created following audit recommendations and is monitored by the Local Government Association Workers Compensation Scheme. Progress on this plan is crucial to ensuring that agreed actions are achieved, with an annual rebate available based on completed activities from the action plan.

Continued employee education and support in using our Safety Management System, both in the field and office environments, has led to increased reporting of incidents and hazards and improved timeliness in completion of corrective actions.

During 2024–25, we delivered several key initiatives to strengthen workplace safety and wellbeing.

We also introduced individual Site Emergency Plans, developed collaboratively with stakeholders at each location, to enhance preparedness and response capability.

To improve communication and safety for field staff, a mobile phone rollout was completed, providing timely access to WHS information and support.

In addition, Crucial Conversations training was offered to all staff as a proactive measure to minimise psychological risk and foster positive dialogue across the organisation.

These efforts reflect our commitment to creating a safe and supportive work environment for all Adelaide Hills Council employees.



### Employee interstate travel

One of the ways Council supports employees is through the provision of travel to attend events to represent Council and/or that are relevant to the employees development. In 2024-25, the following employee travel occurred:

Event	Date & Location	Travel Expenses
National General Assembly 2024	Jul 2024, Canberra	\$2,858.41
Australasian Fire & Emergency Services Authorities Council	Sep 2024, Sydney	\$6,717.54
IPWEA International Asset Management Congress 2024	Nov 2024, Canberra	\$1,967.07
Invox National CHSP Conference 2024	Dec 2024, Melbourne	\$808.67
Fleet Procurement	Mar 2025, Melbourne	\$1,632.74
National General Assembly 2025	Jun 2025, Canberra	\$3,093.68



### Executive Leadership Team arrangements

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

Position	No of positions	Salary Range as at 30 Jun 2025
CEO	1	\$310,071
Executive Leadership Team	4	\$199,334 - 243,000

The Executive Leadership Team have Total Remuneration Packages that incorporate salary, compulsory superannuation and the provision of a motor vehicle for business and private use.

Other benefits available to the Executive Team may include the provision of ICT equipment (a mobile telephone and laptop) and paid memberships for up to two professional bodies. No other bonuses or allowances are paid.

### Gifts and Benefits received by employees

Two (2) gifts or benefits valued at \$50 or more were received by Council staff during 2024-25. Both were accepted and shared with staff. Full details are included in Appendix 4.

### Remuneration payable to Council's auditor

Remuneration payable for the audit of the Adelaide Hills Council Internal Financial Controls and Annual Financial Statements for 2024-25 was \$71,448.02.

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

### Legal fees incurred by Council

Total expenditure related to legal fees in the 2024-25 financial year was \$831,951.31.

Photo: Native vegetation at Mylor's Bushland Park

# ***Appendix 1: Financial Statements***

01



# Adelaide Hills Council

GENERAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2025

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# General Purpose Financial Statements

for the year ended 30 June 2025

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## Adelaide Hills Council

### General Purpose Financial Statements

for the year ended 30 June 2025

#### Certification of Financial Statements

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

**In our opinion:**

- the accompanying financial statements comply with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards,
- the financial statements present a true and fair view of the Council's financial position at 30 June 2025 and the results of its operations and cash flows for the financial year,
- internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year,
- the financial statements accurately reflect the Council's accounting and other records.



Greg Georgopoulos  
Chief Executive Officer

Date: 28/10/25



Nathan Daniell  
Acting Mayor

Date: 28/10/25



## General Purpose Financial Statements

for the year ended 30 June 2025

## Understanding Council's Financial Statements

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### Introduction

Each year, individual Local Governments across South Australia are required to present a set of audited Financial Statements to their Council and community.

### About the Certification of Financial Statements

The Financial Statements must be certified by the Chief Executive Officer and Mayor as "presenting a true and fair view" of the Council's financial results for the year and ensuring both responsibility for and ownership of the Financial Statements across Council.

### What you will find in the Statements

The Financial Statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2025.

The format of the Financial Statements is standard across all South Australian Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and the requirements as set down in the South Australia Model Financial Statements.

The Financial Statements incorporate four (4) "primary" financial statements:

1. **A Statement of Comprehensive Income**  
A summary of Council's financial performance for the year, listing all income and expenses.
2. **A Balance Sheet**  
A 30 June snapshot of Council's financial position including its assets and liabilities.
3. **A Statement of Changes in Equity**  
The overall change for the year (in dollars) of Council's "net wealth".
4. **A Statement of Cash Flows**  
Indicates where Council's cash came from and where it was spent.

### About the Notes to the Financial Statements

The notes to the Financial Statements provide greater detail and additional information on the four (4) Primary Financial Statements.

### About the Auditor's Reports

Council's Financial Statements are required to be audited by external accountants (that generally specialise in Local Government).

In South Australia, the Auditor provides an audit report, with an opinion on whether the Financial Statements present fairly the Council's financial performance and position.

### About the Independence Certificates

Council's Financial Statements are also required to include signed Certificates by both the Council and the Auditors that the Council's Auditor has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

### Who uses the Financial Statements?

The Financial Statements are publicly available documents and are used by (but not limited to) Councillors, residents and ratepayers, employees, suppliers, contractors, customers, the Local Government Association of South Australia, the SA Local Government Grants Commission, and financiers including banks and other financial institutions.

Under the *Local Government Act 1999* the Financial Statements must be made available at the principal office of the Council and on Council's website.

## Statement of Comprehensive Income

for the year ended 30 June 2025

\$ '000	Notes	2025	Restated 2024 <sup>1</sup>
<b>Income</b>			
Rates	2a	51,484	48,389
Statutory charges	2b	1,612	1,520
User charges	2c	1,048	934
Grants, subsidies and contributions - capital	2g	901	1,293
Grants, subsidies and contributions - operating	2g	7,790	3,332
Investment income	2d	34	35
Reimbursements	2e	324	398
Other income	2f	524	512
Net gain - equity accounted council businesses	17	55	142
<b>Total income</b>		<b>63,772</b>	<b>56,555</b>
<b>Expenses</b>			
Employee costs	3a	22,651	21,915
Materials, contracts and other expenses	3b	25,345	25,886
Depreciation, amortisation and impairment	3c	14,237	12,345
Finance costs	3d	921	758
Net loss - equity accounted council businesses	17	26	79
<b>Total expenses</b>		<b>63,180</b>	<b>60,983</b>
<b>Operating surplus / (deficit)</b>		<b>592</b>	<b>(4,428)</b>
Physical resources received free of charge	2h	1,486	1,106
Asset disposal and fair value adjustments	4	(2,651)	(2,307)
Amounts received specifically for new or upgraded assets	2g	2,236	3,277
<b>Net surplus / (deficit)</b>		<b>1,663</b>	<b>(2,352)</b>
<b>Other comprehensive income</b>			
Capital WIP write-off prior years		(413)	(218)
Changes in revaluation surplus - I,PP&E	9a	37,460	76,020
Other equity adjustments - equity accounted council businesses	17(a)i	267	42
Share of other comprehensive income - equity accounted council businesses	9a	12	1,197
<b>Total other comprehensive income</b>		<b>37,326</b>	<b>77,041</b>
<b>Total comprehensive income</b>		<b>38,989</b>	<b>74,689</b>

(1) Please refer to Note 21 for the restatement made.

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

## Statement of Financial Position

as at 30 June 2025

\$ '000	Notes	2025	Restated 2024 <sup>1</sup>	Restated 1 July 2023 <sup>1</sup>
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and cash equivalent assets	5a	249	534	489
Trade and other receivables	5b	5,126	7,208	3,573
Inventories	5c	18	10	17
<b>Total current assets</b>		<b>5,393</b>	<b>7,752</b>	<b>4,079</b>
<b>Non-current assets</b>				
Trade and other receivables	6a	247	260	—
Equity accounted investments in council businesses	6b	4,241	3,933	2,631
Infrastructure, property, plant and equipment	7	606,763	570,003	491,931
<b>Total non-current assets</b>		<b>611,251</b>	<b>574,196</b>	<b>494,562</b>
<b>TOTAL ASSETS</b>		<b>616,644</b>	<b>581,948</b>	<b>498,641</b>
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Trade and other payables	8a	6,787	7,879	6,107
Borrowings	8b	1,230	5,796	1,721
Provisions	8c	4,529	4,515	5,257
<b>Total current liabilities</b>		<b>12,546</b>	<b>18,190</b>	<b>13,085</b>
<b>Non-current liabilities</b>				
Borrowings	8b	18,070	16,683	13,230
Provisions	8c	607	643	583
<b>Total non-current liabilities</b>		<b>18,677</b>	<b>17,326</b>	<b>13,813</b>
<b>TOTAL LIABILITIES</b>		<b>31,223</b>	<b>35,516</b>	<b>26,898</b>
<b>Net assets</b>		<b>585,421</b>	<b>546,432</b>	<b>471,743</b>
<b>EQUITY</b>				
Accumulated surplus		148,418	146,881	149,364
Asset revaluation reserves	9a	436,906	399,446	322,268
Other reserves	9b	97	105	111
<b>Total council equity</b>		<b>585,421</b>	<b>546,432</b>	<b>471,743</b>
<b>Total equity</b>		<b>585,421</b>	<b>546,432</b>	<b>471,743</b>

(1) Please refer to Note 21 for the restatement made.

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



## Statement of Changes in Equity

for the year ended 30 June 2025

\$ '000	Notes	Accumulated surplus	Asset revaluation reserve	Other reserves	Total equity
<b>2025</b>					
Restated balance at the end of previous reporting period		146,881	399,446	105	546,432
Restated Net surplus / (deficit) for year		1,663	—	—	1,663
<b>Other comprehensive income</b>					
Gain (Loss) on Revaluation of I,PP&E	9a	—	37,460	—	37,460
Share of OCI - equity accounted council businesses		12	—	—	12
Capital WIP Write-off prior years		(413)	—	—	(413)
Other equity adjustments - equity accounted council businesses	17(a)i	267	—	—	267
<b>Other comprehensive income</b>		<b>(134)</b>	<b>37,460</b>	<b>—</b>	<b>37,326</b>
<b>Total comprehensive income</b>		<b>1,529</b>	<b>37,460</b>	<b>—</b>	<b>38,989</b>
Transfers between reserves		8	—	(8)	—
<b>Balance at the end of period</b>		<b>148,418</b>	<b>436,906</b>	<b>97</b>	<b>585,421</b>
<b>2024</b>					
Restated balance at the end of previous reporting period		150,021	322,268	111	472,400
Adjustments (correction of prior period errors)	21a	(657)	—	—	(657)
<b>Restated opening balance</b>		<b>149,364</b>	<b>322,268</b>	<b>111</b>	<b>471,743</b>
Restated Net surplus / (deficit) for year		(2,352)	—	—	(2,352)
<b>Other comprehensive income</b>					
Gain (Loss) on Revaluation of I,PP&E	9a	—	76,020	—	76,020
Share of OCI - equity accounted council businesses		39	1,158	—	1,197
Capital WIP Write-off prior years		(218)	—	—	(218)
Other equity adjustments - equity accounted council businesses	17(a)i	42	—	—	42
<b>Other comprehensive income</b>		<b>(137)</b>	<b>77,178</b>	<b>—</b>	<b>77,041</b>
<b>Total comprehensive income</b>		<b>(2,489)</b>	<b>77,178</b>	<b>—</b>	<b>74,689</b>
Transfers between reserves		6	—	(6)	—
<b>Balance at the end of period</b>		<b>146,881</b>	<b>399,446</b>	<b>105</b>	<b>546,432</b>

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

## Statement of Cash Flows

for the year ended 30 June 2025

\$ '000	Notes	2025	2024
<b>Cash flows from operating activities</b>			
<u>Receipts</u>			
Rates receipts		51,644	48,377
Statutory charges		1,612	1,520
User charges		1,048	934
Grants, subsidies and contributions (operating purpose)		8,875	1,163
Investment receipts		34	35
Reimbursements		324	398
Other receipts		51	1,386
<u>Payments</u>			
Finance payments		(902)	(758)
Payments to employees		(22,350)	(22,319)
Payments for materials, contracts and other expenses		(25,183)	(25,314)
<b>Net cash provided by (or used in) operating activities</b>	10b	<b>15,153</b>	<b>5,422</b>
<b>Cash flows from investing activities</b>			
<u>Receipts</u>			
Grants utilised for capital purposes		901	544
Amounts received specifically for new or upgraded assets		2,236	3,277
Sale of replaced assets		877	792
Sale of surplus assets		40	–
<u>Payments</u>			
Expenditure on renewal/replacement of assets		(11,830)	(11,115)
Expenditure on new/upgraded assets		(4,165)	(6,237)
Capital contributed to equity accounted Council businesses		(279)	–
<b>Net cash provided (or used in) investing activities</b>		<b>(12,220)</b>	<b>(12,739)</b>
<b>Cash flows from financing activities</b>			
<u>Payments</u>			
Repayments of borrowings		(3,086)	(561)
Repayment of lease liabilities		(147)	(247)
Repayment of bonds and deposits		–	(2)
<b>Net cash provided by (or used in) financing activities</b>		<b>(3,233)</b>	<b>(810)</b>
<b>Net increase (decrease) in cash held</b>		<b>(300)</b>	<b>(8,127)</b>
plus: cash & cash equivalents at beginning of period		(14,663)	(6,536)
<b>Cash and cash equivalents held at end of period</b>	10a	<b>(14,963)</b>	<b>(14,663)</b>

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

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Contents of the Notes accompanying the General Purpose Financial Statements

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## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 1. Summary of Material Accounting Policy Information

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

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

#### (1) Basis of preparation

##### 1.1 Compliance with Australian Accounting Standards

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

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

##### 1.2 Critical accounting estimates

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

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

##### 1.3 Rounding

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

#### (2) The local government reporting entity

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

Other entities in which Council has an interest but does not control are reported in Note 17.

#### (3) Income recognition

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

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

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

In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the council. In this case, the council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 1. Summary of Material Accounting Policy Information (continued)

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

	Cash Payment Received	Annual Allocation	Difference
2019-20	\$1,640,046	\$1,564,152	+\$75,894
2020-21	\$1,516,052	\$1,581,658	- \$65,606
2021-22	\$2,304,241	\$1,661,744	+\$642,497
2022-23	\$2,253,435	\$1,810,018	+\$443,417
2023-24	\$95,844	\$2,577,656	-\$2,481,812
2024-25	\$ 3,086,704	\$2,029,378	+\$1,057,326

As these grants are untied, the Australian Accounting Standards require that these payments be recognised upon receipt.

Accordingly, the operating results of these periods have been distorted compared to those that would have been reported had the grants been paid in the year to which they were allocated.

The Operating Surplus Ratio disclosed in Note 14 has also been calculated after adjusting for the distortions resulting from the differences between the actual grants received and the grants entitlements allocated.

#### (4) Cash, cash equivalents and other financial instruments

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

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

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

All financial instruments are recognised at fair value at the date of recognition, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments forms part of Note 11.

#### (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 and equipment

##### 6.1 Initial recognition

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

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and other overhead cost directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner by management.

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

## Note 1. Summary of Material Accounting Policy Information (continued)

**6.2 Materiality**

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

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

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

**6.3 Subsequent recognition**

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

**6.4 Depreciation of non-current assets**

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

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

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

*Plant, Furniture & Equipment*

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

*Building & Other Structures*

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

*Infrastructure*

Bores	20 to 40 years
Bridges	80 to 100 years
Culverts	50 to 75 years
CWMS Pipes	70 to 80 years
Dams and Lagoons	80 to 100 years
Flood Detention Systems	80 to 100 years
Irrigation Pipes and Systems	25 to 75 years

continued on next page ...



## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 1. Summary of Material Accounting Policy Information (continued)

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Paving & Footpaths, Kerb & Gutter	40 to 100 years
Pumps & Telemetry	15 to 25 years
Road Pavement	65 to 180 years
Sealed Roads – Surface	15 to 25 years
Stormwater and Gravity Mains	80 to 100 years
Unsealed Roads	10 to 20 years

#### *Other Assets*

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

#### 6.5 Impairment

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

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

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

#### 6.6 Borrowing costs

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

### (7) Payables

#### 7.1 Goods & Services

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

#### 7.2 Payments Received in Advance & Deposits

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

### (8) Borrowings

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

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

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 1. Summary of Material Accounting Policy Information (continued)

#### (9) Employee benefits

##### 9.1 Salaries, Wages & Compensated Absences

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

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

##### 9.2 Superannuation

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

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

#### (10) Provisions for reinstatement, restoration and rehabilitation

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

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

#### (11) Leases

##### Accounting policy applicable from 01 July 2019

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

##### 11.1 Council as a lessee

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

##### i) Right-of-Use-Assets

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

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

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

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 1. Summary of Material Accounting Policy Information (continued)

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#### ii) Lease Liabilities

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

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

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

### (12) Equity accounted Council businesses

Council participates in cooperative arrangements with other Councils for the provision of services and facilities. Council's interests in cooperative arrangements, which are only recognised if material, are accounted for in accordance with AASB 128 and set out in detail in Note 17.

### (13) GST implications

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

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

### (14) New accounting standards adopted and not yet effective

Council has adopted all of the Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are mandatory for the current reporting period.

New and revised accounting standards and amendments thereof, and interpretations effective for the current year that are relevant to the consolidated entity include:

#### Amendments to AASB101 for classifying liabilities as current or non-current

Council has significant borrowings with Westpac and the LGFA through various debenture facilities. The amendments mean that for Council, borrowings are classified as current liabilities unless, at the end of the reporting period, Council has a right to defer settlement of the liability for at least 12 months after the reporting period. Covenants that the group is required to comply with, on or before the end of the reporting period, are considered in classifying loan arrangements with covenants as current or non-current. Covenants that Council is required to comply with after the reporting date do not affect the classification.

Previously, Council classified borrowings as current, even when Council had the right to defer payments for more than 12 months after the reporting date, if Council attended to settle the loans sooner as cash flows allowed. Amendments made to AASB 101 however mean that the classification of a borrowing is unaffected by the likelihood that the entity will exercise its right to defer settlement of the liability for at least 12 months after the reporting period.

As a result, Council presents all borrowings for which Council has the right to defer payment at the reporting date for more than 12 months as non-current. Council has also made a retrospective adjustment to the 2024 borrowing comparatives, to present borrowings as non-current rather than current as a result of adopting the amendments.

The AASB has issued Australian Accounting Standards and Interpretations which are not mandatorily effective at 30 June 2025. These standards have not been adopted by Council and will be included in the financial statements on their effective date. AASB 18 Presentation and Disclosure in Financial Statements, once taking effect, is expected to impact Council's financial statements, however a full assessment has not been made with regards to such impacts.

### (15) Comparative figures

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

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policy Information (continued)

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**(16) Disclaimer**

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



## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 2. Income

\$ '000	2025	2024
<b>(a) Rates</b>		
<b>General rates</b>		
General rates	48,010	44,885
Less: mandatory rebates	(373)	(332)
Less: discretionary rebates, remissions and write-offs	(93)	(67)
<b>Total general rates</b>	<b>47,544</b>	<b>44,486</b>
<b>Other rates (including service charges)</b>		
Community wastewater management systems	1,721	1,711
Landscape levy	1,676	1,641
Separate and special rates	–	5
Stirling Business Association Separate Rate	108	107
<b>Total other rates (including service charges)</b>	<b>3,505</b>	<b>3,464</b>
<b>Other charges</b>		
Penalties for late payment	358	332
Legal and other costs recovered	77	107
<b>Total other charges</b>	<b>435</b>	<b>439</b>
<b>Total rates</b>	<b>51,484</b>	<b>48,389</b>
<b>(b) Statutory charges</b>		
Animal registration fees and fines	596	565
Planning, Development and Infrastructure Act fees	665	637
Health and septic tank inspection fees	96	101
Other licences, fees and fines	66	55
Parking fines / expiation fees	123	99
Searches	66	63
<b>Total statutory charges</b>	<b>1,612</b>	<b>1,520</b>
<b>(c) User charges</b>		
Cemetery Fees	401	364
Community centres	197	158
Lobethal Woollen Mill Precinct	170	153
Sundry	280	259
<b>Total user charges</b>	<b>1,048</b>	<b>934</b>
<b>(d) Investment income</b>		
Interest on investments		
- Local Government Finance Authority	1	2
- Banks and other	33	32
Unwinding of premiums and discounts	–	1
<b>Total investment income</b>	<b>34</b>	<b>35</b>

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 2. Income (continued)

\$ '000	2025	2024
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#### (e) Reimbursements

Employee costs	–	5
Lobethal Woollen Mill Precinct	242	263
Other Properties	8	15
Private works	4	3
Other	70	112
<b>Total reimbursements</b>	<b>324</b>	<b>398</b>

#### (f) Other income

Insurance and other recoupments - infrastructure, property, plant and equipment	80	205
Fabrik net sales revenue (refer below)	28	–
Sundry	416	307
<b>Total other income</b>	<b>524</b>	<b>512</b>

#### Fabrik

Exhibition sales	15	–
Cost of Goods Sold	8	–
<b>Net Sales Revenue</b>	<b>7</b>	<b>–</b>
Consignment sales	75	–
Cost of Goods Sold	51	–
<b>Net Sales Revenue</b>	<b>24</b>	<b>–</b>
Non-Consignment sales	0	–
Cost of Goods Sold	3	–
<b>Net Sales Revenue</b>	<b>(3)</b>	<b>–</b>

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 2. Income (continued)

\$ '000	2025	2024
<b>(g) Grants, subsidies and contributions</b>		
<b>Capital grants, subsidies and contributions</b>		
Amounts received specifically for new or upgraded assets	2,236	3,277
<b>Total amounts received for new or upgraded assets</b>	<b>2,236</b>	<b>3,277</b>
<b>Other grants, subsidies and contributions - capital</b>		
Roads to Recovery	901	749
Lobethal Centennial Hall	–	15
Special Local Roads Funding	–	529
<b>Total Other grants, subsidies and contributions - capital</b>	<b>901</b>	<b>1,293</b>
<b>Operating grants, subsidies and contributions</b>		
<b>Annual</b>		
Community Home Support Program Grants	1,106	1,062
Community Wastewater Management Systems Contributions	32	69
Library and communications	285	298
Sundry	364	323
Supplementary Local Roads Funding	343	344
Untied - Financial Assistance Grant	3,087	96
<b>Ad hoc / One Off</b>		
Community Resilience Grants	323	466
Local Roads & Community Infrastructure Program	1,557	–
Open Space Biodiversity Grants	545	–
Stormwater Management Plan	–	32
Waste Management Grants	10	–
21-22 Blackspot Funding	138	642
<b>Total other grants, subsidies and contributions - operating</b>	<b>7,790</b>	<b>3,332</b>
<b>Total grants, subsidies and contributions</b>	<b>10,927</b>	<b>7,902</b>
<b>(i) Sources of grants</b>		
Commonwealth Government	8,367	3,905
State Government	2,095	3,820
Other	465	177
<b>Total</b>	<b>10,927</b>	<b>7,902</b>
<b>(ii) Individually significant items</b>		
Grant Commission Financial Assistance Grant received in advance recognised as Income	1,057	–
<b>(h) Physical resources received free of charge</b>		
Land and improvements	1,486	1,106
<b>Total physical resources received free of charge</b>	<b>1,486</b>	<b>1,106</b>

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 3. Expenses

\$ '000	Notes	2025	2024
<b>(a) Employee costs</b>			
Salaries and wages		16,630	16,770
Employee leave expense		3,747	3,275
Superannuation - defined contribution plan contributions	16	2,051	1,939
Superannuation - defined benefit plan contributions	16	127	161
Other employee related costs		32	51
Fringe Benefits Tax		156	232
Personal Income Protection Insurance		297	313
Workers' compensation insurance		499	486
Less: capitalised and distributed costs		(888)	(1,312)
<b>Total operating employee costs</b>		<b>22,651</b>	<b>21,915</b>
Total number of employees (full time equivalent at end of reporting period)		193	186



## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 3. Expenses (continued)

\$ '000	2025	2024
<b>(b) Materials, contracts and other expenses</b>		
<b>(i) Materials, Contracts and Expenses</b>		
Bank Fees	99	91
Contractors	6,037	6,481
Contractors - Cleaning	427	338
Contractors - Tree Management	709	838
Consultants	242	88
Contributions & Donations	823	900
Contract Labour	829	1,263
Energy	686	678
Grant Related Expenditure	219	386
Heathfield High School Contribution	–	9
Insurance	1,042	893
Landfill Remediation	224	70
Legal expenses	832	500
Levies - other	373	352
Levies paid to Government - Landscape levy	1,676	1,642
Licencing - ICT	1,202	1,036
Memberships & Subscriptions	181	133
Parts, Accessories & Consumables	1,944	1,840
Plant & Equipment	230	569
Professional services	133	108
Return of LGA CWMS Contribution	–	1
Stirling Business Association	110	110
Sundry	439	338
Telephone (incl data)	271	279
Water	334	285
Waste	5,581	5,143
Work-in-Progress Write-off	–	919
Less: capitalised and distributed Costs	–	(69)
<b>Subtotal - Material, Contracts &amp; Expenses</b>	<b>24,643</b>	<b>25,221</b>
<b>(ii) Prescribed Expenses</b>		
Auditor's remuneration		
: Auditing the financial reports	50	51
: Internal audit reviews	33	–
: Other	10	–
Elected members' expenses	411	408
Election expenses	13	13
Lease expense - low value assets / short term leases	185	193
<b>Subtotal - prescribed expenses</b>	<b>702</b>	<b>665</b>
<b>Total materials, contracts and other expenses</b>	<b>25,345</b>	<b>25,886</b>

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 3. Expenses (continued)

	2025	2024 Restated
\$ '000		
<b>(c) Depreciation, amortisation and impairment</b>		
<b>Depreciation and Amortisation</b>		
Buildings	1,933	1,781
Infrastructure		
- Bridges	390	364
- Cemeteries	47	37
- Community Wastewater Management Systems	379	363
- Footpaths	497	468
- Guardrails	139	123
- Kerb & Gutter	633	610
- Playgrounds	102	108
- Retaining Walls	236	205
- Roads	6,512	5,440
- Sport & Recreation	516	433
- Stormwater	795	778
- Street Furniture	132	112
- Traffic Controls	52	51
- Other Infrastructure	13	2
Furniture and fittings	54	53
Plant and equipment	1,662	1,171
Right-of-use assets	145	246
<b>Total depreciation, amortisation and impairment</b>	<b>14,237</b>	<b>12,345</b>
<b>(d) Finance costs</b>		
Charges on finance leases	3	9
Interest on loans	304	346
Interest on overdraft and short-term drawdown	595	403
Unwinding of present value discounts	19	—
<b>Total finance costs</b>	<b>921</b>	<b>758</b>

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 4. Asset disposal and fair value adjustments

\$ '000	2025	2024
<b>Infrastructure, property, plant and equipment</b>		
<b>(i) Assets renewed or directly replaced</b>		
Proceeds from disposal	884	792
Less: Carrying Amount of Assets Sold or Disposed of	(3,568)	(3,089)
Other sale costs	(7)	(10)
<b>Gain (loss) on disposal</b>	<b>(2,691)</b>	<b>(2,307)</b>
<b>(ii) Assets surplus to requirements</b>		
Proceeds from disposal	40	–
Less: carrying amount of surplus assets disposed of	–	–
<b>Gain (loss) on disposal</b>	<b>40</b>	<b>–</b>
<b>Net gain (loss) on disposal or revaluation of assets</b>	<b>(2,651)</b>	<b>(2,307)</b>

### Note 5. Current assets

\$ '000	2025	2024
<b>(a) Cash and cash equivalent assets</b>		
Cash on hand and at bank	249	531
Short Term Deposits	–	3
<b>Total cash and cash equivalent assets</b>	<b>249</b>	<b>534</b>
<b>(b) Trade and other receivables</b>		
Rates - general and other	1,441	1,611
Accrued revenues	330	1,370
Debtors - general	274	352
Other levels of government - operating	1,833	2,918
GST recoupment	680	427
Prepayments	568	530
<b>Total trade and other receivables</b>	<b>5,126</b>	<b>7,208</b>
<b>(c) Inventories</b>		
Stores and materials	18	10
<b>Total inventories</b>	<b>18</b>	<b>10</b>

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 6. Non-current assets

\$ '000	Notes	2025	2024
<b>(a) Trade and other receivables</b>			
<b>Receivables</b>			
Council rates postponement scheme		245	235
Prepayments		2	25
<b>Subtotal</b>		<b>247</b>	<b>260</b>
<b>Total receivables</b>		<b>247</b>	<b>260</b>
<b>Total financial assets</b>		<b>247</b>	<b>260</b>
<b>(b) Equity accounted investments in council businesses</b>			
Adelaide Hills Regional Waste Management Authority (AHRWMA)	17ai	1,595	1,562
Eastern Waste Management Authority (EWMA)	17ai	146	112
Gawler River Floodplain Management Authority (GRFMA)	17ai	2,500	2,259
<b>Total equity accounted investments in Council businesses</b>		<b>4,241</b>	<b>3,933</b>



## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 7. Infrastructure, Property, Plant & Equipment

#### Infrastructure, property, plant and equipment

\$ '000	Fair Value Level	as at 30/06/24				Asset movements during the reporting period								as at 30/06/25				
		At Fair Value	At Cost	Accumulated Depreciation	Carrying amount	Asset Additions New / Upgrade	Asset Additions Renewals	WDV of Asset Disposals	Depreciation Expense (Note 3c)	WIP Transfers	Adjustments & Transfers	Other Physical Resources Free of Charge	Revaluation Increments to Equity (ARR) (Note 9)	RoU Additions	At Fair Value	At Cost	Accumulated Depreciation	Carrying amount
Capital work in progress		—	5,682	—	5,682	4,165	11,830	—	—	(20,469)	(413)	—	—	—	—	797	—	797
Land - community	3	110,161	—	—	110,161	—	—	(20)	—	108	—	760	—	1,796	112,805	—	—	112,805
Buildings	3	97,129	—	(39,277)	57,852	—	—	(52)	(1,933)	5,826	—	30	—	3,418	108,638	—	(43,496)	65,142
Infrastructure																		
- Bridges	3	26,716	—	(15,705)	11,011	—	—	(26)	(390)	733	—	—	—	302	27,995	—	(16,366)	11,629
- Cemeteries	3	2,303	—	(1,042)	1,261	—	—	—	(47)	57	—	—	—	64	2,480	—	(1,145)	1,335
- Community Wastewater Management Systems	3	24,826	—	(9,532)	15,294	—	—	(36)	(379)	198	—	—	—	418	25,654	—	(10,159)	15,495
- Footpaths	3	23,220	—	(6,788)	16,432	—	—	(101)	(497)	685	—	52	—	202	24,452	—	(7,679)	16,773
- Guardrails	3	6,667	—	(1,882)	4,785	—	—	(36)	(139)	27	—	—	—	148	6,833	—	(2,048)	4,785
- Kerb & Gutter	3	49,186	—	(14,020)	35,166	—	—	(8)	(633)	64	—	136	—	996	50,834	—	(15,112)	35,722
- Playgrounds	3	2,178	—	(1,024)	1,154	—	—	(30)	(102)	—	—	—	—	54	2,202	—	(1,127)	1,075
- Retaining Walls	3	15,980	—	(6,232)	9,748	—	—	—	(236)	286	—	—	—	1,678	16,823	—	(5,348)	11,475
- Roads	3	350,511	—	(123,501)	227,010	—	—	(2,417)	(6,512)	7,090	—	145	—	26,773	370,714	—	(118,626)	252,088
- Sport & Recreation	3	22,960	—	(10,259)	12,701	—	—	(36)	(516)	1,255	—	140	—	622	24,993	—	(10,828)	14,165
- Stormwater	3	76,068	—	(29,754)	46,314	—	—	(8)	(795)	607	—	217	—	706	78,425	—	(31,385)	47,040
- Street Furniture	3	3,608	—	(1,125)	2,483	—	—	(1)	(132)	130	—	6	—	120	3,911	—	(1,305)	2,606
- Traffic Controls	3	2,593	—	(834)	1,759	—	—	—	(52)	—	—	—	—	86	2,720	—	(926)	1,794
- Other Infrastructure	3	—	2,227	(650)	1,577	—	—	—	(13)	19	—	—	—	77	—	2,355	(695)	1,660
Right-of-use assets		—	1,682	(1,568)	114	—	—	—	(145)	—	—	—	37	—	—	1,720	(1,713)	7
Plant and equipment <sup>1</sup>		—	16,197	(7,002)	9,195	—	—	(797)	(1,662)	3,364	—	—	—	—	—	16,370	(6,270)	10,100
Furniture and fittings		—	710	(406)	304	—	—	—	(54)	20	—	—	—	—	—	730	(460)	270
Total infrastructure, property, plant and equipment		814,106	26,498	(270,601)	570,003	4,165	11,830	(3,568)	(14,237)	—	(413)	1,486	37	37,460	859,479	21,972	(274,688)	606,763
Comparatives		687,912	25,998	(221,322)	492,588	6,237	11,115	(3,089)	(12,270)	—	(1,137)	1,106	165	76,020	814,106	26,498	(271,333)	569,271

(1) The 2024 carrying amount for the plant and equipment class of assets has been restated. Please refer to Note 21 for the restatement made.

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

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

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#### Valuation of Infrastructure, Property, Plant & Equipment

##### Valuation of assets

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

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

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

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

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

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

##### Information on valuations

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

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

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

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

##### Other information

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

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

##### Highest and best use

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

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

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

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#### Transition to AASB 13 - Fair Value Measurement

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

#### Land & Land Improvements

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

Land - Level 3: Crown Land which is subject to restriction for its use or sale has been valued by Council officers based on the Valuer General's site values as at 1 January 2024 less allowances for the restriction on sale (requiring Ministerial consent) which are unobservable inputs that have a significant effect on valuation.

#### Buildings & Other Structures

- Basis of valuation: Fair Value
- Date of independent valuation: 1 July 2023
- Valuer: APV Valuers & Asset Management

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

- Valuations for buildings have been updated by Council Officers at depreciated current replacement cost based on Australian Bureau of Statistics Time Series data, table 17 (Construction industries - Building) movements specific to Adelaide for the period June 2023 to June 2024. The increase was 5.9% and applied on 1 July 2024 for the 2024-25 reporting period.

#### Infrastructure

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

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

#### Bridges

- Basis of valuation: Valuation was undertaken using modern equivalent asset principles as per the International Infrastructure Management Manual (IIMM 6th edition, 2020) and included a condition audit.
- The assets were indexed in between independent valuations.
- Date of independent valuation: June 2021
- Valuer: ARRB Group
- Valuations have been updated by Council Officers at depreciated current replacement cost based on Australian Bureau of Statistics Time Series data, table 17 (Construction industries - Roads and Bridge Construction) movements specific to Adelaide for the period June 2023 to June 2024. The increase was 2.73% and applied on 1 July 2024 for the 2024-25 reporting period.

#### Community Wastewater Management Systems (CWMS)

- Basis of valuation: Fair Value
- Date of independent valuation: 1 July 2022
- Valuer: APV Valuers & Asset Management
- Valuations have been updated by Council Officers at depreciated current replacement cost based on Australian Bureau of Statistics Time Series data, table 17 (Construction industries - Roads and Bridge Construction) movements specific to Adelaide for the period June 2023 to June 2024. This increase was 2.73% and applied on 1 July 2024 for the 2024-2025 reporting period.

#### Footpaths, Retaining Walls and Guardrails (safety barriers)

- Basis of valuation: Fair Value
- Date of independent valuation: 1 July 2022
- Valuer: Private Public Property

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

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

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- Valuations have been updated by Council Officers at depreciated current replacement cost based on Australian Bureau of Statistics Time Series data, Table 17 (Construction Industries - Road and Bridge Construction) movements specific to Adelaide for the period June 2023 to June 2024. This increase was 2.73% and applied on 1 July 2024 for the 2024-2025 reporting period.

#### Kerb and Gutter

- Basis of valuation: Fair Value
- Date of independent valuation: 1 July 2022
- Valuer: Private Public Property
- Valuations have been updated by council officers at depreciated current replacement cost based on Australian Bureau of Statistics Time Series data, Table 17 (Construction Industries - Road and Bridge Construction) movements specific to Adelaide for the period June 2023 to June 2024. This increase was 2.73% and applied on 1 July 2024 for the 2024-2025 reporting period.

#### Roads

- Basis of valuation: Fair value (Sealed road, surface and pavements)
- Date of independent valuation: 1 July 2024
- Valuer: Modelve Pty Ltd
- Valuations for the remainder of assets in this category, being formation, road shoulder and unsealed roads, have been updated by Council Officers at depreciated current replacement cost based on Australian Bureau of Statistics Time Series data, table 17 (Construction industries - Roads and Bridge Construction) movements specific to Adelaide for the period June 2023 to June 2024. This increase was 2.73% and applied on 1 July 2024 for the 2024-2025 reporting period.

#### Stormwater

- Valuations have been updated by Council Officers at depreciated current replacement cost based on Australian Bureau of Statistics Time Series data, Table 17 (Construction Industries - Road and Bridge Construction) movements specific to Adelaide for the period June 2023 to June 2024. This increase was 2.73% and applied on 1 July 2024 for the 2024-2025 reporting period.

#### Street Furniture, Cemetery and Traffic Controls

- Valuations have been updated by Council Officers at depreciated current replacement cost based on Australian Bureau of Statistics Time Series data, Table 17 (Construction Industries - Non-residential Building Construction - Other) movements specific to Adelaide for the period June 2023 to June 2024. This increase was 4.89% and applied on 1 July 2024 for the 2024-2025 reporting period.

#### Playgrounds, Sport and Recreation Facilities

- Valuations have been updated by council officers at depreciated current replacement cost based on Australian Bureau of Statistics Time Series data, Table 17 (Non-Residential Building Construction - Other) movements specific to Adelaide for the period June 2023 to June 2024. This increase was 4.89% and applied on 1 July 2024 for the 2024-2025 reporting period.

#### Plant & Equipment

- Basis of valuation: Historic Cost

#### Furniture & Fittings

- Basis of valuation: Historic Cost



## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 8. Liabilities

\$ '000	Notes	2025 Current	2025 Non Current	2024 Current	2024 Non Current
<b>(a) Trade and other payables</b>					
Accrued expenses - employee entitlements		1,118	—	1,069	—
Accrued expenses - other		1,095	—	265	—
Deposits, retentions and bonds		74	—	76	—
Goods and services		3,517	—	3,867	—
Payments received in advance		983	—	2,600	—
Other		—	—	2	—
<b>Total trade and other payables</b>		<b>6,787</b>	<b>—</b>	<b>7,879</b>	<b>—</b>

### (b) Borrowings

Borrowings		612	14,600	96	15,100
Lease liabilities	15b	6	—	114	1
Loans		612	3,470	5,586	1,582
<b>Total Borrowings</b>		<b>1,230</b>	<b>18,070</b>	<b>5,796</b>	<b>16,683</b>

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

### (c) Provisions

Employee entitlements (including oncosts)		3,501	298	3,227	320
Future reinstatement / restoration, etc <sup>1, 2</sup>		1,028	309	1,288	323
<b>Total provisions</b>		<b>4,529</b>	<b>607</b>	<b>4,515</b>	<b>643</b>

(1) At the reporting date, Council made provision for its monitoring and rehabilitation obligations regarding 3 former landfill sites. The provision represents Council's best estimate of the expenditure required to settle the present obligation at the end of the reporting period.

(2) At the reporting date, Council is investigating the purchase of a previously divested landfill site to ensure long term environmental stewardship and compliance with regulatory obligations.

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 9. Reserves

	as at 30/06/24				as at 30/06/25
\$ '000	Opening Balance	Increments (Decrements)	Transfers	Impairments	Closing Balance
<b>(a) Asset revaluation reserve</b>					
Land - community	84,285	1,796	—	—	86,081
Buildings	50,524	3,418	—	—	53,942
Infrastructure					
- Community Wastewater Management Systems	7,863	418	—	—	8,281
- Stormwater	35,177	706	—	—	35,883
- Sport & Recreation	3,031	622	—	—	3,653
- Bridges	6,281	302	—	—	6,583
- Cemeteries	2,343	64	—	—	2,407
- Footpaths	2,891	202	—	—	3,093
- Guardrails	2,542	148	—	—	2,690
- Kerb & Gutter	33,479	996	—	—	34,475
- Playgrounds	251	54	—	—	305
- Retaining Walls	6,060	1,678	—	—	7,738
- Roads	160,723	26,773	—	—	187,496
- Street Furniture	1,528	120	—	—	1,648
- Traffic Controls	988	86	—	—	1,074
- Other Infrastructure	64	77	—	—	141
Plant and equipment	23	—	—	—	23
Furniture and fittings	7	—	—	—	7
JV's / associates - other comprehensive income	1,386	—	—	—	1,386
<b>Total asset revaluation reserve</b>	<b>399,446</b>	<b>37,460</b>	<b>—</b>	<b>—</b>	<b>436,906</b>
Comparatives	322,268	77,178	—	—	399,446

	as at 30/06/24				as at 30/06/25
\$ '000	Opening Balance	Tfrs to Reserve	Tfrs from Reserve	Other Movements	Closing Balance
<b>(b) Other reserves</b>					
Biodiversity SEB Reserve	15	—	(2)	—	13
Scott Creek Progress Association	1	—	—	—	1
Significant Trees Reserve	7	1	—	—	8
Torrens Valley Community Centre	82	—	(7)	—	75
<b>Total other reserves</b>	<b>105</b>	<b>1</b>	<b>(9)</b>	<b>—</b>	<b>97</b>
Comparatives	111	2	(8)	—	105

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 9. Reserves (continued)

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#### Purposes of reserves

##### Asset revaluation reserves

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

##### Other reserves

###### Biodiversity SEB Reserve

Adelaide Hills Council is an Accredited Third Party Provider under Section 25C(12) of the *Native Vegetation Act 1991*. One of Council's conservation reserves is now a formal "SEB Area" (Significant Environmental Benefit) under the *Native Vegetation Act 1991* which allows Council to on-sell SEB credits.

The financial return on these credits will need to be spent in accordance with the SEB Management Plan which outlines what agreed actions will be undertaken in a 10 year period and how the area will be protected into the future.

The funds held will be accessed over the remaining 7 years of the plan in order to invest in the annual bushcare activities as set out in the plan.

###### Scott Creek Cemetery Reserve

The Scott Creek Cemetery is crown land dedicated to Council for use as a cemetery. Prior to 2010 the cemetery was managed by local community associations. In 2010 management responsibilities were transferred to the Council together with the balance of funds held for cemetery maintenance and improvements.

Funds held in the reserve account are to be used for:

- marking of unmarked graves with a small and simple identification piece detailing the name and date of death of the deceased,
- Installation of a single plaque with the names of the deceased who are buried in unmarked graves where the exact location of the graves is unknown,
- Renewal of existing gravel driveways, and
- Creation or extension of driveways to facilitate expansion of the cemetery.

###### Significant Tree Reserve

The *Development (Regulated Trees) Variation Regulations 2011* came into effect on 17 November 2011. Under the new regulations, applicants can make a financial contribution for each tree removed (relating to regulated and significant trees) as part of their development application. The reserve was established by Council in accordance with S50B of the *Development Act 1993* to ensure that monies generated would be spent within the Adelaide Hills area.

Monies received may be applied by the council to:

- maintain or plant trees which are, or will (when fully grown) constitute significant trees under this Act; or
- to purchase land in order to maintain or plant trees which are, or will (when fully grown) constitute significant trees under this Act.

###### Torrens Valley Community Centre Reserve

This reserve is funded by the community funds that flow through the centre via the Op Shop. These funds are used to support youth programs and other community initiatives that will result in an improvement or benefit to the community.

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 10. Reconciliation to Statement of Cash Flows

\$ '000	Notes	2025	2024
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#### (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 Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

Total cash and equivalent assets	5	249	534
Less: short-term borrowings	8	(15,212)	(15,196)
<b>Balances per Statement of Cash Flows</b>		<b>(14,963)</b>	<b>(14,662)</b>

#### (b) Reconciliation of Operating Result

<b>Net surplus/(deficit)</b>		<b>1,663</b>	<b>(2,352)</b>
<b>Non-cash items in income statements</b>			
Depreciation, amortisation and impairment		14,237	12,345
Equity movements in equity accounted investments (increase)/decrease		(29)	(63)
Premiums and discounts recognised and unwound		–	(1)
Non-cash asset acquisitions		(1,486)	(1,106)
Grants for capital acquisitions treated as investing activity		(3,137)	(3,821)
Net (gain)/loss on disposals		2,651	2,307
Other		279	909
		<b>14,178</b>	<b>8,218</b>
<b>Add (less): changes in net current assets</b>			
Net (increase)/decrease in receivables		2,095	(3,895)
Net (increase)/decrease in inventories		(8)	7
Net increase/(decrease) in trade and other payables		(1,090)	1,774
Net increase/(decrease) in unpaid employee benefits		252	(377)
Net increase/(decrease) in other provisions		(274)	(305)
<b>Net cash provided by (or used in) operations</b>		<b>15,153</b>	<b>5,422</b>

#### (c) Non-cash financing and investing activities

##### Acquisition of assets by means of:

Physical resources received free of charge	2h	1,486	1,106
Additions to right of use assets	15	37	165
<b>Amounts recognised in income statement</b>		<b>1,523</b>	<b>1,271</b>
<b>Total non-cash financing and investing activities</b>		<b>1,523</b>	<b>1,271</b>



## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 10. Reconciliation to Statement of Cash Flows (continued)

<b>\$ '000</b>	<b>2025</b>	<b>2024</b>
<b>(d) Financing arrangements</b>		
<b>Unrestricted access was available at balance date to the following lines of credit:</b>		
Bank overdrafts	200	200
Corporate credit cards	180	180
Asset Finance - Leasing	750	750
LGFA cash advance debenture facility	17,500	17,000
Westpac Bank Bill Business Loan <sup>1</sup>	9,000	8,000

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

(1) Council utilises the Westpac bank bill business loan as an overdraft facility which can be paid off at any time at the discretion of the Council

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 11. Financial instruments

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#### Recognised financial instruments

##### Bank, deposits at call, short term deposits

**Accounting Policy:**

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

**Terms & Conditions:**

Deposits are returning fixed interest rates between 4.15% and 4.35% (2024: 4.55% and 4.85%).

**Carrying Amount:**

Approximates fair value due to the short term to maturity.

##### Receivables - rates and associated charges (including legals and penalties for late payment)

**Accounting Policy:**

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

**Terms & Conditions:**

Secured over the subject land, arrears attract interest of 5.50% (2024: 6.15%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

**Carrying Amount:**

Approximates fair value (after deduction of any allowance).

##### Receivables - fees and other charges

**Accounting Policy:**

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

**Terms & Conditions:**

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

**Carrying Amount:**

Approximates fair value (after deduction of any allowance).

##### Receivables - other levels of government

**Accounting Policy:**

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

**Terms & Conditions:**

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

**Carrying Amount:**

Approximates fair value.

##### Liabilities - creditors and accruals

**Accounting Policy:**

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

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 11. Financial instruments (continued)

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**Terms & Conditions:**

Liabilities are normally settled on 30 day terms.

**Carrying Amount:**

Approximates fair value.

**Liabilities - interest bearing borrowings****Accounting Policy:**

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

**Terms & Conditions:**

Secured over future revenues. Borrowings are repayable upon maturity. Interest is charged at a fixed rate between 4.30% and 4.45% (2024: 4.45% and 4.60%) and paid bi-annually.

**Carrying Amount:**

Approximates fair value.

**Liabilities - leases****Accounting Policy:**

Accounted for in accordance with AASB 16 as stated in Note 15.

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 11. Financial instruments (continued)

\$ '000	Due < 1 year	Due > 1 year and ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<b>Financial assets and liabilities</b>					
<b>2025</b>					
<b>Financial assets</b>					
Cash and cash equivalents	249	—	—	249	249
Receivables	4,558	245	—	4,803	4,803
<b>Total financial assets</b>	<b>4,807</b>	<b>245</b>	<b>—</b>	<b>5,052</b>	<b>5,052</b>
<b>Financial liabilities</b>					
Payables	4,686	—	—	4,686	4,686
Westpac bank bill	9,037	—	—	9,037	9,037
LGFA loan	6,958	3,621	—	10,579	10,257
Lease liabilities	6	—	—	6	6
<b>Total financial liabilities</b>	<b>20,687</b>	<b>3,621</b>	<b>—</b>	<b>24,308</b>	<b>23,986</b>
<b>Total financial assets and liabilities</b>	<b>25,494</b>	<b>3,866</b>	<b>—</b>	<b>29,360</b>	<b>29,038</b>
<b>2024</b>					
<b>Financial assets</b>					
Cash and cash equivalents	534	—	—	534	534
Receivables	6,679	235	—	6,914	6,914
<b>Total financial assets</b>	<b>7,213</b>	<b>235</b>	<b>—</b>	<b>7,448</b>	<b>7,448</b>
<b>Financial liabilities</b>					
Payables	4,210	—	—	4,210	4,210
Westpac bank bill	8,032	—	—	8,032	8,032
LGFA loan	13,070	1,690	—	14,760	14,332
Lease liabilities	114	1	—	115	115
<b>Total financial liabilities</b>	<b>25,426</b>	<b>1,691</b>	<b>—</b>	<b>27,117</b>	<b>26,689</b>
<b>Total financial assets and liabilities</b>	<b>32,639</b>	<b>1,926</b>	<b>—</b>	<b>34,565</b>	<b>34,137</b>

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

\$ '000	2025		2024	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Loans	5.12%	15,212	5.62%	15,196
Fixed interest rate loans	4.36%	4,082	4.55%	7,168
Leases	6.07%	6	4.72%	115
		<b>19,300</b>		<b>22,479</b>

#### Net fair value

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



## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 11. Financial instruments (continued)

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#### Risk exposures

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

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

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

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

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 12. Capital expenditure and investment property commitments

\$ '000	2025	2024
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#### Capital commitments

##### Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Infrastructure	1,010	1,069
Plant and equipment	1,462	2,086
	<u>2,472</u>	<u>3,155</u>

##### These expenditures are payable:

Not later than one year	2,472	3,155
	<u>2,472</u>	<u>3,155</u>

##### Other non-capital expenditure commitments at the reporting date but not recognised in the financial statements as liabilities:

Amy Gillett Stage 4	1,708	—
Contractors	507	—
Other	218	—
	<u>2,433</u>	<u>—</u>

##### These expenditures are payable:

Not later than one year	2,433	—
	<u>2,433</u>	<u>—</u>

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 13. Financial indicators

\$ '000	Amounts 2025	Indicator 2025	Indicators 2024	Indicators 2023
Financial Indicators overview				
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.				
1. Operating Surplus Ratio				
Operating surplus	592	0.9%	(7.8)%	2.6%
Total operating income	63,772			
This ratio expresses the operating surplus as a percentage of total operating revenue.				
2. Net Financial Liabilities Ratio				
Net financial liabilities	25,601	40%	49%	42%
Total operating income	63,772			
Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.				
Adjustments to Ratios				
In recent years the Federal Government has made advance payments prior to 30th June from future year allocations of financial assistance grants, as explained in Note 1. These Adjusted Ratios correct for the resulting distortion in key ratios for each year and provide a more accurate basis for comparison.				
Adjusted Operating Surplus Ratio				
Operating surplus	(465)	(0.7)%	(3.3)%	1.3%
Total operating income	62,715			
Adjusted Net Financial Liabilities Ratio				
Net financial liabilities	25,601	40%	49%	42%
Total operating income	63,772			
3. Asset Renewal Funding Ratio				
Asset renewals	10,953	105%	106%	98%
Infrastructure and Asset Management Plan required expenditure	10,424			

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

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 14. Uniform presentation of finances

\$ '000	2025	2024
<p>The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.</p> <p>All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.</p> <p>The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.</p>		
<u>Income</u>		
Rates	51,484	48,389
Statutory charges	1,612	1,520
User charges	1,048	934
Grants, subsidies and contributions - capital	901	1,293
Grants, subsidies and contributions - operating	7,790	3,332
Investment income	34	35
Reimbursements	324	398
Other income	524	512
Net gain - equity accounted council businesses	55	142
<b>Total Income</b>	<b>63,772</b>	<b>56,555</b>
<u>Expenses</u>		
Employee costs	(22,651)	(21,915)
Materials, contracts and other expenses	(25,345)	(25,886)
Depreciation, amortisation and impairment	(14,237)	(12,345)
Finance costs	(921)	(758)
Net loss - equity accounted council businesses	(26)	(79)
<b>Total Expenses</b>	<b>(63,180)</b>	<b>(60,983)</b>
<b>Operating surplus / (deficit)</b>	<b>592</b>	<b>(4,428)</b>
Less: grants, subsidies and contributions - capital	(901)	(1,293)
<b>Adjusted Operating surplus / (deficit)</b>	<b>(309)</b>	<b>(5,721)</b>
<b>Net outlays on existing assets</b>		
Capital expenditure on renewal and replacement of existing assets	(8,079)	(11,115)
Add back depreciation, amortisation and impairment	14,237	12,345
Add back proceeds from sale of replaced assets	877	792
	<b>7,035</b>	<b>2,022</b>
<b>Net outlays on new and upgraded assets</b>		
Capital expenditure on new and upgraded assets (including investment property and real estate developments)	(8,330)	(6,237)
Add back grants, subsidies and contributions - capital new/upgraded	901	1,293
Add back amounts received specifically for new and upgraded assets	2,236	3,277
Add back proceeds from sale of surplus assets (including investment property, real estate developments and non-current assets held for resale)	40	—
	<b>(5,153)</b>	<b>(1,667)</b>
<b>Annual net impact to financing activities (surplus/(deficit))</b>	<b>1,573</b>	<b>(5,366)</b>

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 15. Leases

#### (i) Council as a lessee

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

#### (a) Right of use assets

\$ '000	ICT Equipment Leases	Property Leases	Total
<b>2025</b>			
Opening balance	36	79	115
Transfer from leased assets (former finance leases)	—	—	—
Additions to right-of-use assets	—	—	—
Adjustments to right-of-use assets due to re-measurement of lease liability	—	37	37
Depreciation charge	(36)	(109)	(145)
Other	—	—	—
<b>Balance at 30 June</b>	<b>—</b>	<b>7</b>	<b>7</b>
<b>2024</b>			
Opening balance	114	81	195
Transfer from leased assets (former finance leases)	—	—	—
Additions to right-of-use assets	—	165	165
Adjustments to right-of-use assets due to re-measurement of lease liability	—	—	—
Depreciation charge	(78)	(167)	(245)
Impairment of right-of-use assets	—	—	—
Other	—	—	—
<b>Balance at 30 June</b>	<b>36</b>	<b>79</b>	<b>115</b>

#### (b) Lease liabilities

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

\$ '000	2025	2024
Balance at 1 July	115	197
Additions	37	165
Accretion of interest	3	9
Payments	(149)	(256)
<b>Balance at 30 June</b>	<b>6</b>	<b>115</b>
<b>Classified as:</b>		
Current	6	114
Non-current	—	1

The maturity analysis of lease liabilities is included in Note 11.

Council had total cash outflows for leases of \$149k.



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 15. Leases (continued)

\$ '000	2025	2024
The following are the amounts recognised in profit or loss:		
Depreciation expense of right-of-use assets	145	245
Interest expense on lease liabilities	3	9
Expense relating to short term leases	185	193
Total amount recognised in profit or loss	333	447

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 16. Superannuation

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The Council 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 (11.50% in 2024/25; 11.00% in 2023/24). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

#### **Salarylink (Defined Benefit Fund) members**

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. Council makes employer contributions to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2023/24) of "superannuation" salary.

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

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

The Salarylink employer contribution rate is reviewed by the Fund's actuary every 3 years. The next actuarial review is scheduled to be completed as at 30 June 2026. Any employer contribution rate change recommended by the actuary is likely to be effective from 1 July 2027.

#### **Contributions to other superannuation schemes**

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

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

### Note 17. Interests in other entities

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

\$ '000	Council's Share of Net Income		Council's Share of Net Assets	
	2025	2024	2025	2024
<b>Council's share of net income</b>				
Joint ventures	29	62	4,241	3,933
<b>Total Council's share of net income</b>	<b>29</b>	<b>62</b>	<b>4,241</b>	<b>3,933</b>

#### ((a)i) Joint ventures, associates and joint operations

##### (a) Carrying amounts

\$ '000	Principal Activity	2025	2024
Adelaide Hills Regional Waste Management Authority	Waste Management	1,595	1,562
Eastern Waste Management Authority	Waste Management	146	112
Gawler River Floodplain Management Authority	Floodplain Management	2,500	2,259
<b>Total carrying amounts - joint ventures and associates</b>		<b>4,241</b>	<b>3,933</b>

##### **Adelaide Hills Regional Waste Management Authority**

Adelaide Hills Regional Waste Management Authority is a regional subsidiary pursuant to S43 of the *Local Government Act 1999*. Council has an interest in the assets and liabilities of the Adelaide Hills Regional Waste Management Authority. The other member Councils are Alexandrina, Mt. Barker and Murray Bridge.

##### **Eastern Waste Management Authority**

Eastern Waste Management Authority is a regional subsidiary pursuant to S43 of the *Local Government Act 1999*. Council has an interest in the assets and liabilities of the Eastern Waste Management Authority. The other member Councils are Burnside, Campbelltown, Mitcham, Norwood, Payneham & St. Peters, Prospect, Unley and Walkerville.

##### **Gawler River Floodplain Management Authority**

Gawler River Floodplain Management Authority is a regional subsidiary pursuant to S43 of the *Local Government Act 1999*. Council has an interest in the assets and liabilities of the Gawler River Floodplain Management Authority. The other member Councils are Adelaide Plains, Barossa, Gawler, Light Regional and Playford.

##### (b) Relevant interests

	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2025	2024	2025	2024	2025	2024
Adelaide Hills Regional Waste Management Authority	30.73%	35.02%	36.50%	36.70%	20.00%	20.00%
Eastern Waste Management Authority	12.50%	12.50%	12.50%	12.50%	11.11%	11.11%
Gawler River Floodplain Management Authority	5.97%	5.34%	5.97%	5.34%	15.38%	15.38%

# Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

## Note 17. Interests in other entities (continued)

### (c) Movement in investment in joint venture or associate

\$ '000	Eastern Waste Management Authority		Gawler River Floodplain Management Authority		Adelaide Hills Regional Waste Management Authority	
	2025	2024	2025	2024	2025	2024
Opening Balance	112	148	2,259	1,091	1,562	1,392
Share in Operating Result	27	(46)	(26)	(33)	40	142
Share in Other Comprehensive Income	7	10	–	1,159	5	28
Adjustments to Equity	–	–	267	42	(12)	–
<b>Council's equity share in the joint venture or associate</b>	<b>146</b>	<b>112</b>	<b>2,500</b>	<b>2,259</b>	<b>1,595</b>	<b>1,562</b>

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 18. Contingencies and assets/liabilities not recognised in the balance sheet

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

#### 1. Land under roads

As reported in the Financial Statements, Council is of the opinion that it is not possible to attribute a value sufficiently reliably for these assets to qualify for recognition, and accordingly land under roads has not been recognised in the reports.

Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

#### 2. Potential insurance losses

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

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

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

#### 3. Legal expenses

The Adelaide Hills Council Assessment Panel (CAP) and the Assessment Manager are the relevant authorities under the *Planning, Development, and Infrastructure Act 2016* (the Act) for the determination of development applications for planning consent. Building Surveyors working for the Council have delegation to determine development applications for building consent.

Under the Act the Adelaide Hills Council Building Fire Safety Committee is the relevant authority to issue building fire safety notices, including emergency orders. Planning, building and development compliance staff have delegation to issue enforcement notices.

Pursuant to the Act, applicants and landowners have a right of appeal to the Environment, Resource and Development Court (ERD Court) against planning and building decisions, building fire safety notices and, enforcement notices issued by a relevant authority.

At 30 June 2025, there was one (1) ongoing appeal against a CAP decision in the ERD Court, one (1) appeal against a Building Fire Safety Notice and nine (9) enforcement matters active in the ERD Court.

Each party bears its own costs in relation to appeals against CAP decisions, Assessment Manager decisions and Building Consent decisions however, in relation to enforcement matters the ERD Court can award costs or, parties can reach agreement on costs. Council seeks cost reimbursement in the case of unlawful development where legal fees have been incurred.



## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 19. Events after the balance sheet date

---

Events that occur after the reporting date of 30 June 2025, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

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

Council is unaware of any "non adjusting events" that merit disclosure.

## Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

## Note 20. Related party transactions

## Key management personnel

## Transactions with key management personnel

The Key Management Personnel of the Council include the Mayor, Councillors, CEO and certain prescribed officers under section 112 of the Local Government Act 1999. In all, 18 persons were paid the following total compensation.

During the 2024-2025 financial year, four (4) key management personnel ended their employment with Adelaide Hills Council.

\$ '000	2025	2024
<b>The compensation paid to key management personnel comprises:</b>		
Short-term benefits	1,496	2,027
Long-term benefits	–	53
Termination benefits	17	348
<b>Total</b>	<b>1,513</b>	<b>2,428</b>

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

## Elected Members or their close associates are members of the following:

- Activating Bridgewater Inc
- Adelaide Hills Climate Action Group
- Adelaide Hills Regional Waste Management Authority
- Australian Labour Party (SA) Mayo Federal Electoral Council
- Charleston Emergency Recovery Response Group
- Eastern Waste Management Authority (East Waste)
- Forest Range Recreation Ground
- Gawler River Floodplain Management Authority
- Heysen ALP Sub-Branch
- Lenswood & Forest Range Community Association Inc
- Lobethal Football Club
- Old School Community Garden
- Piccadilly Country Fire Service
- Southern & Hills Local Government Association
- Treecovery Pty Ltd
- Woodside Residents Association
- Woodside Warriors Soccer Club

Council made payments totalling \$6,152,660 to the above organisations for the period ending 30 June 2025.

The most material payments were made to:

- Eastern Waste Management Authority (\$4.385m) for the collection and disposal of waste and recycling materials.
- Adelaide Hills Regional Waste Management Authority (\$1.668m) for the collection and disposal of waste and associated services.

## Key Management Personnel or their close associates are members of the following:

- Eastern Waste Management Authority (East Waste)
- Gawler River Floodplain Management Authority
- Southern & Hills Local Government Association

Council made payments totalling \$4,470,776 to the above organisations for the period ending 30 June 2025.

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 20. Related party transactions (continued)

---

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

At the time of reporting, Related Party Disclosure information was not received from two (2) Elected Members.

## Notes to and forming part of the Financial Statements for the year ended 30 June 2025

### Note 21. Equity - adjustment to retained earnings

#### Nature of prior-period error

During the year, Council identified that a number of items of ICT equipment were being depreciated over a period in excess of their useful lives. This error related to the periods prior to 1 July 2023.

Adjusting these depreciation rates results in increased depreciation in prior periods.

This error has been corrected in the current year as a prior period adjustment, with comparative information restated accordingly.

#### Changes to the opening Statement of Financial Position at 1 July 2023

##### Statement of Financial Position

\$ '000	Original Balance 1 July, 2023	Impact Increase/ (decrease)	Restated Balance 1 July, 2023
Infrastructure, Property, Plant & Equipment	492,588	(657)	491,931
<b>Total assets</b>	<b>499,298</b>	<b>(657)</b>	<b>498,641</b>
Accumulated Surplus	150,021	(657)	149,364
<b>Total equity</b>	<b>499,298</b>	<b>(657)</b>	<b>498,641</b>

#### Adjustments to the comparative figures for the year ended 30 June 2024

##### Statement of Financial Position

\$ '000	Original Balance 30 June, 2024	Impact Increase/ (decrease)	Restated Balance 30 June, 2024
Adjustment for Infrastructure Property Plant & Equipment	570,735	(732)	570,003
<b>Total assets</b>	<b>582,680</b>	<b>(732)</b>	<b>581,948</b>
Accumulated Surplus	147,613	(732)	146,881
<b>Total equity</b>	<b>582,680</b>	<b>(732)</b>	<b>581,948</b>

##### Statement of Comprehensive Income

\$ '000	Original Balance 30 June, 2024	Impact Increase/ (decrease)	Restated Balance 30 June, 2024
Depreciation, amortisation and impairment	12,270	75	12,345

## INDEPENDENT AUDITOR'S REPORT TO THE PRINCIPAL MEMBER OF ADELAIDE HILLS COUNCIL

### Report on the Audit of the Financial Report

#### Opinion

We have audited the financial report of Adelaide Hills Council (the Council), which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including a summary of material accounting policy information and the declaration by those charged with governance.

In our opinion the accompanying financial report of presents fairly, in all material respects, the financial position of the Council as at 30 June 2025, and its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards, the *Local Government Act 1999*, and the *Local Government (Financial Management) Regulations 2011*.

#### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report. We are independent of the Council in accordance with the Local Government Act 1999 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Local Government Act 1999*, which has been given to the Council, would be in the same terms if given to the directors as at the time of this auditor's report.

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

#### Other information

Those charged with governance are responsible for the other information. The other information obtained at the date of this auditor's report are the general purpose financial reports of Adelaide Hills Council joint ventures including Adelaide Hills Regional Waste Management Authority, Eastern Waste Management and Gawler River Floodplain Management.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.



If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### 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 Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* 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 Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Council's financial reporting process.

#### Auditor's responsibilities for the audit of the Financial Report

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

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: [http://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

This description forms part of our auditor's report.



BDO Audit Pty Ltd



Linh Dao  
Director

Adelaide, 30 October 2025

## INDEPENDENT ASSURANCE REPORT OF THE INTERNAL CONTROLS OF ADELAIDE HILLS COUNCIL

### Opinion

We have undertaken a reasonable assurance engagement on the design and the operating effectiveness of controls established by Adelaide Hills Council ('Council') 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 2024 to 30 June 2025 relevant to ensuring such transaction have been conducted properly and in accordance with the law.

In our opinion, in all material respects:

- (a) The controls established by the Council 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 2024 to 30 June 2025.

### Basis for opinion

We conducted our engagement in accordance with Standard on Assurance Engagements ASAE 3100 *Compliance Engagements on Controls* issued by the Auditing and Assurance Standards Board.

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

### The Council's responsibilities for the Internal Controls

The Council 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 management

We have complied with the independence and relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements* in undertaking this assurance engagement.

### Assurance practitioner's responsibilities

Our responsibility is to express an opinion, in all material respects, on the suitability of the design to achieve the control objectives and the operating effectiveness of controls established by Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities. ASAE 3100 requires that we plan and perform our procedures to obtain reasonable assurance about whether, in all material respects, with the controls are suitably designed to achieve the control objectives and the controls operated effectively throughout the period.

An assurance engagement to report on the design and operating effectiveness of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the control objectives and the operating effectiveness of controls throughout the period. The procedures selected depend on our judgement, including the assessment of the risks that controls are not suitably designed or the controls did not operate effectively. Our procedures included testing the operating effectiveness of those controls that we consider necessary to achieve the control objectives identified. An assurance engagement of this type also includes evaluating the suitability of the control objectives.

### Limitations of controls

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

An assurance engagement on operating effectiveness of 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.



BDO Audit Pty Ltd



Linh Dao  
Director

Adelaide, 30 October 2025

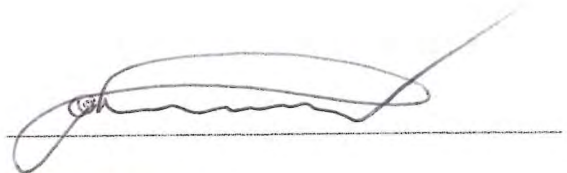
**Adelaide Hills Council****General Purpose Financial Statements**  
for the year ended 30 June 2025**Certification of Auditor Independence**

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Adelaide Hills Council for the year ended 30 June 2025, the Council's Auditor, BDO 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*.



Gregory Georgopoulos  
Chief Executive Officer



Malcolm Hermann  
Presiding Member Audit and Risk Committee

Date: 20/10/25

## CERTIFICATION OF AUDITOR INDEPENDENCE

I confirm that, for the audit of the financial statements of the Adelaide Hills Council for the year ended 30 June 2025, I have maintained my independence in accordance with the requirements of the APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code), 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 the Act.

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



Linh Dao  
Director

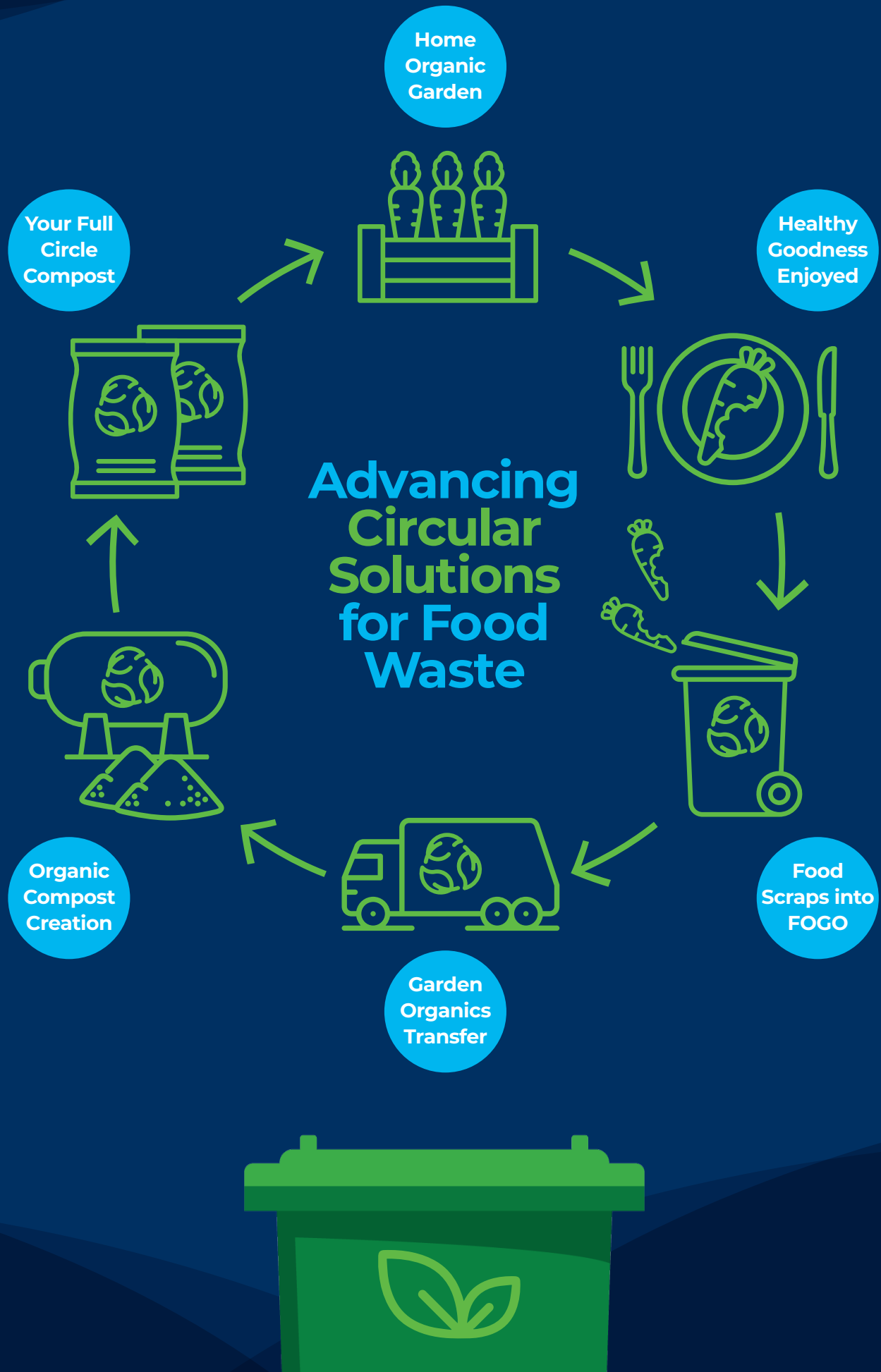
BDO Audit Pty Ltd

Adelaide, 20 October 2025



## ***Appendix 2: Subsidiary Annual Reports***

02





East Waste has continued to strengthen its overall operational capacity.



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# Introduction

## ABOUT EAST WASTE

**Eastern Waste Management Authority (East Waste) is a regional subsidiary formed under Section 43 of the Local Government Act 1999. We proudly provide waste collection services to the following Member councils:**

- Adelaide Hills Council
- City of Burnside
- Campbelltown City Council
- City of Mitcham
- Norwood Payneham & St Peters Council
- City of Prospect
- City of Unley
- The Town of Walkerville

East Waste is dedicated to delivering innovative and sustainable waste management solutions, tailored to meet the needs of our Member Councils and their communities.

### Our Purpose

East Waste exists to serve its Member Councils and their communities by providing safe, reliable, and sustainable waste and resource management services. Established under the East Waste Charter, our role is to deliver value through efficiency, innovation, and environmental responsibility.

In accordance with the Charter, East Waste is responsible for:

- **Collection services** – predominantly operating or procuring waste, recycling, and organics collection on behalf of our Member Councils and other approved councils.
- **Comprehensive waste management** – providing services both within and (where permitted) beyond our Member Councils' areas, including recycling of organic and inorganic materials, responsible waste disposal, and education programs to support lasting community behaviour change.
- **Resource recovery and environmental stewardship** – managing kerbside collections, materials recovery, and associated services in a way that is environmentally responsible, effective, efficient, economical, and competitive.

Through these functions, East Waste supports its Member Councils to achieve their sustainability goals while contributing to a cleaner, healthier future for the region.

### Our Vision

To be the leading waste logistics company in Australia through the delivery of innovative collections and resource management services to our Member Councils and their communities.

### Our Mission

Delivering leading edge solutions and services for a cleaner and sustainable future.

### Our Values

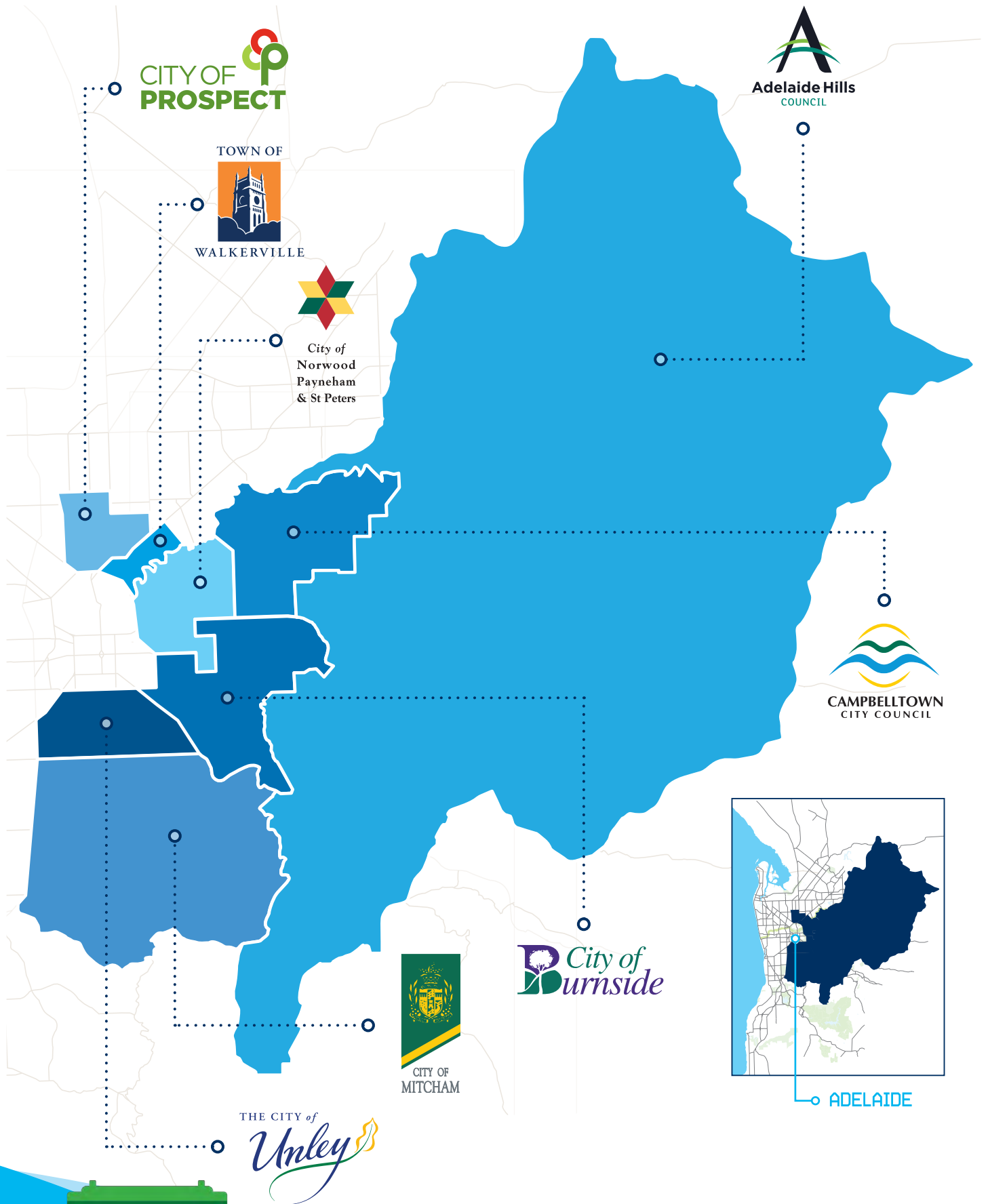
East Waste is committed to innovation, environmental responsibility, and collaboration. We continuously seek improvements in our services and technologies to enhance sustainability and maximise resource recovery. Through continuous improvement and a focus on transparency and integrity, we strive to deliver exceptional value to our communities and ensure responsible waste management practices.





# East Waste

## SERVICE AREA



# Chairperson's REPORT

**I am pleased to present my sixth Annual Report as Chairperson of East Waste, covering the 2024/2025 financial year. This year has been one of change, reflection and continued progress on core projects. The Board has focused on long-term strategy, innovation, and strengthening collaboration with our Member Councils.**

The waste management sector is undergoing rapid change, with new environmental targets, technology advancements, and evolving community expectations reshaping the way services are delivered. East Waste has embraced these challenges, working with our Member Councils to ensure we remain at the forefront of sustainable and efficient waste management.

A highlight of the year has been the ongoing support of Food Organics and Garden Organics (FOGO) trials and rollouts across a number of our Member Councils. These programs are not only reducing landfill but also fostering lasting behavioural change within our communities. The lessons learned will be critical in shaping broader rollouts and helping councils meet ambitious diversion targets in the years ahead.

Strategic planning has been a major focus for the Board. The development of the Fleet Asset

Management Plan provides a clear roadmap for future fleet investment, ensuring services are delivered safely, reliably, and sustainably. The review of the Strategic Risk Register and the adoption of carbon reporting demonstrate our commitment to forward-looking decision-making and positioning East Waste as a leader in environmental responsibility.

The Board also strengthened East Waste's governance framework through the adoption of newly developed policies, including a Diversity & Inclusion Policy, Leave Policy, and Credit Card Policy. These reflect our ongoing commitment to transparency, accountability, and building a values-based organisation.

This year also marked a period of leadership renewal. We farewelled Cr Claire Clutterham, Mayor Heather Ross Holmes and Claude Malak, and welcomed Cr Grant Piggott,



# Chairperson's REPORT

Cr Pia George and Aaron Wood to the Board. We also acknowledge the contribution of Sandra De Blasio, who completed her service on the Audit & Risk Management Committee.

Importantly, we navigated a transition in organisational leadership, with General Manager Mr Rob Gregory departing in November 2024. I thank Rob for his significant contribution to our journey and wish him the best in his next career in the waste management sector.

I want to acknowledge Mr David Maywald for his commitment as Acting General Manager. David managed the organisation and the transition with the minimum of fuss and engaged meaningfully with the Member Councils to map a way forward as part of the transition of our leadership.

In July 2025, the Board were delighted to appoint Mr Leonard Leyland as our new General Manager. Leo brings extensive experience in logistics and a clear focus on building strong partnerships

with our Member Councils, ensuring their voices remain central to East Waste's future direction.

As we look forward, the Board is committed to driving innovation, collaboration, and strategic growth. Our role is to ensure that East Waste continues to adapt, invest wisely, and support our Member Councils in delivering sustainable waste solutions that meet the needs of today while preparing for the challenges of tomorrow.

On behalf of the Board, I extend my thanks to



**Fraser Bell**  
Independent Chairperson

our Member Councils, staff, and management team. Together, we are building a progressive, resilient, and innovative organisation that is delivering long-term value for the communities we serve.





East Waste and AHC  
hosted a Touch-a-Truck  
event in March 2025,  
delighting kids.



# General Manager's REPORT

**I am honoured to present my first report as General Manager of East Waste, following my recent appointment. Having previously held senior leadership roles within logistics and service based organisations, I am confident I can build on the strong foundations at East Waste and lead the organisation into its next phase of growth and innovation.**

I would like to acknowledge the contribution of my predecessor, Rob Gregory, and extend my thanks to the Leadership Team for their stewardship during the recruitment process, especially the effort of David Maywald who continued in his extant role whilst taking on the additional responsibilities of acting GM. Their efforts ensured East Waste remained focused and effective during a period of transition.

In preparing this Annual Report, I have reviewed the key achievements of 2024/25. It is clear that East Waste has continued to strengthen its operational capacity, support our member councils in achieving their waste diversion goals, and set the groundwork for future sustainability.

A notable highlight of the year has been our continued support of member councils with their Food Organics and Garden Organics (FOGO) trials and rollouts. These initiatives are proving

critical in reducing waste to landfill, driving community engagement, and achieving the State's diversion targets. The learnings from these programs are invaluable and will inform broader rollouts in the years ahead.

Operationally, East Waste achieved 100% completion of the WHS Action Rebate Plan, reflecting our commitment to safety and continuous improvement. We also adopted the 2025/26 Annual Plan and Budget, ensuring alignment with our member councils' priorities and maintaining a strong focus on delivering efficient and cost-effective services.

The development and adoption of our first Fleet Asset Management Plan was another important milestone. This plan provides a clear framework for investment and renewal decisions, ensuring that our fleet continues to deliver reliable, safe, and sustainable services well into the future.





# General Manager's REPORT



This year also marked the commencement of carbon reporting, an important step in understanding and reducing our environmental impact. Alongside this, we have initiated a Financial Model and Strategy Review to strengthen long-term planning and ensure resources are directed where they deliver the greatest value.

The very positive findings of the external finance audit reaffirmed the strength of our financial management and internal systems. These results are a credit to the professionalism and dedication of our staff, who continue to deliver high-quality services to our communities every day.

Looking ahead, my focus will be on building strong, collaborative relationships with our member councils. Ensuring councils are at the centre of East Waste's decision-making and are provided with clear, timely, and relevant information. By working in partnership, we can deliver services that meet local needs whilst also

positioning East Waste as a leader in sustainable waste management.

I extend my thanks to the Board, the Audit & Risk Management Committee, our dedicated staff, and, most importantly, our member councils for their trust and support. I look forward to working closely with all of you as we continue to deliver value, innovation, and sustainability for the communities we serve.



**Leonard Leyland**  
General Manager





East Waste spreading recycling know-how at the Burnside Carols.





# Strategic DIRECTION

## Strategic Management Framework

**East Waste's Strategic Plan 2020-2030 (the Plan) outlines East Waste's vision and sets the goals and priorities that guide and will continue to guide our decision making over the remainder of the plan.**

East Waste is undergoing a transformational shift from a reactive waste collection service provider to a broader role as a resource manager and active community behaviour change agent. This transformation presents significant opportunities to reshape how our community perceives and manages waste, ensuring maximum value and reuse potential from the resources we collect. With our unique connection to Councils and direct service delivery, East Waste is well positioned to help drive this change.

The Plan provides a clear direction for our various strategic initiatives and is implemented through actions that directly benefit our Member Councils and the communities we serve. While the Plan does not encompass every aspect of our

operations, it focuses on the following strategic drivers that will shape our future:

- Reducing and Recycling Food Waste
- Changing Recyclables Market
- Federal and State Strategies and Policies
- Solid Waste Levy.

East Waste's suite of Strategic Management Plans provide further detail on how we will achieve our vision. The key Strategic plans include:

- Strategic Management Plan
- Fleet Asset Management Plan
- Long Term Financial Plan.



# Strategic DIRECTION



## Strategic Plan Implementation and Outlook

**Over the past year, East Waste strengthened its role as a leader in waste management by delivering on key aspects of our Strategic Plan, Long Term Financial Plan, and Fleet Asset Management Plan.**

Together, these plans guide our transition from simply collecting waste to becoming a proactive resource manager and driver of community behaviour change.

### **This year, we:**

- Delivered reliable kerbside services across our Member Councils.
- Helped achieve some of South Australia's highest landfill diversion rates.
- Expanded community education programs, including Which Bin? and Why Waste It?.
- Continued to manage and maintain a modern fleet to industry best practice.

Looking ahead, our focus for 2025/2026 is on building a cleaner and more sustainable future by:

- Expanding service options and partnerships with councils.
- Increasing recycling and food waste recovery,

while reducing contamination in household bins.

- Providing tailored waste services for multi-unit dwellings and businesses.
- Delivering leading behaviour change programs in schools and communities.
- Preparing for a future transition to low-emission fleet technologies.
- Through these efforts, East Waste will continue to deliver value for our Member Councils and the communities we serve, while supporting the development of a strong local circular economy.

These Strategic Management Plans are supported by a hierarchy of East Waste's strategies and policies which will be delivered through action plans, management plans, internal work plans and the Annual Business Plan and Budget.





# Governance & LEADERSHIP

## Our Board

**As defined by the East Waste Charter, the Board comprises eight (8) Directors – one (1) Director appointed by each of the Member Councils (Executive or Elected Member), and one (1) independent person appointed by the Board, with endorsement from all Constituent Councils, who serves as Chairperson.**

In accordance with the Charter, each Member Council may also appoint a Deputy Director. The Board plays a vital role in shaping East Waste's strategic direction, ensuring strong governance, and guiding the organisation toward future success. Their collective expertise and leadership have been instrumental in overseeing the

delivery of our Strategic Management Plans, supporting innovation in service delivery, and ensuring that East Waste continues to provide value to Member Councils and their communities.

The Board's collaborative approach has also positioned East Waste as a trusted regional partner in advancing sustainability and resource recovery. The Board appoints a General Manager who is responsible for implementing decisions made by the Board and managing the day-to-day operations of the Authority. In keeping with East Waste's commitment to sound financial management and transparency, the Chairperson of the Board receives a modest stipend of \$26,000, with no other allowances paid to Members of the East Waste Board.

### East Waste Board

As at 30 June 2024

**Fraser Bell**  
Independent  
Chairperson



**Mayor Melissa Jones**  
Deputy Chair  
The Corporation of the  
Town of Walkerville



**Cr. Grant Piggott**  
City of Norwood  
Payneham & St Peters



**Sam Dilena**  
City of Prospect



**Cr. Pia Goerge**  
City of Mitcham



**Cr. Lucy Huxter**  
Adelaide Hills Council



**Cr. Ted Jennings**  
City of Burnside



**Mr Paul Di Iulio**  
Campbelltown City  
Council



**Claude Malak**  
City of Unley





# Governance & LEADERSHIP

## Our Management

**East Waste Administration is responsible for the coordination, implementation, and management of Board decisions, services, and activities in line with the East Waste Strategic Plan.**

During the year, there were several changes in the leadership of the organisation. Mr Rob Gregory served as General Manager until November 2024, followed by Mr David Maywald, who provided stability and leadership as Acting General Manager until July 2025. In July 2025, Mr Leonard Leyland was formally appointed to the role of General Manager, ensuring continuity and a renewed focus on delivering East Waste's strategic priorities.

The General Manager is supported by three Managers, who together form the Executive Team. Each Manager leads a portfolio aligned with East Waste's key areas of business:

- **Manager Business Services**

- Information Services
- Governance
- Customer Service

- Work Health & Safety
- Risk
- Procurement / Contract Management
- Data/Reporting

- **Manager Operational Services**

- Fleet Asset Management
- Workshop Management
- Service delivery Oversight
- Operational Improvement
- Depot Maintenance

- **Manager HR & Financial Services**

- Payroll
- Accounts Payable
- Accounts Receivable
- Human Resources
- Workforce Development
- Employee Relations
- Budgeting & Forecasting

In 2045/25 the Executive Leadership Team received the following remuneration:

Executive Leadership Team	Female	Male	Salary Range
General Manager		1	\$193,000
Manager	1	2	\$136,000 - \$156,500

Salary packages available to the Executive Leadership Team included:

- Use of a motor vehicle or payment of a motor vehicle allowance
- Reimbursement for mobile telephones.

There were no additional allowances, benefits or bonuses paid to members of the Executive Team.



# Governance

## & LEADERSHIP

### Governance Framework

**East Waste's governance framework is a structured system of rules, practices, processes, and relationships that guide how East Waste is directed, managed, and helps to ensure accountable. It provides the foundation for achieving organisational goals, ensuring compliance with legislation, managing risks, and aligning the interests of our Constituent Councils.**

#### Board Meetings Held in Confidence

East Waste is committed to open, accountable, honest and reasonable decision making, Members of the public are welcome to attend meetings of the East Waste Board and Board Committees. On occasion, the Board and its Committees may be closed to the public under

section 90(2) of the *Local Government Act 1999* in order to consider matters of a confidential nature. They may also make an order under section 91(7) to retain information in confidence.

The table below details the Items considered by the East Waste Board in confidence.

Date of Meeting	Subject	Order Expiry Date	LG Act Reference	Items retained in confidence	Items released from confidence
14 August 2024	East Waste Business Operations Centre Lease	Until the lease is executed.	90(3)(d)	Report, Attachment, Minutes	All
26 September 2024	RFT 2024/05: Municipal Solid Waste Processing / Disposal Tender Evaluation Report	Until further order.	90(3)(d)	Report, Attachment, Minutes	All
26 September 2024	Draft Fleet Asset Management Plan & Strategy	Until further order.	90(3)(d)	Appendix 1 within Attachment A	All
26 September 2024	Resignation of General Manager East Waste	Until further order.	90(3)(a)	Minutes	All
17 October 2024	East Waste Aggregated Contract Risk & Opportunity	Until further order.	90(3)(h)	Report, Attachment, Minutes	All
29 October 2024	Municipal Solid Waste Contract	Until further order.	90(3)(h)	Report	All
21 November 2024	RFT 2025/07: Cab Chassis & Compactors	Until further order.	90(3)(b)	Report, Attachment, Minutes	Nil.
21 November 2024	Appointment of Independent Consultant	Until further order.	90(3)(b)	Report, Attachment, Minutes	All
26 June 2025	RFT 2025/04: Bulk Fuel	Until further order.	90(3)(d)	Report, Minutes, Attachment A, B, C	Nil.



# Governance & LEADERSHIP

In June 2025 the East Waste Board remade the orders on three (3) items and released 24 items from confidence.

A copy of East Waste's Confidential Item Register is available to view on our website.

## Local Government Act Reference Explanation

90(3)(a) Personal Affairs	90(3)(j) Information provided on a confidential basis by a Minister of the Crown
90(3)(b) Commercial Advantage	
90(3)(c) Trade Secret	
90(3)(d) Commercial Information (not a trade secret)	90(3)(k) Tenders
90(3)(e) Security/Safety	90(3)(m) Proposed Amendment to a Development Plan
90(3)(g) Breach any Law	
90(3)(h) Legal Advice	90(3)(n) Freedom of Information Act 1991
90(3)(i) Litigation	90(3)(o) Award Winner

## Delegated Authority

The East Waste Board (Board) exercises a range of statutory powers and functions. In November 2024 the Board delegated the authority to make decisions on specified matters to the General Manager or anyone acting in that position.

East Waste's Register of Delegations reflects the delegated authority from the Board to the General Manager (and subsequently any further sub-delegations). The Register of Delegations is available to view on East Waste's website.

Access to Documents Held by East Waste

Most information and documentation held by East Waste is available for public inspection and is readily available without recourse to the *Freedom of Information Act 1991*.

Copies of the following policies are available on the East Waste website:

- Behaviour Standards Policy
- Budget Framework Policy
- Code of Practice – Procedures at Meetings
- Complaint Handling Policy
- Credit Card Policy
- Diversity and Inclusion Policy
- Leave Policy

- Member Council Rebate and Distribution Policy
- National Competition Policy
- Policy Development Policy
- Procurement Policy
- Prudential Management Policy
- Risk Management Policy
- Sale and Disposal of Assets Policy
- Sexual Harassment Policy
- Treasury Management Policy

Pursuant to section 132 and Schedule 5 of the *Local Government Act 1999* the following categories of documents are available on the East Waste website. Upon request a printed copy can be provided:

- Eastern Waste Management Authority Charter
- Strategic management plans
- Registers and Returns
- Codes
- Meeting papers
- Policy and administrative documents

## Freedom of Information

Request for information that is not generally readily available to the public will be considered



# Governance & LEADERSHIP



under the *Freedom of Information Act 1991*. Freedom of Information forms and a list of fees and charges applicable to requests are available from [east@eastwaste.com](mailto:east@eastwaste.com).

East Waste did not receive any Freedom of Information Applications in the 2024/25 period.

In accordance with section 9 of the *Freedom of Information Act 1991*, East Waste must make available for public inspection an annual 'Information Statement' that provides an overview of its structure, functions and documents. This information is detailed in other sections of this Annual Report and can be viewed on East Waste's website.

## **Request to Review an Internal Decision**

A person may request a review of a decision of the East Waste Board or an East Waste employee in accordance with section 270 of the *Local Government Act 1999* and East Waste's Complaint Handling Policy.

East Waste did not receive any requests to review an internal decision in the 2024/25 period.

## **Public Interest Disclosures**

The Public Interest Disclosure Act 2018 protects people who disclose information about serious wrong doing within the South Australian public sector, including council subsidiaries. East Waste does not tolerate improper conduct by its employees, officers or Elected Members, or the use of reprisals against those who disclose such conduct. Due to the nature of the *Public Interest*

*Disclosure Act 2018*, there are no statistics on disclosures received.

## **Corporate Credit Cards**

As part of our commitment to transparency and accountability, East Waste provides a statement outlining corporate credit card expenditure each reporting year.

A small number of Leadership staff are provided with corporate credit cards to enable the efficient procurement of goods and services directly related to business operations. This ensures timely payments, particularly for online or immediate transactions, while reducing administrative costs.

Strict controls are in place to ensure financial responsibility, including a Credit Card Policy which was recently endorsed by the Board in 2024/2025. All staff issued with a credit card must provide valid tax invoices and proof of purchase for every transaction. All information is subject to regular internal review and is available for audit and scrutiny. Credit cards are also required to be returned immediately upon cessation of employment.

In 2024/25, five corporate credit cards were active. Purchases were made primarily for operational needs and business continuity, with total expenditure for the year amounting to \$50,310. This reflects East Waste's ongoing commitment to prudent financial management and the responsible use of public funds.





# Governance & LEADERSHIP

## Governance

**East Waste is governed by a Board in accordance with the *Local Government Act 1999*, the *Eastern Waste Management Authority Charter (Charter)*, and other relevant policies. The Board provides strategic leadership, oversight, and direction, ensuring that East Waste delivers high-quality, sustainable services for the benefit of our Member Councils and communities.**

In accordance with the East Waste Charter, each Constituent Council appoints a Deputy Director for a term determined by that Council. Deputy Directors may act in place of their Council's Director when required, exercising the same powers and responsibilities as a Director. Their participation ensures continuity of governance and supports the Board in making informed decisions on behalf of all Member Councils.

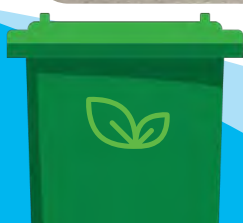
During the 2024/25 financial year, the Board actively considered reports and recommendations from Administration and the Audit & Risk Management Committee, set budgets, and made decisions on strategies and policies to guide the organisation's ongoing operations.

These decisions provide the framework for sound governance, operational excellence, and long-term planning at East Waste.

The Board held five Ordinary meetings on in the Mayor's Parlour, City of Norwood, Payneham, and St Peters. All meetings were open to the public, conducted in accordance with the *Local Government Act 1999* and the Charter, except where items were classified as confidential under the Act.

In May 2024, the Board adopted a Code of Practice – Procedures at Meetings, providing clear guidance on meeting conduct.

The Code is available on the East Waste website.



# Governance & LEADERSHIP

## Constituent Council Representation at Board Meeting 2024/25

Representing	Ordinary Meetings	Special Meetings	Total Attendance
Independent Chairperson	5	5	100%
Adelaide Hills Council	5	5	100%
City of Burnside	5	4	90%
Campbelltown City Council	5	5	100%
City of Norwood, Payneham and St Peters	5	4	90%
City of Mitcham	5	3	80%
City of Prospect	5	3	80%
City of Unley	4	4	80%
Corporation of the Town of Walkerville	4	5	90%

In addition to the Ordinary meetings, the Board convened five Special meetings during the year to address time-sensitive matters and strategic opportunities.

The table on the following page summarises Board Director attendance across all ten meetings, reflecting the active engagement and commitment of Directors in guiding East Waste's governance and future direction.

Their participation ensures continuity of governance and supports the Board in making informed decisions on behalf of all Member Councils.

During the 2024/25 financial year, the following Deputy Directors attended the meetings listed below, actively contributing to strategic discussions, oversight, and decision-making that guide East Waste's operations and future direction:

For the period 1 July 2024 to 30 June 2025, the Board had two Committees being:

- Audit and Risk Management Committee
- General Manager Performance Development Review Committee.

A summary of the functions, membership and meeting arrangements for each of the Committees follows.

All Committees are required to operate within their own Terms of Reference and may be required to make recommendations to the Board. The recommendations will only take effect when adopted by the Board. Copies of the Terms of Reference, Agendas and Minutes for each Committee may be found on East Waste's website.





East Waste focus is shifting from waste collection to resource management.





# Governance & LEADERSHIP

## Committees

### Audit & Risk Management Committee Annual Report 2024/25

**East Waste's Audit & Risk Management Committee is established in accordance with Clause 31 of the Eastern Waste Management Authority Charter (as gazetted on 28 June 2022) and Schedule 2, Clause 30 of the *Local Government Act 1999* (the Act).**

The Committee is established to provide independent assurance and advice to East Waste on accounting, financial management, internal controls, risk management, internal and external audits.

The Committee has undertaken its principal functions as outlined in Clause 30(4), Schedule 2 of the *Local Government Act 1999* which includes:

- Reviewing the annual financial statements to ensure that they provide a timely and fair view of the state of affairs of the subsidiary.
- Liaising with external auditors.
- Reviewing the adequacy of the accounting, internal auditing, reporting and other financial management systems and practices of the subsidiary on a regular basis.

#### Message from the Chairperson

The Committee's body of work is progressing in maturity, and it remains committed to ensuring that its contributions effectively support the strategic objectives of East Waste.

On behalf, of the Committee I would like to thank members and management for their valuable contributions to the work of the Committee over this period.

In particular, I would like to acknowledge the commitment and dedication of Ms Sandra Di Blasio, who after serving (almost) three (3) terms on the Audit and Risk Management Committee tendered her resignation in March 2025.

Member Councils are invited to provide feedback on the performance of the Committee for the continuing development of the Committee's operations.



**Emma Hinchey**  
Chair

## East Waste Audit & Risk Management Committee

### Membership, Meetings and Performance

The Committee's Terms of Reference specify that Membership of the Committee shall be as follows:

- Three (3) Independent Members determined by the Board to have experience relevant to the functions of the Committee.
- One (1) Member of the Board determined by the Board to have experience relevant to the functions of the Committee.
- The appointment of the Independent

Chairperson of the Board to the Committee shall be a standing appointment.

Membership of the Committee for the 2024/25 year was as follows:

- **Independent Presiding Member:** Mrs Emma Hinchey.
- **Independent Members:** Ms Linda Green, Ms Sandra Di Blasio (resignation March 25)
- **Independent Board Chairperson:** Mr Fraser Bell
- **Board Appointed Member:** Mr Paul Di Iulio





# Governance & LEADERSHIP

## Attendance at Meetings

Committee Member	17 September 2024	13 November 2024	19 February 2025	23 April 2025	18 June 2025	Percentage of meetings attended
Emma Hinchey	✓	✓	✓	✓	✓	100%
Sandra Di Blasio	✓	✓	Apology	Resigned in March '25		66%
Linda Green	✓	✓	✓	✓	Apology	80%
Fraser Bell	✓	✓	✓	✓	✓	100%
Paul Di Iulio	✓	✓	✓	✓	✓	100%

## Sitting Fees

The Independent Chairperson received a sitting fee of \$660 (ex GST where applicable) for each meeting attended. Independent Members received a sitting fee of \$550 (ex GST where applicable) for each meeting attended.

The sitting fees will be indexed in November 2025.

Sitting fees are not paid to Board Members on the Committee.

## Committee Activities for 2024/25

During the 2024/25 financial year the Committee met on five (5) occasions and considered a total of 45 items covering topics such as, but not limited to:

- Financial Statements and Budget Reviews
- Treasury Management Performance Report
- Review of the Long Term Financial Plan FY2025-2034
- 2023/24 Annual Report
- 2025/26 Annual Plan and Budget
- External Audit Plan
- Proposed Internal Audit Process
- Strategic Risk Register Review

- Draft Fleet Asset Management Plan and Strategy
- Prudential Review – Municipal Solid Waste Contract Project
- Prudential Review – Supply of Collection Vehicles
- Request for Tender – Cab Chassis Compactors
- Request for Quote – Provision of Internal Audit Services
- Communication System Upgrade – Customer Service Metrics
- Review of Delegated Powers
- Board and Committee Performance Evaluations
- Reviews of existing and proposed policies.

Looking ahead, the Audit and Risk Management Committee will continue to strengthen oversight of East Waste's financial reporting, internal controls, and risk management practices to ensure transparency, compliance, and long-term resilience.



# Governance

## & LEADERSHIP



## General Manager Performance Development Review Committee

**The East Waste Board is responsible for the appointment of the General Manager. The General Manager Performance Committee facilitates the enhancement of performance planning and review processes for the General Manager and is responsible for management of the employment contract and setting the remuneration of the General Manager.**

The Committee operates according to its Terms of Reference and consists of three (3) member, one of whom is the Chairperson of the Board.

Membership of the Committee for 2024/25 was as follows:

- **Chairperson:** Mr Fraser Bell
- **Board Members:** Mayor Dr Heather Holmes Ross and Councillor Claire Clutterham.

### Attendance at Meetings

In accordance with the Committee's Terms of Reference it held one meeting on 17 June 2024. All members of the Committee were in attendance.

One matter was determined by Circular Resolution in February 2024.

No Sitting Fees are paid to this Committee.

## Risk Management/Internal Controls

**East Waste is committed to managing risks effectively to safeguard its staff, assets, operations, and the communities it serves.**

Risk management has become a more significant focus in recent years and is now embedded throughout the organisation, from strategic planning to day-to-day operational activities, ensuring that decisions are informed, responsible, and aligned with the Authority's objectives. East Waste's risk Management framework is guided by the *Local Government Act 1999*, the East Waste Charter, and contemporary risk management standards.

### Risk Management Framework

The Board provides oversight of East Waste's risk management framework, supported by the Audit & Risk Management Committee and the Executive Team.

Risks are identified, assessed, and monitored through a structured process that includes the use of risk registers, regular reviews, and reporting mechanisms.



# Governance & LEADERSHIP

## Key Risks and Mitigation Strategies

East Waste manages a broad range of risks, including operational, financial, compliance, environmental, and reputational risks. Examples of mitigation strategies include:

- **Operational Risks:** Fleet maintenance programs, driver management, and workshop procedures ensure safe and reliable service delivery.
- **Financial and Compliance Risks:** Internal controls, budgeting, auditing, and corporate credit card policies safeguard financial integrity and legislative compliance.
- **Waste Diversion Programs:** FOGO rollouts, and carbon reporting support sustainable practices and compliance with environmental standards.
- **Workforce Risks:** Training, WHS programs, and clear policies maintain a safe and skilled workforce capable of meeting operational demands.

## Internal Controls

East Waste maintains a robust system of internal controls designed to safeguard assets, ensure accurate financial reporting, and maintain compliance with policies and legislation.

Key controls include:

- **Financial Controls:** Budget management, monthly reporting, internal audits, and expenditure approvals.
- **Operational Controls:** Fleet and depot management, service scheduling, and risk-based maintenance programs.
- **Information and Technology Controls:** Data security, system backups, and monitoring protocols.

## Governance and Oversight

The Board, supported by the Audit & Risk Management Committee, regularly reviews East Waste's strategic risks. Key risks and

mitigation outcomes are reported annually, ensuring oversight, accountability, and transparency in decision making.

## Continuous Improvement

East Waste is committed to continuously enhancing its risk management and internal control framework. Initiatives include ongoing staff training, process improvement, and the adoption of emerging technologies such as Artificial Intelligence (AI) to improve predictive maintenance, route planning, and operational efficiency.

These initiatives strengthen the organisation's ability to anticipate and respond to risks, supporting long-term sustainability and service excellence.

Through a proactive approach to risk management and robust internal controls, East Waste ensures that it can continue delivering safe, sustainable, and high-quality services while providing value to Member Councils and the communities they serve.





# Performance & OPERATIONS

## Year in Review

### Highlights and Achievements

The 2024/25 financial year has been one of growth, innovation, and operational excellence for East Waste. Key highlights and achievements include:

#### Strategic and Operational Success

Strengthened operational capacity across our fleet and workforce, ensuring safe, reliable, and cost-effective services.

Completed 100% of the WHS Action Rebate Plan, demonstrating our commitment to workplace safety and continuous improvement.

Anticipated end of year operating surplus, reflecting our dedication to providing efficient, cost-effective services to our Member Councils and communities

Adopted the 2025/26 Annual Plan and Budget, aligning financial and operational priorities with Member Council expectations.

### Waste Diversion and Sustainability

Continued support for Food Organics and Garden Organics (FOGO) trials and rollouts, reducing landfill, engaging communities, and contributing to South Australia's waste diversion targets.

Achieved a member council average of 56% of material diverted from landfill, reflecting a strong focus on resource recovery and environmental stewardship.

Initiated carbon reporting and developed a Fleet Asset Management Plan, providing a roadmap for low-emission fleet investment and sustainable operations.

### Financial and Governance Excellence

Positive findings from the external finance audit reaffirmed the strength of our financial management, governance framework, and internal controls.





# Performance & OPERATIONS

Adoption of new policies, including Diversity & Inclusion, Leave, and Credit Card Policies, enhancing transparency, accountability, and a values-based organisational culture.

## Community Engagement and Service Delivery

Delivered 10.3 million bin collections and 28,154 hard waste collections, supporting Member Councils in meeting community expectations.

Collected and recycled 12,968 mattresses, 7,143 repaired bins, and approved 9,902 additional bin permits.

Handled 98,945 customer enquiries via telephone and online/email channels, ensuring responsive and high-quality customer service.

## Leadership and People

Transitioned leadership seamlessly, with Leonard Leyland appointed as General Manager in July 2025.

The Board and Executive Team provided strong governance, strategic oversight, and leadership throughout periods of change.

## Challenges and Opportunities

The 2024/25 year presented both challenges and opportunities as East Waste continues to navigate a rapidly evolving waste management landscape. Changing environmental targets, emerging technologies, and increasing community expectations require the organisation to remain adaptable and forward-looking.

Operational pressures, including maintaining a modern fleet and achieving ambitious diversion targets, demand careful planning and innovative solutions. A significant challenge during the year was the transition in leadership, with the departure of the General Manager and the appointment of a new leader.

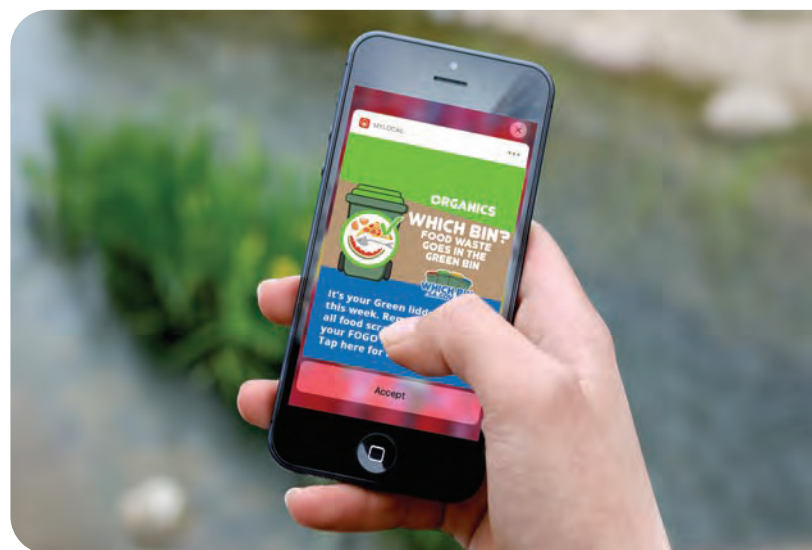
Managing this change while maintaining organisational focus and service continuity required strong governance and collaboration across the Board and Executive Team.

At the same time, these challenges create opportunities for East Waste to strengthen its leadership in sustainable waste management. Expanding Food Organics and Garden Organics (FOGO) programs, tailored services for multi-unit dwellings, and business precinct models provide avenues to increase recycling and community engagement.

The Fleet Asset Management Plan and initiatives to adopt low-emission vehicles position the organisation to improve both sustainability and operational efficiency.

Looking forward, emerging technologies such as Artificial Intelligence (AI) offer exciting possibilities. AI-driven analytics can support smarter route planning, optimise collection schedules, and enhance predictive maintenance for the fleet, improving service reliability while reducing costs and environmental impact. Behaviour change programs, ongoing engagement with Member Councils, and strategic partnerships will continue to be central to achieving East Waste's long-term vision.

By proactively managing these challenges and embracing innovation, East Waste is well-positioned to deliver efficient, sustainable, and high-quality services for the communities it serves.



# Performance

## & OPERATIONS

### Key Statistics



**122,221** TONNES COLLECTED FROM KERBSIDE BINS\*



**10,322,122** ANNUAL BIN COLLECTIONS



**28,154** HARD WASTE COLLECTIONS COMPLETED



**2,835** HARD WASTE TONNES CONVERTED TO ALTERNATE FUEL



**56%** OF MATERIAL DIVERTED FROM LANDFILL



**57** COLLECTION VEHICLES



**7,143** BIN REPAIRS UNDERTAKEN BY THE MOBILE TEAM



**10,396** NEW/REPLACEMENT BINS SUPPLIED



**98,945** ENQUIRIES RECEIVED & RESOLVED Phone 48,745 Online 50,200



**12,968** MATTRESSES COLLECTED AND RECYCLED



**9,902** ADDITIONAL BIN PERMITS APPROVED

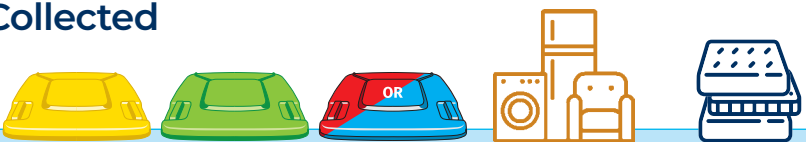
\*Kerbside Bin Tonnes include Litter but don't include Mitcham Landfill.



# Performance

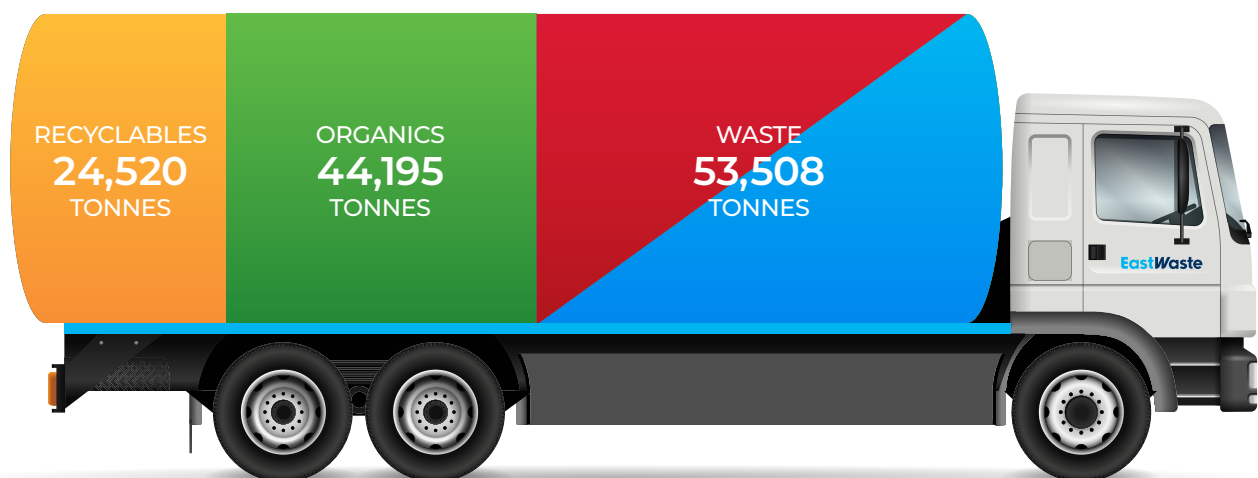
## & OPERATIONS

### Kerbside Tonnage Collected



Member Council	Recyclables	Organics	Waste	Hard Waste	Mattresses Recycled
Adelaide Hills Council	3,352	4,926	7,436	90	427
City of Burnside	3,635	6,925	6,774	403	1,924
Campbelltown City Council	3,897	7,010	9,806	540	2,853
City of Mitcham *	5,169	10,558	11,258	775	3,301
City of Norwood Payneham & St Peters	3,077	4,892	6,959	404	1,764
City of Prospect	1,581	3,223	3,535	280	984
City of Unley	3,173	5,575	6,417	286	1,568
Town of Walkerville	636	1,086	1,323	57	147

\*City of Mitcham undertakes the collection of Landfill for its residents



# Performance

## & OPERATIONS

### Strategic and Business Plan Performance

**The 2024/2025 financial year was a period of strategic consolidation and operational achievement for East Waste, as we continued to deliver efficient, safe, and sustainable waste management services for our Member Councils.**

Building on the momentum of weekly FOGO (Food Organics, Garden Organics) trials and rollouts, the year saw these programs expand across multiple councils, achieving notable reductions in landfill and fostering positive behaviour change within communities. The evolving regulatory landscape continued to present challenges.

A review of East Waste's financial model and strategy commenced during 2024/25 to ensure alignment with operational priorities and long-term sustainability objectives. This review reinforced East Waste's position as a financially responsible, innovative, and progressive waste management authority, enabling the organisation to respond effectively to emerging industry trends and operational demands.

During the year, East Waste also commenced a carbon reporting project, establishing a framework to measure, monitor, and report greenhouse gas emissions associated with our operations. This initiative represents an important

step in understanding our environmental footprint, identifying reduction opportunities, and supporting the organisation's long-term sustainability goals.

Procurement activities during the year included procuring a landfill contract, with a focus on leveraging collective purchasing power to secure cost-effective and future-focused agreements. Lessons learned from prior market engagements informed robust contract structures and enhanced service efficiency.

With a continued emphasis on innovation, collaboration, and sustainability, East Waste delivered its objectives for 2024/25 while laying the groundwork for future operational improvements.

The organisation strengthened its strategic direction, enhanced community engagement, and maintained high standards of service delivery, ensuring long-term value for Member Councils and the communities they serve.

### Procurement, Legal Costs, Risk Management

**East Waste is committed to a fair, transparent and accountable process when acquiring goods and services consistent with section 49 of the *Local Government Act 1999*.**

Each year goods and services are procured to support the delivery of the Annual Business Plan and Budget. The East Waste Board has adopted a Procurement Policy to govern all procurement activities, excluding the purchase and disposal of land and other assets owned by the Authority.

The authority to approve an exemption from using the required method of procurement is delegated to the General Manager in accordance with expenditure delegations as listed in East Waste's Register of Delegations. Exemptions to

this Policy shall be reported to the Board through the Information Report.

#### Legal costs

Under section 131 of the *Local Government Act 1999*, legal costs incurred during the past financial year are to be included in the Annual Report.

At the time of preparing this report, the East Waste had incurred \$28,271 in legal costs.





# Performance

## & OPERATIONS

### Work Health and Safety

At East Waste safety is part of our culture. East Waste is committed to providing a healthy and safe work environment that minimises the risk of injury or illness arising from work activities. East Waste recorded one lost time injury (LTI) in 2024/25 which is consistent with previous years.

#### Annual Lost Time Injuries

(lost time injuries represent one complete shift or more of lost time)

2022/23	2023/24	2024/25
2	0	1

#### Injury Management

East Waste received four workers compensation claims during 2024/25.

This is consistent with previous years and accounts for approximately 5% of the workforce.



# Environment & SOCIAL RESPONSIBILITY

## Waste Diversion and Recycling

**East Waste continues to support its Member Councils in achieving some of the highest waste diversion rates in South Australia, with overall diversion exceeding 60% in some of our Member Councils.**

East Waste continues to support its Member Councils in achieving some of the highest waste diversion rates in South Australia, with overall diversion exceeding 60% in some of our Member Councils.

These positive results are driven not only by the implementation of Food Organics and Garden Organics (FOGO) trials with some councils achieving diversion rates above 70% in their trial areas but also by East Waste's comprehensive education and behaviour change initiatives.

The FOGO programs have been pivotal in reducing landfill volumes, promoting sustainable

household practices, and encouraging residents to actively separate their waste.

Complementing these programs, East Waste's ongoing engagement campaigns, workshops, and targeted community initiatives have helped embed recycling habits and increase awareness of responsible waste management.

By combining innovative collection programs, operational excellence, and community education, East Waste is successfully advancing the circular economy, diverting valuable resources from landfill, and contributing to a more sustainable environment for current and future generations.

## Community Engagement and Education

**East Waste places community education and engagement at the heart of its operations, recognising that informed and engaged residents are key to achieving sustainable waste outcomes.**

In 2024/25, the organisation strengthened partnerships with KESAB Environmental Solutions combined with OzHarvest, delivering interactive school education programs that teach students the importance of recycling, food waste reduction, and responsible environmental practices.

Beyond schools, East Waste actively participates in community events, local festivals, and market stalls, providing hands on demonstrations and resources to engage residents directly. Communication initiatives such as newsletters, social media campaigns, and radio shows further amplify messages about recycling, organics separation, and sustainable waste behaviours.

These combined efforts have fostered a culture of environmental responsibility, strengthened community trust, and ensured that the

behaviour changes promoted through education are practical, consistent, and impactful, contributing to the high diversion rates achieved by Member Councils.





# Environment & SOCIAL RESPONSIBILITY

## Sustainability Initiatives

**East Waste is committed to minimising environmental impact and supporting the circular economy.**

In 2024/25, key initiatives included:

- **Carbon Reporting:** Commenced measuring and monitoring greenhouse gas emissions to guide future reduction strategies.
- **Fleet Sustainability:** Continued best-practice fleet management with a focus on transitioning to low-emission vehicles.
- **Resource Recovery:** Expanded FOGO programs and supported recycling and organics initiatives to divert materials from landfill.

- **Community Engagement:** Encouraged sustainable behaviours through education and outreach programs.

These efforts demonstrate East Waste's commitment to innovation, environmental stewardship, and long-term sustainability, delivering value for Member Councils and the communities they serve.



# People & CULTURE

## Staff Profile and Development

**At East Waste, our team is the heart of our success, and we are proud to celebrate the diverse range of talents, experiences, and contributions that each staff member brings to our organisation.**

With a dedicated and dynamic workforce, we are committed to providing high-quality waste management services and solutions to our community.

### A Snapshot of Our Team

- **Total Staff:** 74
- **Departments:** Operations, Administration, Waste Education, Workshop, Customer Service and Risk and WHS.
- **Average Tenure:** 7 years
- **Gender Representation:** 14% female & 86 % male

East Waste's staff come from a range of backgrounds and expertise, united in our mission to deliver effective and sustainable waste services.

Our team includes individuals with experience in operations, customer service, technical roles, and leadership, ensuring that we are always innovating and adapting to meet the changing needs of our stakeholders.

### Key Highlights of Our Workforce

- **Experience and Expertise:** Many of our staff have been with East Waste for several years, bringing with them deep industry knowledge and a strong commitment to excellence in waste management.
- **Professional Development:** East Waste is committed to fostering continuous growth for our team. We provide ongoing training, leadership programs, and opportunities for skill development to ensure our staff remain at the forefront of the waste management industry. We currently have multiple staff undertaking further education to enhanced their development.
- **Safety and Wellbeing:** With a focus on

workplace health and safety (WHS), our staff are trained to maintain high standards in safety practices, ensuring that we continue to operate safely, efficiently, and sustainably.

- **Innovation and Efficiency:** Our staff members are constantly exploring new ideas, technologies, and approaches to improve the quality and efficiency of our services. This spirit of innovation drives us to deliver better solutions and reduce our environmental footprint.
- **Community Engagement:** Whether it's through waste education programs or community outreach initiatives, our staff members play an integral role in supporting and educating the communities we serve. Their commitment to sustainability extends beyond their day-to-day work.

### A Word from Our Leadership

We are incredibly proud of the team we have built here at East Waste. Each member of our staff plays a crucial role in our mission, and it's through their hard work, dedication, and collaboration that we continue to provide exceptional service to our communities. As we move forward, we remain focused on creating a supportive, safe, and innovative workplace that enables our staff to thrive.

At East Waste, our team is our greatest asset. Together, we are shaping the future of waste management, ensuring that we continue to meet the evolving needs of our communities while upholding our commitment to sustainability, innovation, and service excellence.





# People & CULTURE

## Our Values

**East Waste is in the process of adopting and embedding organisational values that will guide the day-to-day activities and behaviours of all staff.**

These values underpin our culture and define the way we work and interact both as individuals and as a collective organisation.

## Our values are expressed through ICARE

### Integrity

We act honestly, ethically, and with transparency in all that we do. We do the right thing, even when no one is watching.

### Consistency

We deliver services reliably and fairly, building trust with our colleagues, Member Councils, and the community. We follow through on commitments and maintain high standards every day.

### Accountability

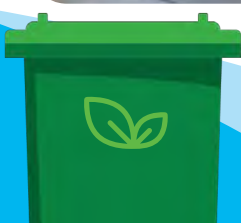
We take ownership of our actions, decisions, and outcomes. We accept responsibility, learn from our experiences, and strive for continual improvement.

### Respect

We value diversity, treat others with fairness and empathy, and foster an inclusive and supportive workplace. We listen, acknowledge different perspectives, and work together constructively.

### Effective Communication

We share information clearly, openly, and in a timely manner. We listen actively, provide feedback respectfully, and ensure our messages are understood.



**EastWaste**

FINANCIAL  
STATEMENTS  
**2024-2025**

**Advancing  
Circular  
Solutions  
for Food  
Waste**



# Financial Statements

2024-2025

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# Financial Statements

2024-2025

## CERTIFICATION OF FINANCIAL STATEMENTS

### EASTERN WASTE MANAGEMENT AUTHORITY INC

Annual Financial Statements  
for the financial year ended 30 June 2025

#### 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 2025 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.



Leonard Leyland  
Executive Officer



Fraser Bell  
Chairperson

Date: 29 September 2025





# Financial Statements

2024-2025

## STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
<b>INCOME</b>			
User charges	2	25,178	22,559
Investment income	2	133	66
Other	2	2,085	1,574
<b>Total Income</b>		<b>27,396</b>	24,199
<b>EXPENSES</b>			
Employee costs	3	8,894	8,492
Materials, contracts & other expenses	3	15,081	13,123
Finance costs	3	612	442
Depreciation & amortisation	3	2,590	2,512
<b>Total Expenses</b>		<b>27,177</b>	24,569
<b>OPERATING SURPLUS</b>		<b>219</b>	(370)
Asset disposal & fair value adjustments	4	55	81
<b>NET SURPLUS</b>		<b>274</b>	(289)
Other Comprehensive Income		-	-
<b>Total Other Comprehensive Income</b>		-	-
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>274</b>	(289)

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



# Financial Statements

2024-2025

## STATEMENT OF FINANCIAL POSITION for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	5	1,722	1,634
Trade & other receivables	5	1,824	1,082
Inventory		38	63
<b>Total Current Assets</b>		<b>3,584</b>	<b>2,779</b>
<b>Non-current Assets</b>			
Property, Plant & Equipment	6	13,221	11,038
<b>Total Non-current Assets</b>		<b>13,221</b>	<b>11,038</b>
<b>Total Assets</b>		<b>16,805</b>	<b>13,817</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	7	1,555	1,299
Provisions	7	1,015	1,011
Borrowings	7	2,127	2,029
<b>Total Current Liabilities</b>		<b>4,697</b>	<b>4,269</b>
<b>Non-current Liabilities</b>			
Borrowings	7	10,875	8,546
Provisions	7	65	108
<b>Total Non-current Liabilities</b>		<b>10,940</b>	<b>8,654</b>
<b>Total Liabilities</b>		<b>15,637</b>	<b>12,923</b>
<b>Net Assets</b>		<b>1,168</b>	<b>894</b>
<b>EQUITY</b>			
Accumulated Surplus		1,168	894
<b>Total Equity</b>		<b>1,168</b>	<b>894</b>

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





East Waste trucks now feature new messaging to promote better recycling.



# Financial Statements

2024-2025

## STATEMENT OF CHANGES IN EQUITY for the year ended 30 June 2025

	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>	<u>894</u>	<u>894</u>
<b>Balance at start of period - 1 July 2024</b>	894	894
Net Surplus for Year	274	274
<b>Other Comprehensive Income</b>		
Contributed Equity	-	-
Distributions to Member Councils	-	-
<b>Balance at end of period - 30 June 2025</b>	<u>1,168</u>	<u>1,168</u>

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





# Financial Statements

2024-2025

## STATEMENT OF CASH FLOWS for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Operating receipts		26,521	23,801
Investment receipts		133	62
Employee costs		(8,933)	(8,380)
Materials, contracts & other expenses		(14,710)	(13,141)
Finance payments		(632)	(481)
<b>Net cash provided by operating activities</b>	8	<b>2,379</b>	1,861
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Sale of replaced assets	4	77	81
Expenditure on renewal/replacement of assets	6	(2,236)	(4,040)
Expenditure on new/upgraded assets	6	(32)	-
<b>Net cash used in investing activities</b>		<b>(2,191)</b>	(3,959)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Proceeds from Borrowings		2,178	2,155
Repayments of Borrowings		(2,078)	(2,091)
Repayment of lease liabilities		(200)	(285)
<b>Net cash provided by (used in) financing activities</b>		<b>(100)</b>	(221)
<b>Net Increase (Decrease) in cash held</b>		<b>88</b>	(2,319)
Cash & cash equivalents at beginning of period	5	1,634	3,953
<b>Cash &amp; cash equivalents at end of period</b>	5	<b>1,722</b>	1,634

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



# Financial Statements

2024-2025

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### 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 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



# Financial Statements

2024-2025

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### NOTE 1 - MATERIAL 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.



# Financial Statements

2024-2025

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### NOTE 1 - MATERIAL 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.





Widespread adoption of the kitchen caddy has been integral to organics recycling.





# Financial Statements

2024-2025

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### NOTE 1 - MATERIAL 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 (11.5% for 2024/25 and 11% for 2023/24). 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 2023/24) 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.



# Financial Statements

2024-2025

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### NOTE 1 - MATERIAL 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

2024-2025

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### NOTE 2 - INCOME

	Notes	2025 \$'000	2024 \$'000
<b>USER CHARGES</b>			
Waste Collection Income		17,586	16,713
Waste Processing Income		7,301	5,569
Administration		291	277
		<b>25,178</b>	<b>22,559</b>
<b>INVESTMENT INCOME</b>			
Interest on investments			
Local Government Finance Authority		133	66
		<b>133</b>	<b>66</b>
<b>OTHER INCOME</b>			
Bin Supply		983	657
Replacement Bins		970	786
Sundry		132	131
		<b>2,085</b>	<b>1,574</b>

### NOTE 3 - EXPENSES

<b>EMPLOYEE COSTS</b>			
Salaries and Wages		7,384	6,488
Employee leave expense		13	106
Superannuation		729	616
Wages Casual Agency		520	1,061
Workers' Compensation Insurance		209	142
Other		39	79
<b>Total Employee Costs</b>		<b>8,894</b>	<b>8,492</b>

<i>Number of FTE Employees as at reporting date</i>	77	71
---	----	----





# Financial Statements

2024-2025

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### NOTE 3 - EXPENSES (Cont.)

	Notes	2025 \$'000	2024 \$'000
<b>MATERIALS, CONTRACTS &amp; OTHER EXPENSES</b>			
Auditor's Remuneration		13	13
Additional Bin Service Costs		983	657
Board Expenses		40	22
Waste Processing Costs		7,303	5,569
Electricity		16	17
Fuel, Gas & Oil		1,794	1,994
Legal Expenses		28	9
Licences & Telecommunications Costs		266	235
Maintenance		3,321	3,197
Parts, Accessories & Consumables		3	4
Printing, Stationery & Postage		58	46
Professional Services		534	677
Registration & Insurance - Trucks		528	472
Sundry		194	211
		<b>15,081</b>	<b>13,123</b>
<b>FINANCE COSTS</b>			
Interest on Loans		497	433
Interest on Leases		115	9
		<b>612</b>	<b>442</b>
<b>DEPRECIATION &amp; AMORTISATION</b>			
Buildings & Other Structures	6	81	82
Plant, Machinery & Equipment	6	2,234	2,171
Right-of-use assets	6	275	259
		<b>2,590</b>	<b>2,512</b>



# Financial Statements

2024-2025

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### NOTE 4 - ASSET DISPOSALS

	2025 \$'000	2024 \$'000
Notes		
Proceeds from disposal	77	81
Less: Carrying amount of assets sold	(22)	-
<b>Gain (Loss) on disposal</b>	<b>55</b>	<b>81</b>

### NOTE 5 - CURRENT ASSETS

#### CASH & CASH EQUIVALENTS

Cash on Hand and at Bank	937	618
Deposits at Call	785	1,016
	<b>1,722</b>	<b>1,634</b>

#### TRADE & OTHER RECEIVABLES

Debtors - general	1,824	1,030
Accrued Income	-	7
Prepayments	-	45
	<b>1,824</b>	<b>1,082</b>



# Financial Statements

2024-2025

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### NOTE 6 - PROPERTY, PLANT & EQUIPMENT

	Notes	2025 \$'000	2024 \$'000
Buildings & Other Structures - At Cost		640	617
Accumulated Depreciation		(376)	(294)
		<b>264</b>	<b>323</b>
Plant, Machinery & Equipment - At Cost		23,322	22,388
Accumulated Depreciation		(12,682)	(11,738)
		<b>10,640</b>	<b>10,650</b>
Right-of-use-assets		2,528	1,346
Accumulated Depreciation		(211)	(1,281)
		<b>2,317</b>	<b>65</b>
<b>Total Property, Plant &amp; Equipment</b>		<b>13,221</b>	<b>11,038</b>

	2024 \$'000							2025 \$'000
	Carrying Value	Additions		Disposal - Cost	Disposal - Accumulated Depreciation	Depreciation	Adjustment	Carrying Value
		New/ Upgrade	Renewal					
Buildings & Other Structures	323	22	-	-	-	(81)	-	264
Plant, Machinery & Equipment	10,650	10	2,236	(1,313)	1,291	(2,234)	-	10,650
Right-of-use-asset	65	-	2,527	(1,346)	1,346	(275)	-	2,317
	<b>11,038</b>	<b>32</b>	<b>4,763</b>	<b>(2,659)</b>	<b>2,637</b>	<b>(2,590)</b>	<b>-</b>	<b>13,221</b>
2023 (\$'000)	9,510	-	4,040	(1,400)	1,400	(2,512)	-	11,038



# Financial Statements

2024-2025

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### NOTE 7 - LIABILITIES

	2025 \$'000		2024 \$'000	
	Current	Non-current	Current	Non-current
<b>TRADE &amp; OTHER PAYABLES</b>				
Goods & Services	1,337	-	1,048	-
Payments received in advance	80	-	80	-
Accrued expenses - other	138	-	101	-
	<b>1,555</b>	<b>-</b>	<b>1,299</b>	<b>-</b>
<b>BORROWINGS</b>				
Loans	1,962	8,636	1,953	8,546
Lease Liabilities	165	2,239	76	-
	<b>2,127</b>	<b>10,875</b>	<b>2,029</b>	<b>8,546</b>
<b>PROVISIONS</b>				
Annual Leave	522	-	496	-
Rostered-Day-Off (RDO)	16	-	84	-
Long Service Leave	477	65	431	108
	<b>1,015</b>	<b>65</b>	<b>1,011</b>	<b>108</b>





East Waste and Councils continue to support residents with organics recycling.



# Financial Statements

2024-2025

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### NOTE 8 - CASH FLOW RECONCILIATION

	2025 \$'000	2024 \$'000
Total cash & equivalent assets	1,722	1,634
Balances per Cash Flow Statement	<u>1,722</u>	<u>1,634</u>
<b>(a) Reconciliation of Change in Net Assets to Cash Flows from Operating Activities</b>		
Net Surplus (Deficit)	274	(289)
<b>Non-cash items in Statement of Comprehensive Income</b>		
Depreciation	2,590	2,512
Net increase (decrease) in employee benefits	46	104
Net increase (decrease) accrued expenses	(13)	(26)
(Gain) / Loss on Disposal	(55)	(81)
Lease liability adjustment	-	(4)
	<u>2,842</u>	<u>2,216</u>
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables & inventory	(717)	(352)
Net increase (decrease) in trade & other payables	339	(15)
Net increase (decrease) in other provisions	(85)	12
<b>Net Cash provided by (or used in) operations</b>	<u>2,379</u>	<u>1,861</u>
<b>(b) Financing Arrangements</b>		
Corporate Credit Cards	15	15





# Financial Statements

2024-2025

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### NOTE 9 - FINANCIAL INSTRUMENTS

#### Recognised Financial Instruments

<b>Bank, Deposits at Call, Short Term Deposits</b>	<b>Accounting Policy:</b> Initially recognised at fair value and subsequently measured at amortised cost. <b>Terms &amp; conditions:</b> Deposits on Call do not have a maturity period and have an average interest rates of 4.1% (2024: 4.3%). <b>Carrying amount:</b> approximates fair value due to the short term to maturity.
<b>Receivables - Waste Collection Fees &amp; Associated Charges</b>	<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. <b>Carrying amount:</b> Approximates fair value (after deduction of any allowance).
<b>Liabilities - Creditors and Accruals</b>	<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. <b>Terms &amp; conditions:</b> Liabilities are normally settled on 30 day terms. <b>Carrying amount:</b> Approximates fair value.
<b>Liabilities - Creditors and Accruals Interest bearing borrowings</b>	<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. <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% (2024: 1.7% - 5.88%).
<b>Liabilities - Leases</b>	<b>Accounting Policy:</b> Accounted for in accordance with AASB 16 as stated in Note 11.

#### Net Fair Value

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

#### Risk Exposures

**Credit Risk** represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Authority is the carrying amount, net of any provision for doubtful debts. All investments are made with the SA Local Government Finance Authority and Bank SA. There is no material exposure to any individual debtor.

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

**Liquidity Risk** is the risk that the Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Policy (LGA Information Paper 15), liabilities have a range of maturity dates based on cash inflows. The Authority also has available a range of bank overdraft and short-term draw down facilities that it can access.



# Financial Statements

2024-2025

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### 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

2025	≤ 1 year	Maturity > 1 year ≤ 5 years	> 5 years	Non- Interest Bearing	Total
<i>Financial Assets</i>	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Equivalents	1,722	-	-	-	1,722
Receivables	-	-	-	1,824	1,824
<b>Total</b>	<b>1,722</b>	<b>-</b>	<b>-</b>	<b>1,824</b>	<b>3,546</b>
<i>Financial Liabilities</i>					
Payables	-	-	-	1,337	1,337
Borrowings	2,438	7,944	1,911	-	12,293
<b>Total</b>	<b>2,438</b>	<b>7,944</b>	<b>1,911</b>	<b>1,337</b>	<b>13,630</b>

2024	≤ 1 year	Maturity > 1 year ≤ 5 years	> 5 years	Non- Interest Bearing	Total
<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>





# Financial Statements

2024-2025

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### 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 2024</b>	65	65
Additions of right-of-use-assets	2,527	2,527
Depreciation Charge	(275)	(275)
Adjustments to right-of-use-assets	-	-
<b>At 30 June 2024</b>	<b>2,317</b>	<b>2,317</b>

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

	\$'000
<b>At 1 July 2024</b>	76
Additions	2,527
Accretion of interest	115
Payments	(314)
Adjustments to lease liability	-
<b>At 30 June 2025</b>	<b>2,404</b>
<b>Current</b>	<b>165</b>
<b>Non-Current</b>	<b>2,239</b>

### NOTE 12 - POST BALANCE DATE EVENTS

There were no events after reporting date that occurred that require to be reported.



# Financial Statements

2024-2025

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### 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:

	2025 \$'000	2024 \$'000
Salaries, allowances & other short term benefits	689	649
<b>TOTAL</b>	<b>689</b>	<b>649</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	4,008	148	Provision of kerbside waste collection and hard waste collection services
City of Burnside	3,888	206	Provision of kerbside waste collection and hard waste collection services
City of Mitcham	3,778	265	Provision of kerbside waste collection and hard waste collection services
City of Norwood, Payneham & St Peters	4,189	447	Provision of kerbside waste collection and hard waste collection services
City of Prospect	2,048	208	Provision of kerbside waste collection and hard waste collection services
City of Unley	4,427	431	Provision of kerbside waste collection and hard waste collection services
Corporation of the City of Campbelltown	3,294	87	Provision of kerbside waste collection and hard waste collection services
Corporation of the Town of Walkerville	617	21	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

2024-2025

## CERTIFICATION OF AUDITOR INDEPENDENCE

**Galpins**

Accountants, Auditors  
& Business Consultants



CHARTERED ACCOUNTANTS™  
AUSTRALIA - NEW ZEALAND

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Galpins Trading Pty Ltd  
ABN: 89 656 702 886

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 2025

#### 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 2025, 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 'T Muhl'.

**Tim Muhlhausler** CA, Registered Company Auditor  
Partner

Date: 29 September 2025



# Financial Statements

2024-2025

## INDEPENDENT AUDITOR'S REPORT

**Galpins**

Accountants, Auditors  
& Business Consultants



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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 2025, 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 2025, 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.



# Financial Statements

2024-2025

## 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: 29 September 2025



# Looking AHEAD

## Priorities for the Next Financial Year

**In 2025/26, East Waste will focus on assisting Member Councils with expanding FOGO programs and recycling initiatives to drive higher diversion rates and strengthen sustainable behaviours within households and businesses.**

In 2025/26, East Waste will focus on assisting Member Councils with expanding FOGO programs and recycling initiatives to drive higher diversion rates and strengthen sustainable behaviours within households and businesses.

East Waste will continue to deliver its schools based and community engagement programs in partnership with KESAB, and local community organisations, reinforcing responsible waste practices.

Key operational improvements will include the implementation of new Complaint Management Software to enhance responsiveness and customer service, the completion of a comprehensive Financial and Strategy Review to ensure alignment with operational priorities

and long-term sustainability objectives, and initiatives to further improve the organisation's WHS culture.

East Waste will continue to refine its Financial Model and Strategy Review during the year, ensuring greater transparency with Member Councils and providing a clear framework for equitable cost allocation and service provision. This initiative will support informed decision-making and strengthen confidence among councils that resources are being managed efficiently and fairly.

Together with ongoing financial and operational initiatives, these priorities will support efficient, reliable, and sustainable service delivery for Member Councils.

## Emerging Risks and Opportunities

**Building on the organisation's established risk management framework, East Waste continues to monitor emerging operational, regulatory, and workforce risks.**

Key considerations include the potential impacts of leadership transitions, evolving regulatory requirements, and operational challenges. At the same time, technological advancements such as AI-driven route optimisation, predictive maintenance, and data analytics offer opportunities to improve efficiency, reduce costs, and enhance service delivery.

Ongoing engagement with Member Councils and the community also provides opportunities to strengthen recycling outcomes, diversion rates, and circular economy initiatives. By proactively monitoring these risks and opportunities, East Waste positions itself to adapt, innovate, and respond effectively to a changing waste management landscape.













East Waste's focus includes the diversion of organic waste from landfill.





# EastWaste

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Advancing  
Circular  
Solutions  
for Food  
Waste





# 2024 2025 ANNUAL REPORT









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# ABOUT AHRWMA

The Adelaide Hills Region Waste Management Authority (AHRWMA) 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*.

The AHRWMA's primary business activity is the operation of a landfill and management of two Resource Recovery centres, and continues to grow offering logistical, processing, sale of recovered materials, education, advice and contract management services to our Member Councils. Several 'client Councils' also utilise the services of AHRWMA, highlighting the high-quality and cost effective service offered and the broader commitment to provide a true regional partnership.

The AHRWMA operates a landfill facility, currently receiving over 56,000 tonnes of material annually, with approximately 43,000 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 and process more than 14,400 tonnes of material each year, with over 85% of the material successfully recovered and diverted from landfill – achieving a strong resource recovery rate and reducing environmental impact. Resources recovered include 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.







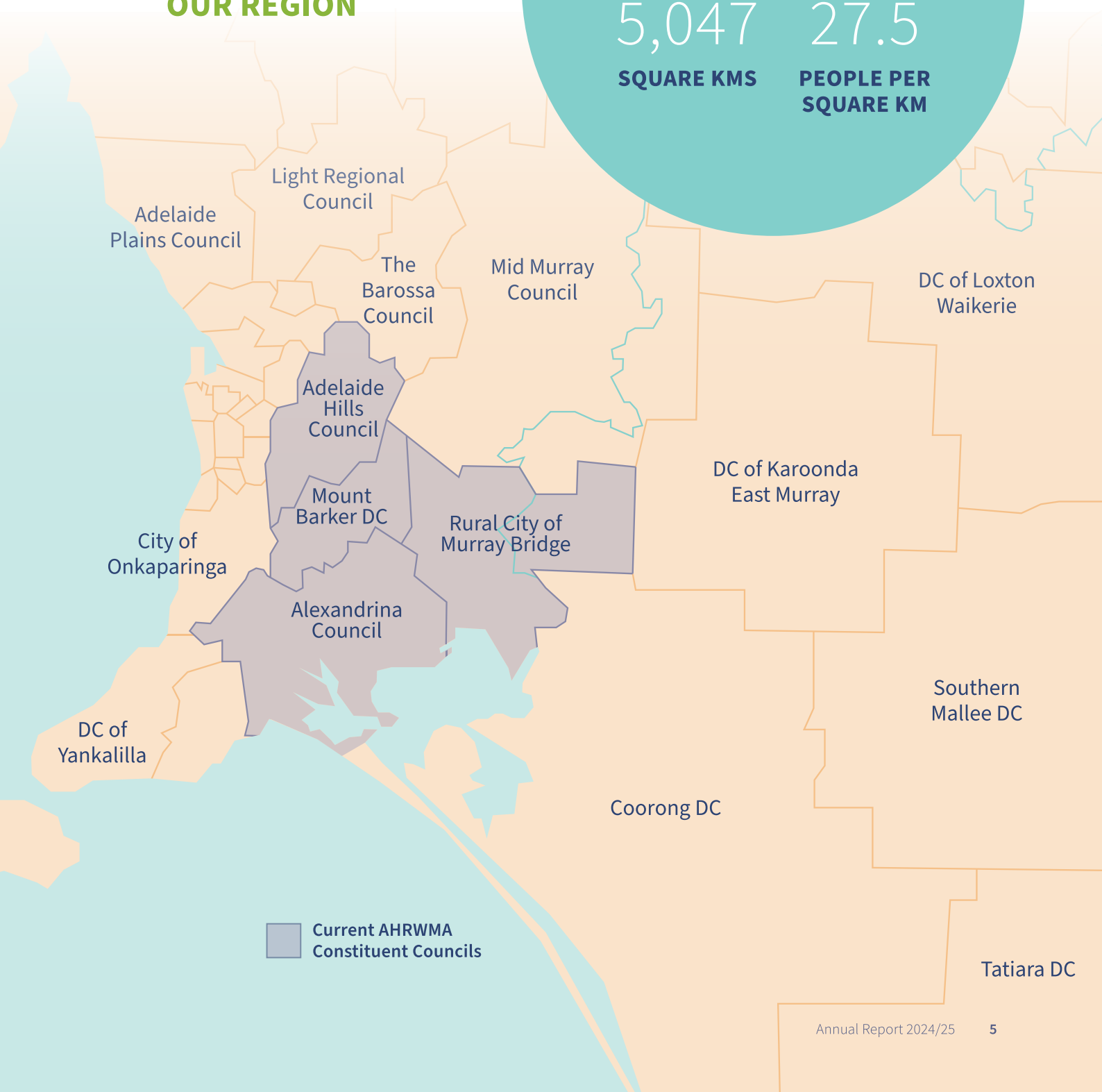
**POPULATION**

**138,874**

**5,047** **27.5**

**SQUARE KMS** **PEOPLE PER SQUARE KM**

**OUR REGION**



## FROM THE OUTGOING INDEPENDENT CHAIRPERSON

**Serving as the inaugural Independent Chair of AHRWMA over the last three years has been a privilege and a rewarding experience.**

The Authority has grown in capability, confidence, ambition, and strategic clarity and with the delivery of the *Strategic Plan 2024–34* and the *Regional Education Plan 2024–29*, AHRWMA has clear, future-focused roadmaps to guide regional waste management, resource recovery, and community engagement for the decade ahead.

These plans are the product of sustained collaboration – between the Board, staff, Member Councils, and stakeholders. They reflect where AHRWMA aspires to be: innovative, collaborative, and a leader in the circular economy.

The Authority’s achievements over the last three years have been possible due to having strong and committed leadership. I would like to acknowledge the significant contribution of Ms Leah Maxwell, who concluded her tenure as Executive Officer in late 2024 after over seven years in the Executive Officer role (including time in an acting capacity). Leah guided AHRWMA through a range of operational and strategic challenges with integrity, insight, and a firm resolve to deliver efficient, reliable, and cost-effective services to our Member Councils.

Leah’s leadership laid the foundations for much of what has been achieved in recent years — from strengthened governance to AHRWMA’s entry into the circular economy space, which is now the centrepiece of our new Strategic Plan. Her legacy is enduring, and AHRWMA is stronger for her efforts.

Over the past year, AHRWMA has delivered on numerous initiatives. The successful tender for hooklift truck services with Tatiara District Council marked a step forward in regional collaboration. The inaugural Strategy Day for Mayors and CEOs was another highlight — solidifying alignment and gaining commitment to the delivery of the strategy and for continued open dialogue on future challenges and shared opportunities.

AHRWMA also secured four Green Industries SA grants during the year, supporting infrastructure upgrades and site development planning. These successful applications reflect a proactive, well-aligned approach to planning and investment — and position AHRWMA to meet future regional needs with confidence.

Operationally, the business continues to deliver services effectively and efficiently, with prudent fiscal management and investment infrastructure needed to support long-term sustainability. Provisions for end-of-life landfill requirements have been independently verified and are now fully integrated into AHRWMA’s long-term financial plan.

The objectives set out in the Strategic Plan are ambitious. Progressing these goals will require strong governance, solid partnerships, and a continued focus on value for our Member Councils and their communities.

**“AHRWMA HAS  
CLEAR, FUTURE-FOCUSED  
ROADMAPS TO GUIDE REGIONAL  
WASTE MANAGEMENT,  
RESOURCE RECOVERY, AND  
COMMUNITY ENGAGEMENT”**



I am pleased to 'hand the reins' to Mr. Paul Sandercock, who commences as Independent Chair at a time of considerable opportunity. With his leadership and the dedication of AHRWMA's capable staff and engaged Board, and the support of Member Councils, I have every confidence the Authority will continue to thrive and deliver impactful environmental and economic outcomes for the region. To the Board, the CEO, the staff, and our valued stakeholders — thank you for your professionalism, collaboration, and commitment. It has been an honour to serve as Chair, and I look forward to applauding AHRWMA's continued success.

And finally, I am pleased to present the Annual Report for the 2024/25 fiscal year.

### **ADRIAN SKULL**

Outgoing Independent  
Chairperson



# GOVERNANCE

## BOARD MEMBERS JUNE 2025

The AHRWMA is administered by a Board in accordance with the requirements of the *Local Government Act 1999*, the AHRWMA'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 a Chief Executive Officer, responsible for implementing the Board's vision and managing the day-to-day operations of the Authority.

### INDEPENDENT CHAIR



**PAUL SANDERCOCK**

1 of 1 Meeting

### MOUNT BARKER DISTRICT COUNCIL



**ALEX OULIANOFF**

Board Member  
5 of 6 Meetings



**CR IAN GROSSER**

Deputy Board  
Member  
1 Meeting

### ADELAIDE HILLS COUNCIL



**CR CHRIS GRANT**

Board Member  
4 of 4 Meetings



**JOHN MCARTHUR**

Deputy Board  
Member  
1 Meeting

### RURAL CITY OF MURRAY BRIDGE



**CR TOM HAIG**

Board Member  
5 of 6 Meetings



**BRAD WARNCKEN**

Deputy Board  
Member

### ALEXANDRINA COUNCIL



**CR MICHAEL SCOTT**

Board Member  
5 of 6 Meetings



**ALAN HARVEY**

Deputy Board  
Member

Note: Deputy Board  
Members attend meetings  
only as required.





## AUDIT AND RISK COMMITTEE

The Audit and Risk Committee provides independent assurance and strategic advice to the Board on matters relating to accounting, financial management, internal controls, risk management, and governance. Collectively, the Committee possesses extensive expertise across finance, governance, law, local government, commerce, and strategic planning. This depth of knowledge makes the Committee a valuable asset to the AHRWMA. The Committee has prepared an Annual Report for the Board, which is an appendix to this report.

# ACHIEVEMENT HIGHLIGHTS

## GOAL 1: BEST PRACTICE

### PHYTOCAP PLAN PROGRESSION FOR CELL 6A CAPPING

Engineering designs for the cap on Cell 6A have been submitted to the EPA for approval. Once approved, construction will begin on a cap specifically designed to support indigenous flora. This cap will serve the dual purpose of minimising rainwater from infiltrating the waste mass and containing the landfill gases generated within.



## GOAL 2: COLLABORATE

### INAUGURAL MAYORS AND CEOS STRATEGY DAY – SETTING THE SCENE FOR THE FUTURE

In 2024/25, AHRWMA held its first Mayors and CEOs Strategy Day, strengthening engagement with Constituent Councils and aligning leaders on bold strategic priorities. With a clear focus on reducing reliance on landfill and moving toward a circular economy, the event positioned AHRWMA for stronger partnerships and long-term sustainability and viability.

The successful event is set to become a standing annual fixture, to cement two-way strategic engagement with Constituent Councils leaders and ensure a shared understanding of the priorities and direction of the AHRWMA in an ever-changing and highly regulated industry.

### SUPPORTING COUNCILS WITH KERBSIDE SERVICE IMPROVEMENTS

AHRWMA played a central role in supporting both the Mount Barker District Council (MBDC) and the Rural City of Murray Bridge (RCMB) with technical guidance on kerbside collection services.

Starting in May, all residential and business kerbside bins across RCMB were replaced due to age, with lid colours updated to meet national standards. AHRWMA provided coordination across logistics, community communications, and stakeholders including SOLO, Green Industries SA, and RCMB's communications team. The outcome delivered a durable bin fleet, compliant with Australian Standards AS 4123.7-2006, and enhanced community waste and recycling education through the "Which Bin?" campaign.

For MBDC, AHRWMA supported an assessment of alternative kerbside service models with the goal to improve landfill diversion and service efficiency. This feasibility work—aligned with MBDC's Waste to Resources Management Plan—evaluated environmental and financial impacts, legislative requirements, and community consultation approaches. It also contributed to MBDC's successful bid for a Green Industries SA grant to advance the investigation.







## SHAPING POLICY AND STRATEGY – GREEN INDUSTRIES SA AND SOUTH AUSTRALIA’S WASTE STRATEGY 2025-2030

AHRWMA actively contributed advice and feedback to both the EPA and Green Industries SA on the Environmental Protection (Waste to Resources) Policy and the State Waste Strategy 2025–2030.

This engagement included detailed written submissions, participation in consultation sessions, and close coordination with our Member Councils to ensure their operational experiences and regional perspectives were strongly represented. Through this work, AHRWMA is helping to shape the future direction of waste management policy in South Australia.

## COMMUNITY EDUCATION AND TOURS

AHRWMA delivered a wide-ranging community education program to promote waste awareness, behaviour change, and understanding of local resource recovery initiatives.

- **Educational Tours**

In partnerships with KESAB Environmental Solutions and the Murraylands and Riverland Local Government Association, AHRWMA hosted bus tours for residents and elected members of Client and Constituent Councils, visiting Peats Soils, the Brinkley Waste and Recycling Facility, and the Brinkley ReUse Centre. Participants gained insights into organics processing, landfill operations, recycling, and reuse initiatives, fostering knowledge-sharing and appreciation for local circular economy efforts.

- **‘Which Bin?’ Campaign**

AHRWMA actively supported the ‘Which Bin?’ campaign, promoting consistent kerbside bin messaging and sharing educational resources through the My Local Services app, workshops, social media, and library displays. This initiative is supported by Green Industries SA (GISA), providing funding, guidance, and resources to ensure statewide consistency and quality.

Through these initiatives, AHRWMA strengthened community understanding of waste management, encouraged positive behaviour change, and supported sustainable practices across its Client and Constituent Councils.

## MONARTO SAFARI PARK REUSE INITIATIVE

The reuse of material can come in many different forms. In December 2024, AHRWMA delivered a hooklift load of aged timber stumps to Monarto Safari Park, where they were repurposed as enrichment items for the white rhinos and elephants. This initiative diverted organic material from landfill, demonstrated innovative resource recovery, and strengthened community partnerships. The project was well received by the Park and featured in the Murray Valley Standard for its environmental and animal welfare benefits. At AHRWMA we have a strong community and environmental focus that reaches beyond the strict waste and recycling realm, as this project highlights.

## TATIARA COUNCIL HOOKLIFT TRUCK SERVICES

In 2024/25, AHRWMA commenced hooklift truck services for Tatiara Council following a successful tender. AHRWMA now manages the Council’s waste transport to the Brinkley site and delivers recyclables to the Northern Adelaide Waste Management Authority Materials Recovery Facility, providing an efficient and reliable service.

This new contract represents a significant achievement, creating an alternate income stream while supporting regional collaboration, community needs, and reinforces AHRWMA’s standing as a trusted and capable service provider.

## EMBEDDED BATTERY DROP-OFF EVENT AT HEATHFIELD

In November 2024, the Heathfield Resource Recovery Centre hosted a state-funded Embedded Battery Drop-Off Event, giving the community a safe way to dispose of hazardous items like electric bikes, scooters, and headphones. With over 1,000 battery-related fires reported nationally last year in waste facilities, the initiative reinforced AHRWMA’s commitment to sustainability, fire risk reduction, and practical community solutions.

## DID YOU KNOW?

Lithium ion batteries can be dropped  
off free of charge at anytime at the  
Brinkley & Heathfield Resource  
Recovery Centres





# GOAL 3: EMPOWERED COMMUNITY

## RECYCLING HUB EXPANSION

AHRWMA has been hard at work, rolling out recycle hubs to help communities responsibly dispose of recyclables that don't belong in landfill. It's not enough to say "don't throw it out" — AHRWMA is giving people real, green solutions. A new hub installed at the Mount Barker District Library, adds to the existing library locations at Stirling, Woodside, Gumeracha and Murray Bridge.

Each hub has dedicated slots for batteries (nickel recovery), e-waste (copper recovery), x-rays (mercury recovery), and more.

AHRWMA collects the materials, and already, thousands of kilos have been recovered! The community is excited, with many expressing how thrilled they are to finally have a simple solution for their recyclables. Libraries are happy too, with increased foot traffic thanks to the hubs.



## HUB'S RESOURCE RECOVERY IN ACTION 2024/25

	Mobile Phone (Kg)	Cords (Kg)	Batteries (Kg)	X-Rays (Kg)	E-Waste (Kg)	Total (Kg)
Stirling	65.5	134.5	256.5	338.5	237.5	1,032.5
Woodside	19	18.5	87.25	82.25	71.5	276
Gumeracha	10	19	75.75	44.5	39	188.25
Mt Barker	19	49.75	101.25	74.25	162	406.25
Murray Bridge	45.5	74.75	181.5	218.5	234.75	755

Total (Kg)

2,658

## GOAL 4: GOOD GOVERNANCE

### APPOINTMENT OF NEW INDEPENDENT BOARD CHAIR

AHRWMA welcomed Paul Sandercock as its new Independent Chairperson. Paul brings over 30 years of senior leadership experience across public and private sectors, with expertise in sustainability, strategic performance, and the circular economy.

His extensive background in manufacturing, agritech, and resource recovery, combined with board experience at Green Industries SA, positions him well to guide AHRWMA's next growth phase.



### APPOINTMENT OF CHIEF EXECUTIVE OFFICER

AHRWMA welcomed Rob Gregory as Chief Executive Officer on 25 November 2024. Rob brings extensive leadership experience across local government and environmental sectors.

He previously served as General Manager of East Waste for seven years, overseeing waste collection services for eight member councils. In this role, he managed significant operational budgets, a large workforce, and a substantial asset portfolio. Rob is recognised for his collaborative leadership style commitment to continuous improvement and positive organisational change.



## ADOPTION OF THE 2024-34 STRATEGIC PLAN

Ongoing changes in the waste and resource recovery landscape offered AHRWMA the opportunity to adapt and refine its services to maximise benefits for our Constituent Councils. This Strategic Plan acknowledges AHRWMA's role as a leader, service provider, and educator in waste and resource management not only for our Constituent Councils but the wider region. 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. This plan has been approved by the Constituent Councils, adopted by the Board, and is now in action!

## ADOPTION OF THE 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 AHRWMA's Strategic Plan, particularly the goal of fostering an empowered community.

## INDEPENDENT VERIFICATION OF CAPPING AND POST CLOSURE PROVISIONS

An independent assessment of capping and post-closure liabilities was conducted to validate the adequacy of financial provisions for long-term landfill obligations. The review, led by Don Richardson of WSP, underpins the AHRWMA's calculation methodology. The review highlighted the previous planning provisions were well-considered and accurate and, in a move to reduce future potential risk, a decision to move from a 20-year to a 30-year post-closure timeframe was endorsed. This adjustment reflects industry best practice and aligns with EPA guidelines. The Board and Audit and Risk Committee endorsed the findings, reinforcing the Authority's commitment to prudent financial and environmental stewardship.

## GRANT SUCCESS WITH GREEN INDUSTRIES SA

In 2024/25, AHRWMA secured four Green Industries SA grants to advance its strategic priorities. The funding will deliver new Brinkley site signage under the "Which Bin?" campaign, an opportunities assessment for future site use, additional hooklift bins to boost service capacity, and a new forklift to modernise equipment. These outcomes highlight AHRWMA's commitment to innovation, sustainability, and regional collaboration. AHRWMA acknowledges the positive working relationship and support provided by Green Industries SA in driving improved and more efficient recycling and reuse of materials.





## MANAGING DIFFICULT WASTE STREAMS AND DRIVING A CIRCULAR ECONOMY

### Diverted, Recovered and Reprocessed

<b>542 tonnes</b>	of steel
<b>128 tonnes</b>	of non-ferrous metals (including copper)
<b>325 tonnes</b>	of cardboard
<b>136 tonnes</b>	of mattresses
<b>89 tonnes</b>	of e-waste
<b>24 tonnes</b>	of tyres
<b>17.5 tonnes</b>	of polystyrene and hard plastics
<b>3 tonnes</b>	of household batteries
<b>1 tonnes</b>	of x-rays



**Over 4,500  
tonnes**

**OF SOIL, CONSTRUCTION AND  
DEMOLITION MATERIAL  
DIVERTED FROM  
LANDFILL**

**Over 5,375  
tonnes**

**OF GREEN ORGANICS  
PROCESSED INTO MULCH  
AND COMPOST**

**SAFELY DISPOSED  
60 tonnes  
OF CHEMICALS**



# PERFORMANCE AGAINST BUSINESS PLAN

## GOAL 1: BEST PRACTICE

Strategic Plan Action	2024/25 Performance Indicator	Rationale	Status
<b>Investigate and implement a bulk up facility at Brinkley or a central locale to increase transport efficiencies.</b>	Feasibility study commenced.	Increase economies of scale and achieve better outcomes for Council.	Opportunity assessment for Brinkley Waste and Recycling Facility underway.
<b>Consider land tenure.</b>	Progress land tenure review.	Ensure forward planning.	Action deferred to 2025/26.
<b>Continue to investigate and implement circular economy programs and projects that increase resource recovery and create community benefit.</b>	Programs and projects are considered and implemented where deemed viable and beneficial, as determined by the Circular Economy Officer, Chief Executive Officer and Constituent Councils where applicable.	Increase resource recovery and create community benefit.	Business case for sale of crushed concrete aggregate; opportunity assessment for Brinkley Waste and Recycling Facility; textile recycling information report; all in progress.
<b>Review and enhance construction and demolition processes.</b>	Review completed Business case and findings implemented.	Increase resource recovery and create community benefit.	Business case for sale of crushed concrete aggregate in progress.
<b>Continue to monitor advances in the latest developments in waste management nationally and internationally and share this information with stakeholders.</b>	Attend industry meetings and relevant forums/ conferences/ information sessions.	Continue to establish the AHRWMA as a leader in the field and ensure knowledge sharing.	Active engagement of senior staff through industry representative groups, forums and conferences. Operations Manager attended the National Waste Conference.
<b>Evaluate kerbside service models and consider best practice options for Constituent Councils to minimise waste to landfill.</b>	An evaluation of kerbside service models will be undertaken, with a report presented to the Board and communicated to Constituent Councils.	Assist Constituent Councils in assessing their options to increase resource recovery and decrease waste to landfill.	AHC is currently progressing plans to implement alternative kerbside service in some areas. MBDC has deferred until 2025/26.
<b>Measure emissions and set an emissions reduction target.</b>	Emissions baseline will be established and a reduction target will be set.	Prioritise projects that minimise carbon emissions and assist Constituent Councils to meet emissions.	Action deferred to 2025/26. Attending Net Zero Accelerate Workshops facilitated by LGA(SA). 3 of 4 workshops completed.

## GOAL 2: COLLABORATE

Strategic Plan Action	2024/25 Performance Indicator	Rationale	Status
<b>Provide responses on behalf of Constituent Councils to State, Federal and other communications regarding legislation/ policy changes etc.</b>	Regional responses to organisations and agencies provided as required.	Represent Constituent Councils, the region and Local Government, on waste management issues to all stakeholders.  Position the AHRWMA as a leader in the field.	LGA Circular Economy Snapshot survey; Federal Government review of Recycling and Waste Act; Review of (SA) Environmental Protection Policy. Feedback on draft GISA SA Waste Strategy (2025-30) all completed.
<b>Maximise our presence across Constituent Councils and within the waste and Local Government sectors.</b>	Attend WMRR meetings and actively participate in State and Federal waste/resource recovery LGA/State/Federal/ industry groups. Represent Constituent Councils in all relevant forums, with Constituent Councils' support.	Encourage the Constituent Councils to consider the AHRWMA as the point of contact for waste and resource matters.	Active engagement of senior staff through industry representative groups, forums and conferences. The Operations Manager attended National Waste Conference.
<b>Implement projects that engage and connect with Constituent Councils and other stakeholders across the region.</b>	Facilitate quarterly knowledge sharing forum with Constituent Councils.		Knowledge Sharing Forum hosted at Brinkley in March. Attended by AHC and MBDC. The June Knowledge Sharing Forum was hosted by MBDC.
	Distribute a quarterly newsletter.		Complete
<b>Support Constituent Councils to utilise the AHRWMA and the services we offer and collaborate regionally to achieve economies of scale.</b>	Facilitate individual annual meetings and collective biannual meetings with Constituent Council CEOs.		Inaugural Mayor's and CEOs Strategy Day was held in February 2025. This was a success and now scheduled as an annual event.
	Deliver annual presentations to Constituent Council Elected Members.		Consultation on the Annual Plan was offered to all Constituent Councils. 2 out of 4 Constituent Councils accepted.
<b>Pursue considered opportunities to expand the scope of input streams to the Brinkley Landfill and identify additional revenue streams.</b>	Host annual meetings with neighbouring Local Government Council representatives and major commercial customers.	Expand service provisions to ensure long term financial sustainability.	Landfill tour for Renmark and Paringa was hosted in June. Engagement with Murraylands Riverland LGA.

### GOAL 3: EMPOWERED COMMUNITY

Strategic Plan Action	2024/25 Performance Indicator	Rationale	Status
<b>Implement a wide-reaching regional education program in collaboration with Constituent Councils, other stakeholders such as GISA, collection partners and other subsidiaries.</b>	Regional Education Plan finalised and program implemented.	Develop and delivered a regional education plan and program.	Plan finalised and adopted. Delivery is ongoing.
<b>Support community groups by providing information on resource recovery and waste management.</b>	Presentations and education sessions undertaken with community groups across the region.	Connect with community groups that align with the values of the AHRWMA.	KESAB tours conducted 2024/25 and will continue in 2025/26. Plastic Free July resources to be distributed.
<b>Implement an annual awards program for community groups and businesses for efforts relating to resource recovery and the circular economy.</b>	Awards program implemented.	Recognise community and business efforts with an annual award.	No action taken. Action on hold.

### GOAL 4: GOOD GOVERNANCE

Strategic Plan Action	2024/25 Performance Indicator	Rationale	Status
<b>Commence Brinkley site master plan.</b>	Site master plan commenced.	Ensure adequate future planning.	Drafting of RFT documentation commenced.
<b>Achieve best practice hazard reporting.</b>	Strengthen staff training and awareness programs to encourage increased hazard recognition and reporting.	Continue to implement and improve WHS and governance programs.	A new risk inspection tool has been introduced, based on our maturing WHS system, to monitor our processes.
<b>Achieve no lost time injuries.</b>			Achieved. No time lost to injuries.
<b>Complete a landfill pricing review.</b>	Pricing review completed to inform future pricing adjustments.	Ensure adequate fees are charged.	Complete
<b>Review Audit and Risk Committee's Terms of Reference.</b>	Terms of reference reviewed in accordance with the Local Government Act.	Ensure good governance practices.	Complete

## FINANCIAL INDICATORS

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

Indicators	Adopted Target	Original Budget	Year End Actual
Operating Surplus/(Deficit)	2% to 6%	3%	1.3%
Net Financial Liabilities Ratio	<55%	31%	18%
Asset Renewal Funding Ratio	90% to 110%	100%	22%

The AHRWMA recorded a modest operating surplus of \$142K for 2024/25. The operating surplus ratio ended at 1.3%, falling short of the 3% budget target and the adopted target of 2–6%. This result reflects tighter margins driven by lower-than-expected user charges, increased employee costs, and higher finance costs linked to reinstatement provisions.

The net financial liabilities ratio for 2024/25 was 18%, an improvement on the original budgeted ratio of 31% and well within the adopted target of less than 55%. This favourable outcome reflects strong cash reserves at year-end, boosted by the delayed renewal of the compactor, and a conservative approach to borrowings, with no new debt incurred during the year. The result demonstrates the Authority's sound financial position and capacity to meet its obligations without placing undue pressure on future revenue streams.

The AHRWMA's asset renewal funding ratio for 2024/25 was 22%, falling below the adopted target of 90–110% and the original budget of 100%. This outcome was primarily driven by strategic adjustments to the capital replacement schedule, including the deferral of the landfill compactor renewal due to supply chain delays, the retention of the dump truck following a favourable condition assessment, and the decision to expand the hooklift truck service by purchasing a second truck rather than replacing the existing one. These changes reflect a responsive and efficiency-focused approach to asset management, balancing operational needs with financial prudence. While the ratio is temporarily impacted, the AHRWMA remains committed to aligning future renewal investment with long-term asset sustainability and service delivery goals.

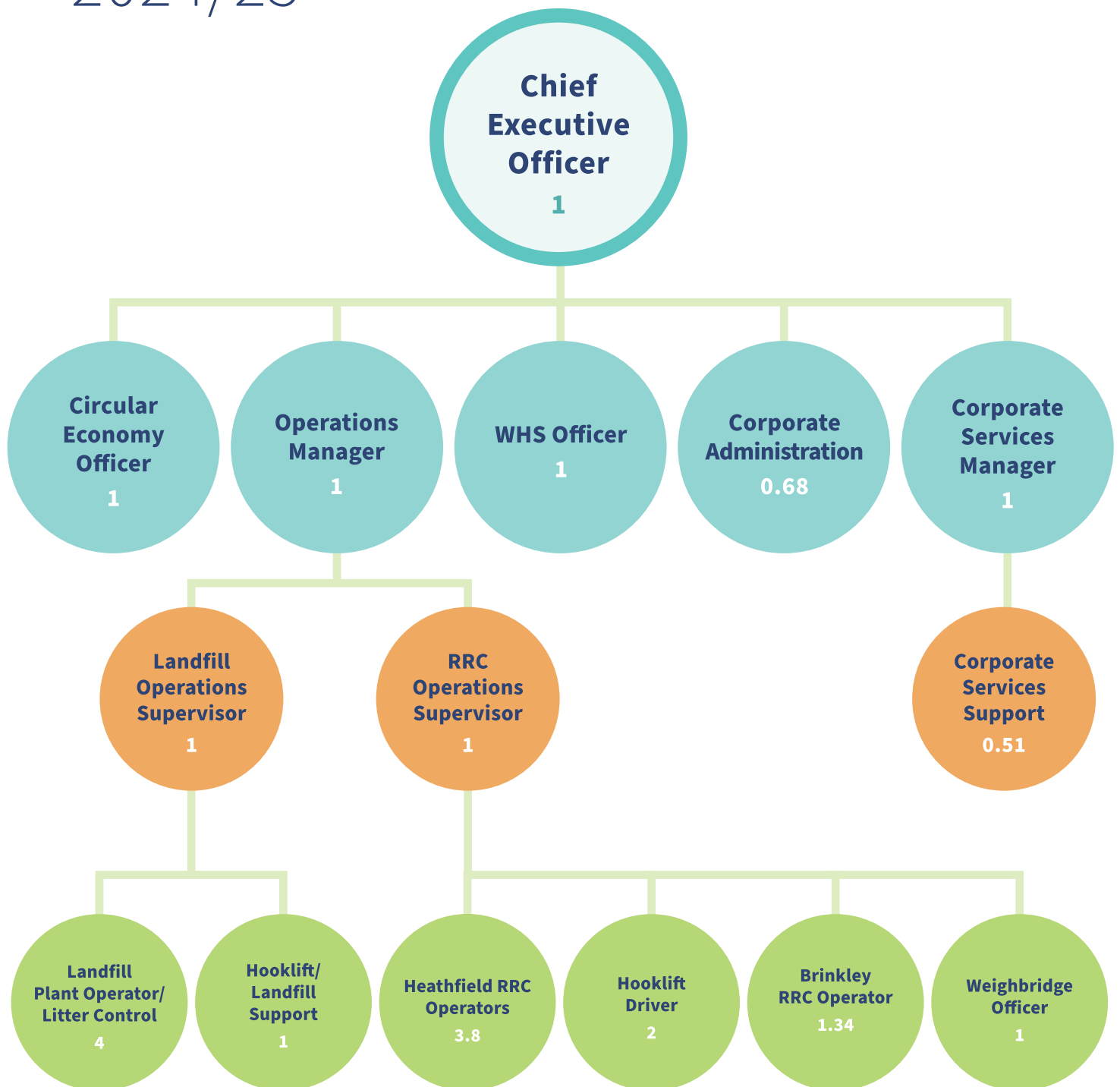




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# ORGANISATION CHART

2024/25





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# AUDIT AND RISK COMMITTEE **ANNUAL REPORT**





# AUDIT & RISK COMMITTEE

**ANNUAL REPORT 2024/25**



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## 1 THE ROLE OF THE COMMITTEE

Audit and Risk Committees are an important, legislatively required and key component of the local government framework.

Their function is to provide an independent, high level resource to support good governance and strong public financial management. Their 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; and
- Provide effective liaison between the External Auditor and the Board.



## 2 LETTER FROM THE CHAIR

Dear Board Members,

As Chair of the Audit and Risk Committee, I am pleased to present our annual report for the 2024/25 financial year.

This past year, the Committee has continued to provide strong and independent oversight of the Authority's financial reporting, internal controls, risk management, and governance practices. We remain committed to supporting the Board by reviewing and advising on key documents, including the Long Term Financial Plan, Asset Management Plan, Annual Business Plan and Budget, Annual Report, financial statements, budget reviews, and major policies.

In 2024/25, the Committee sought to strengthen internal controls by the appointment of an internal auditor and commencement of assurance mapping to inform the development of a three year internal audit plan. We monitored the implementation of the Authority's internal control framework and reviewed updates to key risk and compliance registers. We progressed a review of landfill gate pricing and finalised the review of capping and post closure liabilities ensuring an informed financial position. We supported audit actions and the refinement of financial and governance processes that align with best practice and the Authority's strategic direction. The Committee oversaw the appointment of a new external auditor for 2024/25 and expresses its thanks to our previous auditor Dean Newbery & Partners.

We also undertook our annual self-assessment and made further improvements to the Committee's work program to ensure our activities continue to add value and remain aligned with the Board's expectations. I would like to take this opportunity to thank my fellow Committee members, Rebecca Wilson and Alex Oulianoff, for their continued commitment and thoughtful contributions. Their combined expertise has ensured that the Committee remains focused, effective, and constructive in its approach.

Looking ahead, the Audit and Risk Committee remains dedicated to strengthening the Authority's governance framework and supporting the Board in managing risk, achieving compliance, and ensuring financial accountability.

We appreciate the Board's continued trust and support and look forward to the year ahead.

Yours sincerely,

**Elizabeth Williams**  
**Independent Chair, Audit and Risk Committee**  
**Adelaide Hills Region Waste Management Authority**

### 3 MEMBERSHIP OF THE COMMITTEE

During 2024/25, the Audit and Risk Committee comprised three members: two independent members (including the Independent Chair) and one AHRWMA board member. The Committee met on five occasions throughout the year, with the external auditor in attendance at the September 2024 meeting.

Through its annual self-assessment process, the Committee has confirmed that its current members possess the necessary competence, along with recent, relevant, and extensive experience.

To further strengthen governance and reduce the risk of quorum issues, the Board has resolved to expand the Committee to four members. In line with the Committee's Terms of Reference, the additional member will be appointed as an independent member and this will occur in early 2026.

The current Committee membership is as follows:

#### Audit and Risk Committee Membership

Member	Representative	Initial Appointment	Current Term	Expires
Independent Member	<b>Elizabeth Williams</b>	8 February 2023	3 Years	8 February 2028
Independent Member	<b>Rebecca Wilson</b>	8 February 2023	2 Years	8 August 2026
AHRWMA Board Member	<b>Alex Oulianoff</b>	2 September 2022	3 Years	21 September 2027

Office Bearers	Chairperson	Term	Appointed	Expires
Independent Member	<b>Elizabeth Williams</b>	3 Years	8 February 2023	8 February 2028

## 4 COMMITTEE MEMBER OVERVIEW

### Elizabeth Williams

Elizabeth Williams is an accomplished Masters and CPA qualified senior executive with extensive public service experience. 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, coupled with her passion for process improvement and best practice 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 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, Kudos and Green Industries SA, and she is a member of the Flinders Law School Advisory Board.



### Alex Oulianoff

Alex is an experienced and dynamic finance professional with over 18 years of experience in both the public and private sectors. Currently the General Manager of Corporate Services for Mount Barker District Council and Board member of the Authority, he brings a wealth of knowledge and strategic insight.

Holding a bachelor's degrees in Commerce, Laws, and Legal Practice, along with a FCPA and GAICD accreditation, Alex has spent the last 14 years in local government, demonstrating how commercial acumen can deliver exceptional public value.





## 5 HOW THE COMMITTEE DISCHARGED ITS RESPONSIBILITIES

KEY AUDIT AND RISK COMMITTEE ACTIVITIES					
	Sept 2024	Nov 2024	Feb 2025	March 2025	May 2025
FINANCIAL REPORTING	✓				
BUDGET REVIEWS		✓	✓		✓
CONSIDERED FY2024 FINANCIAL RESULT COMPARISON	✓				
REVIEWED 2024/25 BUDGET AND ANNUAL BUSINESS PLAN				✓	
REVIEWED EXTERNAL AUDITOR SERVICES RFQ AND CONSIDERED THE APPOINTMENT OF THE EXTERNAL AUDITOR		✓			
REVIEWED INTERNAL AUDIT SERVICE RFQ		✓			
CONSIDERED THE FY2024 MANAGEMENT REPRESENTATION LETTER	✓				
SKILLS MATRIX AND SELF- ASSESSMENT					✓
CONSIDERED CAPITAL REPLACEMENT OF SIGNIFICANT PLANT			✓		
CONSIDERED ASSURANCE MAPPING AND THE DEVELOPMENT OF AN INTERNAL AUDIT PLAN					✓
MET WITH EXTERNAL AUDITORS	✓				
REVIEWED THE CREDIT CARD FACILITY			✓		
CONSIDERED FY2025 ARC WORK PLAN	✓				
ARC ANNUAL REPORT TO THE BOARD	✓				

KEY AUDIT AND RISK COMMITTEE ACTIVITIES					
	Sept 2024	Nov 2024	Feb 2025	March 2025	May 2025
CONSIDERED THE REVISION OF THE ASSET MANAGEMENT PLAN		✓			
CONSIDERED FY2024 AUDIT COMPLETION REPORT	✓				
FY2024 EXTERNAL AUDIT PLAN				✓	
POLICY REVIEWS	✓	✓		✓	✓
REVIEWED GENERAL PURPOSE FINANCIAL REPORTS AND ANNUAL REPORTS FOR THE YEAR ENDED 30 JUNE 2024	✓				
CONSIDERED THE LONG TERM FINANCIAL PLAN REVIEW					✓
BUSINESS CONTINUITY PLAN REVIEW					✓
CONSIDERED THE LANDFILL GATE PRICING REVIEW			✓		
CONSIDERED THE INDEPENDENT REVIEW CAPPING AND POST CLOSURE LIABILITIES					✓
STRATEGY DAY SUMMARY			✓		
CONSIDERED THE ADDITION OF BANK SIGNATORIES					✓

## 6 KEY ACTIVITIES AND ACHIEVEMENTS

Below is a summary of the Committee's key activities and areas where advice and guidance was provided to the Board. All Committee recommendations were adopted by the Board.

### Plans and Policies

The Audit and Risk Committee reviewed a range of the Authority's key governance and financial plans and policies to ensure they remain fit-for-purpose and aligned with strategic, financial, and operational objectives. This review included the:

- Budget Management Policy;
- Disposal of Assets Policy;
- Behaviour Standards Policy;
- Asset Management Policy;
- Debt Recovery Policy;
- Risk Management Policy (including the Risk Rating Matrix);
- Treasury Management Policy; and
- Business Continuity Plan.

### Draft Financial Statements FY2024 and Annual Report

The Audit and Risk Committee oversaw the completion of AHRWMA's 2023/24 financial reporting cycle, including review of the General Purpose Financial Reports, CCI Schedule, and Annual Report. The Audit and Risk Committee received and considered the external audit report from Dean Newbery, which confirmed the financial statements fairly present the Authority's position and identified no significant deficiencies, fraud, or compliance issues.

The Audit and Risk Committee noted the Authority achieved a net surplus, with financial ratios exceeding targets, and recommended Board adoption of the financial statements. The Committee also requested and reviewed an independent assessment of landfill capping and post-closure provisions, ensuring long-term financial sustainability and alignment with best practice.

### Capital Replacement of Significant Plant Update

The Audit and Risk Committee reviewed Administration's proposed adjustments to the replacement schedule for three key plant assets: the dump truck, one landfill compactor, and the hooklift truck. The Committee considered the supporting technical assessments, operational requirements, and financial implications.

The Audit and Risk Committee supported retaining the dump truck for a further two to five years, subject to maintenance requirements, and noted the delay in delivery of the replacement landfill compactor, with expenditure to be carried forward to the 2026 financial year. The Committee also endorsed retaining the existing hooklift truck to increase the fleet to two, reducing reliance on rentals and ensuring service reliability. The Audit and Risk Committee further supported updating the Long-term Financial Plan, Asset Management Plan, and the 2026 budget to reflect these changes.

**Landfill Gate Pricing Review**

The Audit and Risk Committee undertook a review of the proposed landfill gate pricing structure. The Committee considered the methodology used to set fees, including cost recovery principles, benchmarking against other regional landfills, and the financial impact on both member and non-member councils. The review also examined the long-term sustainability of pricing in the context of increasing operational costs and compliance obligations.

The Audit and Risk Committee endorsed the revised landfill gate pricing schedule, recognising it as financially sustainable, equitable, and aligned with the Authority's strategic objectives. The recommendation was made to the Board to adopt the new pricing structure, ensuring cost recovery while maintaining competitive rates within the sector.

**Internal Auditor Appointment**

Following on from a recommendation in the FY2024 year, regarding the engagement of an internal auditor and establishment of an internal audit plan, the Audit and Risk Committee closely monitored the process undertaken by Administration. This included reviewing the request for quote documentation prior to market release, reviewing proposals and supporting a recommendation to the Board on the preferred auditor. This thorough process has set the basis for a strong internal audit process for the next 3 years.

**Assurance Mapping and Development of Internal Audit Plan**

The Audit and Risk Committee reviewed the proposed assurance mapping process presented by its internal auditors and supported its use to inform the development of a three-year rolling internal audit plan. The Committee endorsed an initial focus on cost/financial, climate/circular economy, and compliance areas, while noting that community-based assurance activities may be considered in future years.

**Independent Review Capping and Post Closure Liabilities**

The Audit and Risk Committee received and reviewed the 2025 independent assessment of landfill capping and post-closure liabilities and provisions prepared an independent expert company.

The assessment validated the Authority's approach and recommended extending the post-closure provision timeframe from 20 to 30 years, aligning with industry practice and EPA guidance. The Committee noted the recommendation to adopt a 30-year post-closure timeframe, acknowledged the resulting increase in provision requirements, and recommended Board adoption of the updated provisions to ensure prudent long-term financial planning.



## 7 AUDIT AND RISK COMMITTEE EVALUATION

The Committee recently completed its annual self-assessment, reviewing both its collective skills and overall performance. This evaluation involved all Committee members and considered a range of factors, including:

- The Committee's work program
- The Committee's makeup and design
- The Committee's support advisory role for the Board
- How effectively the Committee is fulfilling its role and responsibilities
- The Committee's overall effectiveness
- The working relationship with senior management
- The Authority's broader risk and control environment
- The Committee's role in regards to the Authority's strategic direction

The results were highly positive. Of the 42 assessment measures, 24 were rated 'strongly agree,' 16 as 'agree', 1 'neutral' response and one 'disagree' that related to the Committee's size and the need for a fourth independent member.

The assessment also identified some constructive opportunities for further improvement, such as:

- It would be beneficial to engage more with the Board to better understand its key areas of concern and how to best support them.
- Supporting the Administration and Board in understanding the risks and opportunities associated with its adopted strategy and how it will continue to value to Constituent Councils as their collective and individual needs change over time.
- To be making some further strategic recommendations to the Board.

By reflecting on the outcomes of this self-assessment, the Committee continues to refine its practices and strengthen the value it brings to the Authority.



## 8 AUDIT AND RISK COMMITTEE SKILLS ASSESSMENT

In addition to the self-assessment survey, the Committee undertook a formal skills assessment. This assessment evaluated each member against the competencies prescribed in the AHRWMA Audit and Risk Committee Terms of Reference and the requirements of the applicable legislative framework. The outcomes provide assurance that the Committee maintains the necessary expertise to discharge its responsibilities effectively and to support strong governance across the Authority.

**Audit and Risk Committee Skills Matrix**

Required / Desired Committee Skills	Member 1	Member 2	Member 3
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	✓✓✓	✓✓✓	✓✓

## 9 PLANS FOR FY2026

The Audit and Risk Committee's work plan for the 2025/26 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 Terms of Reference.

### Audit and Risk Committee Work Plan FY2026

Financial Reporting	Nov	Feb	Mar	May	Sep
Review statutory financial statements					
Comparison of original budget to audited financial result					
Review quarterly financial position (budget review)					
<b>Risk Management</b>					
Risk Register					
<b>External Audit</b>					
Consider and make recommendations re appointment of external auditor					
Review and make recommendation on external audit plan					
Meeting with external auditor and review findings					
Review external audit management report and management's response					
<b>Governance</b>					
Review Draft Annual Business Plan					
Review Long Term Financial Plan					
Review of other policies and documents endorsed by Board					
ARC self-assessment and review					
<b>Internal Audit</b>					
Endorse Internal Audit work plan					
Review internal audit report					
<b>Work, Health &amp; Safety</b>					
Review of annual Risk Management Action Plan & Annual Statistics					
<b>Delivery of Strategic Plan</b>	2025	2026	2027	2028	2029
Inform delivery of Brinkley Site Master Plan					
Inform delivery of Landfill Gas Project					
Review Brinkley Lease & Resource Recovery Centre					
Inform review of Brinkley Tenure Process					
Review and seek future business opportunities (eg. RRC Management)					
Investigate Financial Diversity					
Investigate & seek aligned circular economy opportunities					
Assist with Development of Site					
Charter Review					
Assist with an overhaul of Industrial Relations and Human Resources					
Inform the Strategic Plan Review					





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# AUDITED FINANCIAL STATEMENTS



**Adelaide Hills Region Waste  
Management Authority  
General Purpose Financial Reports  
for the year ended 30 June 2025**

**Adelaide Hills Region Waste Management Authority**  
**General Purpose Financial Reports**  
**for the year ended 30 June 2025**

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**Adelaide Hills Region Waste Management Authority**  
**Annual Financial Statements**  
**for the year ended 30 June 2025**

**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 2025 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  
**CHIEF EXECUTIVE OFFICER**



.....  
Paul Sandercock  
**CHAIRPERSON**

Date: 25 September 2025

**Adelaide Hills Region Waste Management Authority**  
**Statement of Comprehensive Income**  
**for the year ended 30 June 2025**

		2025	2024
	Notes	\$	\$
<b>INCOME</b>			
User charges	2	7,033,843	6,726,942
Grants, subsidies and contributions - Operating	2	19,462	21,600
Investment income	2	68,505	62,843
Other income	2	3,487,442	3,036,761
<b>Total Income</b>		<b>10,609,252</b>	<b>9,848,146</b>
<b>EXPENSES</b>			
Employee costs	3	2,443,268	2,230,086
Materials, contracts & other expenses	3	6,858,094	6,162,497
Depreciation, amortisation & impairment	3	1,129,129	1,049,320
Finance costs	3	36,615	36,837
<b>Total Expenses</b>		<b>10,467,106</b>	<b>9,478,740</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>		<b>142,146</b>	<b>369,406</b>
Asset disposal & fair value adjustments	4	16,425	80,282
<b>NET SURPLUS / (DEFICIT)</b>		<b>158,571</b>	<b>449,688</b>
transferred to Equity Statement			
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>158,571</b>	<b>449,688</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 2025**

		2025	2024
	Notes	\$	\$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	5	2,181,685	1,740,142
Trade & other receivables	5	904,281	850,340
Inventories	5	10,542	14,321
<b>Total Current Assets</b>		<b>3,096,508</b>	<b>2,604,803</b>
<b>Non-current Assets</b>			
Infrastructure, property, plant & equipment	6	6,282,734	6,377,037
<b>Total Non-current Assets</b>		<b>6,282,734</b>	<b>6,377,037</b>
<b>Total Assets</b>		<b>9,379,242</b>	<b>8,981,840</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & other payables	7	1,277,200	1,202,165
Borrowings	7	36,836	53,598
Provisions	7	291,616	301,946
<b>Total Current Liabilities</b>		<b>1,605,652</b>	<b>1,557,709</b>
<b>Non-current Liabilities</b>			
Borrowings	7	-	36,836
Provisions	7	3,392,532	3,164,808
<b>Total Non-current Liabilities</b>		<b>3,392,532</b>	<b>3,201,644</b>
<b>Total Liabilities</b>		<b>4,998,184</b>	<b>4,759,353</b>
<b>NET ASSETS</b>		<b>4,381,058</b>	<b>4,222,487</b>
<b>EQUITY</b>			
Accumulated surplus		4,381,058	4,222,487
<b>TOTAL EQUITY</b>		<b>4,381,058</b>	<b>4,222,487</b>

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 2025**

		Accumulated Surplus	TOTAL EQUITY
<b>2025</b>	<b>Notes</b>	<b>\$</b>	<b>\$</b>
Balance at end of previous reporting period		4,222,487	4,222,487
<b>Net Surplus / (Deficit) for Year</b>		<u>158,571</u>	<u>158,571</u>
<b>Balance at end of period</b>		<u><b>4,381,058</b></u>	<u><b>4,381,058</b></u>
		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>		<u>449,688</u>	<u>449,688</u>
<b>Balance at end of period</b>		<u><b>4,222,487</b></u>	<u><b>4,222,487</b></u>

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

**Adelaide Hills Region Waste Management Authority**  
**Statement of Cash Flows**  
**for the year ended 30 June 2025**

		2025	2024
	Notes	\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<i><b>Receipts:</b></i>			
User charges		6,984,312	6,742,683
Investment receipts		16,815	62,584
Grants utilised for operating purposes		19,462	21,600
Other revenues		3,567,723	3,105,246
<i><b>Payments:</b></i>			
Employee costs		(2,401,337)	(2,190,117)
Materials, contracts & other expenses		(6,899,343)	(5,903,535)
Finance payments		(8,045)	(8,267)
<b>Net Cash provided by (or used in) Operating Activities</b>		<u>1,279,587</u>	<u>1,830,194</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<i><b>Receipts:</b></i>			
Grants utilised for capital purposes		26,000	-
Sale of replaced assets		145,000	145,528
Sale of surplus assets		30,000	-
<i><b>Payments:</b></i>			
Expenditure on renewal/replacement of assets		(384,981)	(688,528)
Expenditure on new/upgraded assets		(600,465)	(974,300)
<b>Net Cash provided by (or used in) Investing Activities</b>		<u>(784,446)</u>	<u>(1,517,300)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<i><b>Receipts:</b></i>			
Proceeds from borrowings		-	-
<i><b>Payments:</b></i>			
Repayments of borrowings		-	-
Repayment of principal portion of lease liabilities		(53,598)	(51,170)
<b>Net Cash provided by (or used in) Financing Activities</b>		<u>(53,598)</u>	<u>(51,170)</u>
<b>Net Increase (Decrease) in cash held</b>		<u>441,543</u>	<u>261,724</u>
Cash & cash equivalents at beginning of period	8	<u>1,740,142</u>	1,478,418
<b>Cash &amp; cash equivalents at end of period</b>	8	<u><u>2,181,685</u></u>	<u><u>1,740,142</u></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 2025**

**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 2025**

**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 other overhead cost directly attributed to bringing the asset to the location and condition necessary for it to be capable of operating in the manner by management.

**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 2025**

**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.

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 active landfill cell operational areas, for which capping rehabilitation works have not yet been completed.

The Authority has recognised a liability for capping and post-closure rehabilitation costs, reflecting stakeholder expectations that it will undertake the works in the future. These expectations arise from the Authority's ongoing management of the site and its past conduct in planning and preparing for such works. Whilst the Authority operates the landfill under a rental agreement with a constituent council and is not the legal owner, a constructive obligation exists under AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*. Accordingly, a liability has been recognised for future capping and rehabilitation costs, notwithstanding that legal responsibility remains with the site owner.

The Authority has estimated the liability based on the capping design approved by the South Australian Environment Protection Authority (EPA). The current assumptions and calculations underpinning this provision has been verified by an independent qualified consultant. ACT Williams has been engaged to undertake a capping trial, which is expected to be completed in the 2026–27 financial year. The outcomes of this trial will provide more accurate cost data, which may result in an adjustment to the recognised liability in future reporting 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 plans to undertake further detailed reviews of all rehabilitation and restoration liability costs every three years with the assistance of external consultants to ensure all projected costs have been independently verified. This was last reviewed and revalued by WSP on 09 April 2025.

**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.

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**Note 1 - Material Accounting Policies**

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 2025**

**Note 2 - INCOME**

	2025	2024
Notes	\$	\$
<b>USER CHARGES</b>		
Waste Processing and disposal fees	7,033,843	6,726,942
	<u>7,033,843</u>	<u>6,726,942</u>
<b>INVESTMENT INCOME</b>		
Interest on investments	68,505	62,843
	<u>68,505</u>	<u>62,843</u>
<b>OTHER INCOME</b>		
Consultancy service	864	2,959
Resource recovery centre income	2,368,814	2,137,862
Resource recover centre recuperation	100,365	85,632
Transport income	672,461	437,066
Fuel tax rebate	75,372	78,928
Machinery charge out	117,645	118,577
Recycled income	19,031	27,425
Sundry	132,890	148,312
	<u>3,487,442</u>	<u>3,036,761</u>
<b>GRANTS, SUBSIDIES, CONTRIBUTIONS</b>		
Sundry	19,462	21,600
<b>Sources of grants</b>		
Other	19,462	21,600
	<u>19,462</u>	<u>21,600</u>



**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**Note 3 - EXPENSE**

		2025	2024
	Notes	\$	\$
<b>EMPLOYEE COSTS</b>			
Salaries and Wages		1,817,740	1,642,869
Employee leave expense		269,085	245,101
Superannuation - defined contribution plan contributions	17	217,098	197,647
Superannuation - defined benefit plan contributions	17	8,430	7,979
Workers' Compensation Insurance		44,672	44,887
Other employment related costs		86,243	91,603
<b>Total Operating Employee Costs</b>		<b>2,443,268</b>	<b>2,230,086</b>
 <b>Total Number of Employees</b>		 <b>19</b>	 <b>19</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		7,991	5,582
Subtotal - Prescribed Expenses		7,991	5,582
<u>Other Materials, Contracts &amp; Expenses</u>			
Materials, contractors and other		349,771	190,327
Resource recovery centre expenses		1,737,781	1,513,172
Consultants		88,920	19,706
Administration and Board		137,050	127,629
EPA licence fee		11,648	10,469
Repairs and maintenance		304,520	279,455
Insurance and legal		65,558	63,200
EPA waste levy paid		3,784,269	3,574,650
Parts, accessories & consumables		361,243	363,998
Sundry		9,343	14,309
Subtotal - Other Materials, Contracts & Expenses		6,850,103	6,156,915
		<b>6,858,094</b>	<b>6,162,497</b>

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**Note 3 - EXPENSE con't**

	Notes	2025 \$	2024 \$
<b>DEPRECIATION, AMORTISATION &amp; IMPAIRMENT</b>			
<b>Depreciation</b>			
Road infrastructure		8,410	5,672
Buildings		16,326	15,853
Vehicles		48,882	43,608
Plant and equipment		503,413	440,813
Landfill cells		248,397	208,781
Leachate pond		8,697	8,696
Landfill rehabilitation		20,161	73,882
Landfill cell capping		226,300	203,472
Right of use assets	16	48,543	48,543
		<u>1,129,129</u>	<u>1,049,320</u>
<b>FINANCE COSTS</b>			
Interest on Leases		8,045	8,267
Unwinding of present value discounts		28,570	28,570
		<u>36,615</u>	<u>36,837</u>

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

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

	2025	2024
Notes	\$	\$
<b>INFRASTRUCTURE, PROPERTY, PLANT &amp; EQUIPMENT</b>		
<b><i>Assets renewed or directly replaced</i></b>		
Proceeds from disposal	145,000	145,528
Less: Carrying amount of assets sold	<u>125,533</u>	<u>65,246</u>
<b>Gain (Loss) on disposal</b>	<u>19,467</u>	<u>80,282</u>
<b><i>Assets surplus to requirements</i></b>		
Proceeds from disposal	30,000	-
Less: Carrying amount of assets sold	<u>33,042</u>	<u>-</u>
<b>Gain (Loss) on disposal</b>	<u>(3,042)</u>	<u>-</u>
<b>NET GAIN (LOSS) ON DISPOSAL OR REVALUATION OF ASSETS</b>	<u>16,425</u>	<u>80,282</u>

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**Note 5 - CURRENT ASSETS**

		2025	2024
<b>CASH &amp; EQUIVALENT ASSETS</b>	<b>Notes</b>	<b>\$</b>	<b>\$</b>
Cash on Hand and at Bank		690,963	421,383
Deposits at Call		1,490,722	1,318,759
		<u>2,181,685</u>	<u>1,740,142</u>
<b>TRADE &amp; OTHER RECEIVABLES</b>			
Accrued Revenues		43,315	39,760
Debtors - general		805,892	758,692
Prepayments		55,074	51,888
		<u>904,281</u>	<u>850,340</u>
<b>INVENTORIES</b>			
Stores & Materials		10,542	14,321
		<u>10,542</u>	<u>14,321</u>



**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

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

	2024				2025			
	\$				\$			
	Fair Value	Cost	Acc' Dep'n	Carrying Amount	Fair Value	Cost	Acc' Dep'n	Carrying Amount
Road infrastructure	-	145,243	(61,081)	84,162	-	158,080	(69,491)	88,589
Buildings	-	283,676	(152,783)	130,893	-	294,006	(169,109)	124,897
Vehicles	-	276,895	(50,021)	226,874	-	276,895	(98,903)	177,992
Plant and equipment	-	4,484,979	(1,959,687)	2,525,292	-	4,921,191	(2,118,037)	2,803,154
Landfill cells	-	3,421,264	(1,955,937)	1,465,327	-	3,421,264	(2,204,334)	1,216,930
Leachate pond	-	173,938	(88,893)	85,045	-	173,938	(97,590)	76,348
Landfill rehabilitation	644,938	-	(382,845)	262,093	1,326,818	-	(403,006)	923,812
Landfill cell capping	2,554,283	-	(1,037,840)	1,516,443	2,080,358	-	(1,264,140)	816,218
WIP	-	-	-	-	-	22,429	-	22,429
Right of use assets	-	323,623	(242,715)	80,908	-	323,623	(291,258)	32,365
Reinstatement costs	-	-	-	-	-	-	-	-
<b>Total IPP&amp;E</b>	<b>3,199,221</b>	<b>9,109,618</b>	<b>(5,931,802)</b>	<b>6,377,037</b>	<b>3,407,176</b>	<b>9,591,426</b>	<b>(6,715,868)</b>	<b>6,282,734</b>
<b>Comparatives</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>

*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 2025**

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

	2024	Carrying Amounts Movement During the Year								2025
	\$	\$								\$
	Carrying Amount	Additions		Disposals	Dep'n	Impair't	Transfers		Adjustments	Carrying Amount
		New / Upgrade	Renewals				In	Out		
Road infrastructure	84,162	12,837	-	-	(8,410)	-	-	-	-	88,589
Buildings	130,893	10,330	-	-	(16,326)	-	-	-	-	124,897
Vehicles	226,874	-	-	-	(48,882)	-	-	-	-	177,992
Plant and equipment	2,525,292	554,869	384,981	(158,575)	(503,413)	-	-	-	-	2,803,154
Landfill cells	1,465,327	-	-	-	(248,397)	-	-	-	-	1,216,930
Leachate pond	85,045	-	-	-	(8,697)	-	-	-	-	76,348
Landfill rehabilitation	262,093	-	-	-	(20,161)	-	-	-	681,880	923,812
Landfill cell capping	1,516,443	-	-	-	(226,300)	-	-	-	(473,925)	816,218
WIP	-	22,429	-	-	-	-	-	-	-	22,429
Right of use assets	80,908	-	-	-	(48,543)	-	-	-	-	32,365
Reinstatement costs	-	-	-	-	-	-	-	-	-	-
<b>Total IPP&amp;E</b>	<b>6,377,037</b>	<b>600,465</b>	<b>384,981</b>	<b>(158,575)</b>	<b>(1,129,129)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>207,955</b>	<b>6,282,734</b>
<b>Comparatives</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>

*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 2025

##### 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
Network/IT Assets	1,000
Other Plant & Equipment	2,000
Landfill Assets	2,000
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 10 years
Infrastructure	
Unsealed Roads	15 years
Litter Fence	15 years
Water Tanks	30 years
Pumps	5 years
Monitor Bore	10 years
Buildings	20 - 50 years
Roads	20 - 30 years

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**Note 7 - LIABILITIES**

		2025		2024	
		\$		\$	
<b>TRADE &amp; OTHER PAYABLES</b>	<b>Notes</b>	<b>Current</b>	<b>Non-current</b>	<b>Current</b>	<b>Non-current</b>
Goods & Services		969,911	-	1,022,026	-
Payments received in advance		26,000	-	2,331	-
Accrued expenses - employee entitlements		89,320	-	78,609	-
GST Payable		54,041	-	21,895	-
Other		137,928	-	77,304	-
		<u>1,277,200</u>	<u>-</u>	<u>1,202,165</u>	<u>-</u>
<b>BORROWINGS</b>					
Leases Liabilities	16	36,836	-	53,598	36,836
		<u>36,836</u>	<u>-</u>	<u>53,598</u>	<u>36,836</u>

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

**PROVISIONS**

LSL Employee entitlements (including oncosts)	146,892	135,008	146,500	93,800
AL Employee entitlements (including oncosts)	144,724	-	155,446	-
Future reinstatement / restoration, etc	-	3,257,524	-	3,071,008
	<u>291,616</u>	<u>3,392,532</u>	<u>301,946</u>	<u>3,164,808</u>

**Movements in Provisions - 2025 year only**

	<i>Future Reinstatement</i>	<i>Cell Capping</i>	<i>Post Closure</i>
Opening Balance	3,071,008	2,397,500	673,508
Add Unwinding of present value discounts	28,570	-	28,570
(Less) Payments	(50,009)	(50,009)	-
Add (Less) Remeasurement Adjustments	207,955	(473,925)	681,880
Closing Balance	<u>3,257,524</u>	<u>1,873,566</u>	<u>1,383,958</u>



**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**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	2025 \$	2024 \$
Total cash & equivalent assets	5	<u>2,181,685</u>	1,740,142

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

Net Surplus (Deficit)	158,571	449,688
Non-cash items in Income Statement		
Depreciation, amortisation & impairment	1,129,129	1,049,320
Net increase (decrease) in unpaid employee benefits	41,589	39,969
Premiums & discounts recognised & unwound	28,570	28,570
Grants for capital acquisitions treated as Investing Activity	(26,000)	-
Net (Gain) Loss on Disposals	(16,425)	(80,282)
	<u>1,315,434</u>	<u>1,487,265</u>

**Add (Less): Changes in Net Current Assets**

Net (increase) decrease in receivables	(21,795)	81,636
Net (increase) decrease in inventories	3,779	(3,767)
Net increase (decrease) in trade & other payables	32,178	265,060
Net increase (decrease) in other provisions	(50,009)	-

<b>Net Cash provided by (or used in) operations</b>	<u><b>1,279,587</b></u>	<u><b>1,830,194</b></u>
---	-------------------------	-------------------------

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

Estimated future reinstatement etc. costs	157,946	1,158,746
	<u><b>157,946</b></u>	<u><b>1,158,746</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 2025**

**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 3.9% (2024: 4.65%).

**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 2025**

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

**Liquidity Analysis**

<b>2025</b>	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<b>Financial Assets</b>	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Equivalents	2,181,685			2,181,685	2,181,685
Receivables	849,207	-	-	849,207	849,207
<b>Total</b>	<b>3,030,892</b>	<b>-</b>	<b>-</b>	<b>3,030,892</b>	<b>3,030,892</b>
<b>Financial Liabilities</b>					
Payables	1,161,880			1,161,880	1,161,880
Lease Liabilities	37,793	-	-	37,793	36,836
<b>Total</b>	<b>1,199,673</b>	<b>-</b>	<b>-</b>	<b>1,199,673</b>	<b>1,198,716</b>

<b>2024</b>	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<b>Financial Assets</b>	\$'000	\$'000	\$'000	\$'000	\$'000
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>-</b>	<b>-</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>-</b>	<b>1,293,577</b>	<b>1,213,990</b>

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**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 uses 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 2025 that need to be disclosed in the financial statements.

**Note 11 - EVENTS AFTER THE STATEMENT OF FINANCIAL POSITION DATE**

The Authority's current lease agreement for the landfill site, held with a constituent council, is due to expire during the 2025/26 financial year. Subsequent to balance date, the Authority has commenced negotiations with the council regarding the renewal of the lease, including the amounts payable and the terms and conditions of the arrangement. As these negotiations are ongoing, the financial effect of the new lease cannot be reliably measured at this time.



**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**Note 12 - CAPITAL EXPENDITURE AND INVESTMENT PROPERTY COMMITMENTS**

	2025	2024
Notes	\$'000	\$'000
<b>Capital Commitments</b>		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Plant & Equipment	-	465,945
	<u>-</u>	<u>465,945</u>
These expenditures are payable:		
Not later than one year	-	465,945
	<u>-</u>	<u>465,945</u>

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**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.

	2025	2024	2023
<b>Operating Surplus Ratio</b>			
<u>Operating Surplus</u>	1.3%	3.8%	4.6%
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>	18%	22%	10%
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>	22%	74%	337%
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 2025**

**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.

	2025 \$	2024 \$
<b>Income</b>		
<i>User charges</i>	7,033,843	6,726,942
<i>Grants, subsidies and contributions' - Operating</i>	19,462	21,600
<i>Investment income</i>	68,505	62,843
<i>Other income</i>	3,487,442	3,036,761
	<u>10,609,252</u>	<u>9,848,146</u>
<b>Expenses</b>		
<i>Employee costs</i>	(2,443,268)	(2,230,086)
<i>Materials, contracts and other expenses</i>	(6,858,094)	(6,162,497)
<i>Depreciation, amortisation and impairment</i>	(1,129,129)	(1,049,320)
<i>Finance costs</i>	(36,615)	(36,837)
	<u>(10,467,106)</u>	<u>(9,478,740)</u>
<b>Operating Surplus / (Deficit)</b>	<b>142,146</b>	<b>369,406</b>
<b>Net Outlays on Existing Assets</b>		
Capital Expenditure on renewal and replacement of Existing Assets	(384,980)	(688,528)
Add back Depreciation, Amortisation and Impairment	1,129,129	1,049,320
Proceeds from Sale of Replaced Assets	145,000	145,528
	<u>889,149</u>	<u>506,320</u>
<b>Net Outlays on New and Upgraded Assets</b>		
Capital Expenditure on New and Upgraded Assets	(600,465)	(974,300)
Proceeds from Sale of Surplus Assets	30,000	-
	<u>(570,465)</u>	<u>(974,300)</u>
<b>Adjusted Annual Net Impact to Financing Activities surplus/ (deficit)</b>	<b>460,830</b>	<b>(98,574)</b>

**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**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</b> <i>(Carrying Value)</i>	<b>Land</b>
At 1 July 2024	<b>80,908</b>
Depreciation Charge	<b>(48,543)</b>
<b>At 30 June 2025</b>	<b>32,365</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>2025</b>
Opening Balance 1 July 2024	<b>90,434</b>
Accretion of Interest	<b>2,351</b>
Payments	<b>(55,949)</b>
<b>Closing Balance 30 June 2025</b>	<b>36,836</b>
<b>Current</b>	<b>36,836</b>
<b>Non Current</b>	<b>-</b>

The maturity analysis of lease liabilities is included in Note 12.

The Authority had total cash outflows for leases of **\$61,643**.

**The following are amounts recognised on profit or loss:**

Depreciation expense right of use assets	48,543
Interest expense on lease liabilities	8,045
<b>Total amount recognised in profit and loss</b>	<b>56,588</b>



**Adelaide Hills Region Waste Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**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 (11.5% in 2024-25; 11% in 2023-24). 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 2023-24) of "superannuation" salary.

The Authority contributes the balance of superannuation guarantee applicable to 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 2025**

**Note 17 - RELATED PARTY DISCLOSURES**

**KEY MANAGEMENT PERSONNEL**

The Key Management Personnel of the Authority include the Chair, the Board, Chief 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:

	2025	2024
	\$	\$
Salaries, allowances & other short term benefits	506,134	460,132
Post-employment benefits	65,638	71,826
Long term benefits	123,908	104,550
<b>TOTAL</b>	<b>695,680</b>	<b>636,508</b>

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:

	2025	Outstanding 30 June 2025	2024	Outstanding 30 June 2024
	\$,000	\$,000	\$,000	\$,000
Adelaide Hills Council - provision of waste disposal and other services	1,751	138	1,523	236
Alexandrina Council - provision of waste disposal and other services	304	22	278	25
Mount Barker District Council - provision of waste disposal and other services	1,794	134	1,473	116
Rural City of Murray Bridge - provision of waste disposal and other services	1,020	77	814	68
<b>TOTAL</b>	<b>4,869</b>	<b>371</b>	<b>4,088</b>	<b>445</b>

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 2025**

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 2025, the Authority's Auditor, Galpins Accountants, Auditors & Business Consultants, 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: 02 September 2025

## **Adelaide Hills Region Waste Management Authority**

### **Certification of Auditor Independence for the year ending 30 June 2025**

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 2025, the Authority's Auditor, Galpins Accountants, Auditors & Business Consultants, 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 McDonald  
**CHIEF EXECUTIVE OFFICER**  
Alexandrina Council

Date: 9 September 2025



## **Adelaide Hills Region Waste Management Authority**

### **Certification of Auditor Independence for the year ending 30 June 2025**

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 2025, the Authority's Auditor, Galpins Accountants, Auditors & Business Consultants, 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.



Alison Hancock  
**A/CHIEF EXECUTIVE OFFICER**  
Mount Barker District Council

Date: 4 September 2025

## **Adelaide Hills Region Waste Management Authority**

### **Certification of Auditor Independence for the year ending 30 June 2025**

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 2025, the Authority's Auditor, Galpins Accountants, Auditors & Business Consultants, 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.



Heather Barclay  
**CHIEF EXECUTIVE OFFICER**  
Rural City of Murray Bridge

Date: 11 September 2025

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under Professional Standards Legislation

## ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY

### GENERAL PURPOSE FINANCIAL STATEMENTS

For the year ended 30 June 2025

#### Statement by Auditor

I confirm that, for the audit of the financial statements of the Adelaide Hills Region Waste Management Authority for the year ended 30 June 2025, 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



**Tim Muhlhausler** CA, Registered Company Auditor  
Partner

Date: 29 August 2025



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# Annual Report 2024 - 2025



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This document is the Annual Report of the Southern and Hills Local Government Association for the period 1 July 2024 to 30 June 2025 and was prepared pursuant to the *Local Government Act 1999* to report to Constituent Councils on the work and operation of the Association for the preceding financial year.



# Southern and Hills Local Government Association

The Southern and Hills Local Government Association (SHLGA) was first formed in July 1969 and is now established as a Regional Subsidiary under the *Local Government Act 1999*.

SHLGA operates under its Charter and exists to enable our Constituent Councils to work together to improve the quality of life for their communities, enhance the prosperity of the region and improve performance. We do this by:

<b>Advocating:</b>	<b>Influencing issues of significance to our region</b>
<b>Sharing:</b>	<b>Collaborating on matters of common interest</b>
<b>Delivering:</b>	<b>Coordinating the delivery of services or projects that meet regional needs or advance regional priorities</b>

Our six councils are in the Adelaide Hills, Fleurieu Peninsula and Kangaroo Island and collectively comprise what is known as the 'Southern and Hills' region. Our region is incredibly diverse, from peri-urban foothills to fast-growing regional cities and centres, to high value primary production and pristine natural wilderness. The Southern and Hills region offers a great local lifestyle at all stages of life, and attracts domestic and international visitors to its renown wine regions, national parks, lakes, surf coasts, rivers, plains, mountains, and historic areas.

## Southern and Hills Region Snapshot

Area of 8,656km <sup>2</sup>
Home to 145,351 people
21.2% of the population were born overseas
Median age of 47 years
Supporting 42,590 jobs
Annual economic output of \$14 billion
Gross Regional Product of \$7.15 billion
Regional exports of \$3.6 billion
3.8 million annual day trips
1.1 million overnight stays
652km of ocean coastline
5,539km of local roads
Diverse primary production sector





## 2024 – 2025 SHLGA Highlights



\$2.283M Special Local Road Program funding for the region



SHLGA Governance and Administration Review completed



Implementation and monitoring of SHLGA Regional Public Health and Wellbeing Plan



Review and update of regional roads database to support road funding grants and advocacy



Supported development of Resilient Hills and Coasts new Regional Climate Action Plan



Submission to SA Parliament Short Stay Accommodation Inquiry



## President's Report

It is my pleasure to present the 2024–2025 Annual Report of the Southern and Hills Local Government Association (SHLGA). This report reflects a year of collaboration and shared achievement across our Member Councils as we continue to work together for the benefit of the communities we serve.

One of the Association's greatest strengths remains the ability to bring councils and stakeholders together to share knowledge, align priorities, and present a united position to state and federal governments. In 2024–2025, SHLGA facilitated constructive discussion on transport planning and road funding, community wellbeing, climate change, and strengthening local government. By leveraging our collective expertise we have achieved stronger outcomes than any one council could alone.

Our councils face diverse challenges, from the pressures of urban growth and increased infrastructure demand to the specific needs of smaller rural and hills communities. SHLGA has worked across these different contexts to support improved planning coordination and advocate for investment in local roads, transport links and public transport. The Association has also advanced initiatives in building resilience, recognising that bushfire risk, heatwaves, and changing rainfall patterns present ongoing challenges for the health, wellbeing and prosperity of our region.

This has also been a year of reflection and renewal, as our member councils considered the role, structure, and future direction of the Association.

Through this process SHLGA adopted a renewed purpose.

**We exist to work together to improve the quality of life for our communities, enhance the prosperity of the region, and improve performance.**

As we look to the year ahead, SHLGA remains committed to strengthening regional collaboration and delivering value to our member councils. Our priorities will focus on advocating, sharing, and delivering to ensure that local government remains a trusted and capable partner in addressing the challenges and opportunities facing our region's communities.

I wish to thank our Member Councils, Board Members, Committee Members and partner organisations for their commitment and contributions throughout the year. I also acknowledge the dedicated work of our former SHLGA Executive Officer, Graeme Martin, Interim Executive Officer, Alison Hancock and all support staff whose efforts ensure that the Association continues to deliver strong outcomes for our region.



**Mayor Moira Jenkins**  
**President, Southern and Hills Local Government Association**



## The SHLGA Board

The SHLGA Board comprises two nominated representatives from each of the Constituent Councils and is chaired by the SHLGA President. Each Constituent Council may also nominate a Deputy Board Member. The Board is responsible for the administration of the affairs of the Association.

The Board has appointed a Management Committee comprising the SHLGA President and Deputy President and the CEOs of their respective Councils. The Management Committee supports the work of the Association by working with the Executive Officer to review and monitor the progress of the Business Plan.

### SHLGA Board Members

Board membership and Office Bearers as at 30 June 2025.

Council	Board Members	Deputy Board Members
Adelaide Hills Council	Acting Mayor Nathan Daniell <sup>1</sup> (SHLGA Deputy President)  CEO Greg Georgopoulos (SHLGA Management Committee)	Councillor Kirsty Parkin
Alexandrina Council	Mayor Keith Parkes  CEO Andrew MacDonald	Deputy Mayor Peter Oliver
Kangaroo Island Council	Mayor Michael Pengilly  CEO Daryl Buckingham	Deputy Mayor Richard Cotterill
Mount Barker District Council	Mayor David Leach  CEO Andrew Stuart	Councillor Rebecca Hewett
City of Victor Harbor	Mayor Moira Jenkins (SHLGA President)  CEO Victoria MacKirdy (SHLGA Management Committee)	
District Council of Yankalilla	Mayor Darryl Houston  CEO Nathan Cunningham	Deputy Mayor David Olsson

SHLGA recognises and thanks all current and former Board Members and Deputy Board Members who served on the Board and as Office Bearers during 2024 – 2025.

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<sup>1</sup> Mayor Jan-Claire Wisdom was an Adelaide Hills Council appointed Board Member until November 2024

## Board Meetings

The Board met five during 2024 – 25 with meetings rotating between Constituent Councils.

23 August 2024 – Mt Barker District Council

18 October 2024 – District Council of Yankalilla

6 December 2024 – City of Victor Harbor

28 February 2025 – Kangaroo Island Council

11 April 2025 – Adelaide Hills Council

## SAROC Committee

Two Board Members are elected to represent the Southern and Hills region on the South Australian Regional Organisation of Councils (SAROC) Committee of LGA South Australia. The SAROC Committee meets bi-monthly and provides an important opportunity to raise and progress matters of importance to SHLGA Members.

SAROC representatives as at 30 June 2025.

Council	SAROC Representation
City of Victor Harbor	Mayor Moira Jenkins
District Council of Yankalilla	Mayor Darryl Houston

## South Australian Coastal Council Alliance (SACCA) Executive Committee

The South Australian Coastal Councils Alliance (SACCA) is a collaborative network formed in 2019 to advocate for coastal councils and address challenges related to coastal management in South Australia. SACCA is governed by an executive committee consisting of elected members from coastal Councils from across the State, including a member and proxy member elected by SHLGA.

SACCA representatives as at 30 June 2025.

Council	SACCA Representation
Alexandrina Council	Mayor Keith Parkes (SACCA Chairperson)
District Council of Yankalilla	Mayor Darryl Houston (Proxy)

## SHLGA Committees and Working Groups

The SHLGA Board is supported by Committees and Working Groups established to progress regional priorities with input and oversight from subject matter experts from Member Councils and partner organisations.

The SHLGA Executive Officer manages liaison between the SGLGA Board and Committees by attending and contributing to meetings and reporting progress and outcomes through to the Board.

The following summaries provide an overview of the important work of SHLGA Committees and Working Groups throughout 2024-2025.

### SHLGA Regional Public Health Plan Working Group

The six SHLGA Member Councils have jointly prepared a *Regional Public Health and Wellbeing Plan 2022 – 2027*. The Working Group is established to support the implementation, monitoring, and reporting of the Plan and to identify opportunities to build awareness of and advocate for the health and wellbeing needs of the region's communities.

The Working Group met twice during 2024-2025 and key focus areas and outcomes included hoarding and squalor support, emerging public health issues, urban heat island mitigation and emergency management planning.



Regional Health Plan Working Group Membership as at 30 June 2025.

Council	SHLGA Regional Public Health Plan Working Group Members
Adelaide Hills Council	Rebecca Shepherd, Alexis Black, Stewart West
Alexandrina Council	Kylie Markow, Tony Pearson
Kangaroo Island Council	Elizabeth Trethewey
Mount Barker District Council	Jamie Tann, Anne Ross, Egon Loh
City of Victor Harbor	Leann Symonds (Chair)
District Council of Yankalilla	Tia Russell, Kim Vivian
LGA South Australia	Belinda Tassone, Charlie Sherridan



## Southern and Hills Roads Working Party

SHLGA Member Councils work collaboratively, taking a regional approach to transport planning and coordinating funding applications based on the region's strategic road priorities. The Roads Working Party, comprising the principal roads manager from each Member Council and an external transport engineering advisor, is formed to provide a forum for networking, support and exchange of ideas around local government responding to transport needs.

The Roads Working Party met three times in 2024-25 and key focus areas and outcomes included:

- Monitoring the implementation of the SHLGA 2030 Regional Transport Plan
- Prioritising and recommending Special Local Road Program funding applications with a total value of \$2.283 million for the region:
  - Finnis Vale Drive (District Council of Yankalilla) \$ 533,000
  - Bollen Road (Mount Barker District Council) \$1,500,000
  - South Coast Freight Corridor (City of Victor Harbor) \$250,000
- Maintained the regional roads database, which is used to prioritise applications for regional road funding.



Roads Working Party Group Membership as at 30 June 2025.

Council	Roads Working Party Group Members
Alexandrina Council	Jonathon Smyth
Kangaroo Island Council	Yarran Iversen
Mount Barker District Council	Matthew Dawkins
City of Victor Harbor	Jodi Roberts
District Council of Yankalilla	Mark Gibson
HDS Australia	Tim Viner-Smith

## Resilient Hills and Coasts Steering Committee

The Resilient Hills and Coast is a cross-sector climate resilience partnership aimed at strengthening the climate resilience of our communities, economies and natural and built environments. All SHLGA Member Councils are involved and the partnership was auspiced by SHLGA until October 2024. During 2024-2025 the Steering Committee, comprising representatives from each of the sector agreement partner organisations, finalised the development of a new Regional Climate Action Plan and Sector Agreement, which was signed in February 2025. SHLGA is not a signatory to the new Agreement due to resourcing constraints and other partners being better positioned to lead this important work for the region.

Resilient Hills and Coasts and the associated Steering Committee is now auspiced by RDA Adelaide Hills, Fleurieu and Kangaroo Island.

## 2024 – 2025 SHLGA Actions and Outcomes

Throughout the year SHLGA remained focussed on delivering the actions and outcomes set out in the 2021-2025 Business Plan and 2024-2025 Action Plan. This section of the Annual Report outlines the highlights under the six SHLGA priorities areas.

### Funding and Sustainability

Focus areas of the 2024-2025 Action Plan included influencing Local Government reform, seeking external funding for projects and programs, and reviewing decision making and priority setting processes.

#### 2024 – 2025 Highlights:

- Participating in sector-wide decision making through our nominated representatives to the SAROC Committee.
- Regular attendance of LGA Board Members and senior officers at SHLGA Board Meetings to discuss and influence sector-wide reform matters.
- Secured a \$40,000 Regional Capacity Grant from the Local Government Research and Development Scheme to progress regional transport and climate change initiatives.
- Made a regional submission to the Legislative Council Select Committee on Short-Stay Accommodation about the impact on regional tourism areas.
- Sharing information with councils about opportunities to access external grant funding programs.

### Natural Environment

Focus areas of the 2024-2025 Action Plan included continuing to implement actions from the regional Climate Adaptation Plan, developing a new Resilient Hills and Coast Plan, and maintaining a strong relationship with the region's two Landscape Boards.

#### 2024 – 2025 Highlights:

- Supported the Resilient Hills and Coasts 2024 Back Cast Report prepared by the Resilient Hills and Coasts Coordinator to provide background, context and evidence to support a new regional Climate Adaptation Plan.
- Contributed Regional Capacity Building Funding to support engagement with Resilient Hills and Coasts partners on the development of the new regional Climate Adaptation Plan.
- Supported the transfer of auspicing arrangements for Resilient Hills and Coasts from SHLGA to RDA AHFKI.
- Regular attendance of Landscape Board representatives at SHLGA Board Meetings to discuss and influence common matters of interest.
- First local government region in South Australia to start advocating via SACCA and the LGA on behalf on communities and industries for support with the impact of the Harmful Algal Bloom.
- Received a presentation from the Campbelltown City Council about investigating a retail power purchase agreement with a renewable energy focus.

## Built Environment

Focus areas of the 2024-2025 Action Plan included continuing to implement actions from the 2030 Regional Transport Plan, Special Local Roads Program submissions, joint advocacy with RDA on regional transport and infrastructure investment, and regional housing issues.

### 2024 – 2025 Highlights:

- Secured \$2.283 million of Special Local Roads Funding for the region.
- Completed a review and update of the SHLGA Regional Roads Database to support regional prioritisation of future Special Local Roads Program funding applications.
- Supported the SHLGA Roads Working Party to deliver against its Terms of Reference.
- Engaged HDS Australia to provide transport planning expertise to support implementation of the 2030 Transport Plan and deliver valuable road funding outcomes to SHLGA councils.
- Continued a close working relationship with RDA AHFKI through the RDA Regional Roadmap and Regional Infrastructure Plan Technical Reference Group and SHLGA Board Meetings.
- Received a presentation from the Department of Transport and Infrastructure on the State Government's 30-Year Transport Strategy and advocated for the region's transport priorities, including the South Coast Freight Route.
- Received a presentation from Mount Barker District Council on investigation of a shared regional dog and cat impounding and rehoming facility and service.



## Healthy Communities

Focus areas of the 2024-2025 Action Plan included continuing to implement and monitor the SHLGA Regional Public Health Plan, collect and collate data for Community Wellbeing Indicators, and have input to the sector-wide Hoarding and Squalor Strategy.

### 2024 – 2025 Highlights:

- Supported councils in completing comprehensive reports for the Regional Public Health Plan.
- Continued to facilitate coordinated approach to public health planning across the region through the Regional Public Health Plan Working Group. The Working Group:
  - Provided support to councils in addressing hoarding and squalor issues, including guidance on resolving severe domestic squalor situations and potential training options for staff to deal with these complex public health matters.
  - Identified and addressed emerging public health concerns including species loss through remnant vegetation decline
  - Assessed health impacts of increased urbanisation on community wellbeing and led initiatives to increase urban tree canopy cover to reduce heat island effects.
  - Implemented tree planting programs that simultaneously address climate adaptation and biodiversity enhancement
  - Developed and published a publicly available Key Hazards and Risks Summary Emergency Management Plan incorporating bushfire preparedness
  - Established clear protocols for council's support role to the Country Fire Service as the lead control agency
  - Implemented proactive bushfire preparedness through hazard reduction clearing and community education programs
  - Coordinated communications support with control agencies during emergency situations
  - Facilitated community engagement through the third annual Youth Climate Change Summit.
  - Supported active involvement of young people in local climate action and leadership development
  - Advanced the "Greenify" initiative through strategic native vegetation management
  - Expanded tree coverage through coordinated parks, gardens, revegetation and street tree programs and investigated establishment of native and community gardens
  - Maintained ongoing partnerships with community environmental groups



## Profile and Relationships

Focus areas of the 2024-2025 Action Plan included building relationships with Members of Parliament, updating and maintaining the SHLGA website, formalising relationships with key stakeholders, and developing an Advocacy Framework.

### 2024 – 2025 Highlights:

- Attendance by key stakeholders at SHLGA Board Meetings and regional events to facilitate engagement.
- Completed a governance review to refocus the SHLGA purpose on advocating, sharing and delivering.
- Commenced work on a new Advocacy Framework, with further progress to be made in 2025-2026.
- Undertook regular website updates to ensure members and stakeholders have access to important information about SHLGA activities and finances.
- Participated in Regional LGA Executive Officer Management Group meetings to build relationships and enhance engagement across the sector.

## Corporate Performance

Focus areas of the 2024-2025 Action Plan included ensuring compliance with statutory requirements, reviewing the SHLGA management and administration model and developing a new Strategic Plan and Business Plan.

### 2024 – 2025 Highlights:

- Completed a comprehensive governance and administration review of the Association (led by BRM Advisory) and adopted a new purpose statement and management model.
- Appointed an Interim Executive Officer and corporate support from the Mount Barker District Council to support the transition to a new management model.
- Commenced the recruitment of a 0.5FTE Executive Officer in a strategically focussed role and sought Expressions of Interest from organisations to provide corporate support services.
- Completed a tender process for SHLGA banking services.
- Complied with all reporting requirements under the *Local Government Act 1999* and the SHLGA Charter.



2024 – 2025

# Financial Statements



# SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

## FINANCIAL STATEMENTS

### Statement of Comprehensive Income for the Year Ended 30<sup>th</sup> June 2025

		2025	2024
	Notes	\$	\$
<b>Income</b>			
Subscriptions	1.8	141,680	139,880
Operating Grants	2.2	40,000	40,000
Investment Income	1.7	6,766	10,108
Other		39,850	178,614
Total Income		228,296	368,602
<b>Expenditure</b>			
Employee Costs		42,391	162,893
Materials, Contracts and other expenses	3	167,992	187,628
Finance Charges		5,700	3,450
Total Expenditure		216,083	353,971
<b>Surplus (Deficit) from Operations</b>		<b>12,213</b>	<b>14,631</b>

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 2025

	2025	2024
Notes	\$	\$
<b>Current Assets</b>		
Investments	145,303	189,287
Accrued Income	402	
Prepayments	2,101	0
	<hr/>	<hr/>
Total Current Assets	147,806	189,287
	<hr/>	<hr/>
<b>Current Liabilities</b>		
Accounts Payable	15,813	16,500
Accrued Expenses	14,779	0
Deferred Income	0	11,000
GST	(11,768)	(8,012)
PAYG Payable	0	3,100
Employee provisions	0	46,358
Rounding	0	(15)
Superannuation payable	0	3,587
	<hr/>	<hr/>
Total Current Liabilities	18,824	72,518
	<hr/>	<hr/>
<b>Net Current Assets</b>	128,982	116,769
	<hr/>	<hr/>
	<hr/>	<hr/>
<b>Net Assets</b>	128,982	116,769
	<hr/>	<hr/>
<b>Equity</b>		
Accumulated Surplus	128,982	116,769
	<hr/>	<hr/>
<b>Total Equity</b>	128,982	116,769
	<hr/>	<hr/>

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 2025

	2025	2024
Notes	\$	\$
<b>Accumulated Surplus</b>		
Balance at beginning of period	116,769	108,702
Adjustments made to reconcile GST from prior years	0	(10,122)
Adjustments made to reconcile PAYG from prior years	0	2,300
Adjustments made to reconcile Wages Payable from prior years	0	1,258
Net Surplus / (Deficit)	<u>12,213</u>	<u>14,631</u>
Balance at end of period	<u>128,982</u>	<u>116,769</u>
<b>Total Equity</b>	<u><b>128,982</b></u>	<u><b>116,769</b></u>

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

# SOUTHERN & HILLS LOCAL GOVERNMENT ASSOCIATION

## Statement of Cash Flows for the Year Ended 30<sup>th</sup> June 2025

	2025	2024
Notes	\$	\$
<b>Cash Flows from Operating Activities</b>		
Receipts	249,349	351,325
Payments	(300,099)	(327,438)
Interest Receipts	6,766	10,109
	<hr/>	<hr/>
Net Cash Provided by (Used in) Operating Activities	(43,984)	33,996
<b>Net increase/(decrease) in Cash Held</b>	<b>(43,984)</b>	<b>33,996</b>
	<hr/>	<hr/>
<b>Cash at the beginning of the reporting period</b>	<b>189,287</b>	<b>155,291</b>
	<hr/>	<hr/>
<b>Cash at the end of the reporting period</b>	<b>145,303</b>	<b>189,287</b>
	<hr/>	<hr/>

### Reconciliation of Change in Net Assets to Cash from operating activities

	2025	2024
	\$	\$
Net Surplus	12,213	14,631
Decrease / (Increase) in Provisions	(53,045)	10,189
Decrease / (Increase) in Debtors	(2,503)	8,835
(Decrease) / Increase in Accounts Payable	(687)	6,668
(Decrease) / Increase in Grants in Advance	0	(16,000)
Increase / (Decrease) in GST	(3,756)	0
Increase / (Decrease) in Trade and Other Payables	3,794	9,675
<b>Net Cash provided by Operating Activities</b>	<b>(43,984)</b>	<b>33,996</b>
	<hr/>	<hr/>

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 2025**

### **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 16 September 2025.

#### **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 2025	\$22,000
Constituent Council Subscription 2024	\$21,700

### 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	%	
2025	0	188,446	188,446	82.5%	67,469	31.2%	120,977
2024	0	196,509	196,509	53.3%	202,870	57.3%	(6,361)
<b>Projects</b>							
2025	0	39,850	39,850	17.5%	148,614	68.8%	(108,764)
2024	78,500	93,593	172,093	46.7%	151,101	42.7%	20,992
<b>Total</b>							
2025	0	228,296	228,296	100%	216,083	100%	12,213
2024	78,500	290,102	368,602	100%	353,971	100%	14,631

# 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):

		2025	2024
Consultants:	HDS Australia Pty Ltd	\$2,000	\$11,200
	Jack Jensen	\$16,995	\$99,408
	BRM Advisory	\$69,260	\$15,000
	Jeff Tate Consulting	\$0	\$4,200
	Flux Visual	\$0	\$2,950
	Natalie Iglio	\$0	\$6,500
	David Bacon	\$2,918	\$0
	MBDC	\$13,968	\$0

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	Total	\$105,141	\$139,258
Materials and other expenses		\$62,851	\$48,370
	<b>Total</b>	<b>\$167,992</b>	<b>\$187,628</b>

### 4. Comparison of Budget and Actual Results

	2025		2024	
	Budget	Actual	Budget	Actual
	\$	\$	\$	\$
<b>Revenue</b>				
Administration	189,680	188,446	187,880	196,509
Projects	33,520	39,850	129,860	172,093
<b>Total Revenue</b>	223,200	228,296	317,740	368,602
<b>Expenditure</b>				
Administration	192,840	67,469	193,327	202,870
Projects	23,250	148,614	114,110	151,101
<b>Total Expenditure</b>	216,090	216,083	307,437	353,971
Surplus (Deficit)	7,110	12,213	10,303	14,631

## 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 2025 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 16 September 2025



**Lisa Teburea**  
**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 16 September 2025



**Lisa Teburea**  
**EXECUTIVE OFFICER**



**Mayor Moira Jenkins**  
**PRESIDENT**

**AUDITOR'S INDEPENDENCE DECLARATION**

**ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 30 JUNE 2025**

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 2025:

I confirm that, for the audit of the financial statements of Southern & Hills Local Government Association for the year ended 30 June 2025, 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, 16 September 2025



## **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 2025, 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 2025 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, 22 September 2025

## **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 2024 to 30 June 2025 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 2024 to 30 June 2025.

#### **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, 22 September 2025



# Southern and Hills Local Government Association

## Annual Financial Statements

For the Year ending 30 June 2025

### CERTIFICATION OF AUDITOR INDEPENDENCE

To be best of our knowledge and belief, we confirm that for the purposes of the audit of the Southern and Hills Local Government Association for the year ended 30 June 2025, 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 *Local Government (Financial Management) Regulations 2011* made under that Act.

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



Lisa Teburea  
SHLGA Executive Officer



Mayor Moira Jenkins  
SHLGA President



Greg Georgopoulos  
CEO, Adelaide Hills Council



Andrew MacDonald  
CEO, Alexandrina Council



Daryl Buckingham  
CEO, Kangaroo Island Council



Andrew Stuart  
CEO, Mount Barker District Council



Victoria MacKirdy  
CEO, City of Victor Harbor



Nathan Cunningham  
CEO, District Council of Yankalilla



[www.shlga.sa.gov.au](http://www.shlga.sa.gov.au)

0424 795 935



*The Barossa Council*

# ANNUAL REPORT 2024-25

## Gawler River Floodplain Management Authority

*DRAFT FOR ADOPTION 28 August 2025*

*Constituent Councils:*

*Adelaide Hills Council*

*Adelaide Plains Council*

*The Barossa Council*

*Town of Gawler*

*Light Regional Council*

*City of Playford*

**Gawler**



## Contents

### Page

1. Chairman's Report
2. Gawler River Floodplain Management Authority (GRFMA)
3. Governance
4. Financial Statements 2024-25



## Chairman's Report

As was the case last year, the focus of the 2024/25 year has been to finalise the Business Case that was developed by the Department of Environment and Water (DEW) to recommend a suite of measures to improve flood protection in the Gawler River environs. Another key objective for this past year has been to finalise the Stormwater Management Plan for the environs.

Significant progress has been achieved on the Business Case during the year with an updated hydrology study completed that will enable revised flood mapping to be undertaken. There remain issues to resolve however, such as confirming the structural integrity of the Bruce Eastick North Para Dam to support a height increase of up to 10 metres and developing a feasible funding arrangement to deliver over \$200 million in infrastructure.

Funding of around \$1.06 million is estimated to be required to settle these issues and other gaps in the current version of the Business Case, as was identified in the Infrastructure SA review completed in December 2023. To secure this funding, the GRFMA has lodged a \$774,000 grant application with the Commonwealth Government funded Disaster Ready Fund, with the balance of around \$290,000 to be provided by the GRFMA. The application was lodged in March 2025, was successfully short-listed by the State Government in May 2025, and we hope for final approval by October 2025, with funds to be advanced in early 2026.

We have continued to work with DEW to implement a Community Flood Awareness Campaign and to undertake a pilot study on the repair and maintenance of existing riverside levee banks in the lower Gawler River, which play a critical role in constraining floodwaters to the river channel during high flow events and reducing potential damage of flood.

This year has seen an escalation in our advocacy activities with particular emphasis on Federal and State parliamentarians. There is a high level of awareness amongst the politicians of the Gawler River flood risk. Our ongoing challenge is to present a compelling case to justify government funding.

From a governance perspective, a Steering Committee has been established to oversee and facilitate the finalisation of the Business Case. The Steering Committee is chaired by the GRFMA and includes senior representation from three of GRFMA's Constituent Councils, and key State Government agencies. It is expected that this committee will foster a strong collaborative approach between the key stakeholders.

### Gawler River Stormwater Management Plan

The Stormwater Management Plan, which was commenced in 2020, has been finalised after a thorough engagement process was undertaken. The plan is now to be presented to the Stormwater Management Authority for approval.

The development of the plan was supported by various partnership members, including constituent councils, the Stormwater Management Authority (SMA) as funding partner, the Green Adelaide Board, the Northern and Yorke Landscape Board, and the Department for Environment and Water (DEW).

The main findings and recommendations from the development of the Gawler River SMP are:

- The flood risk remains and the recommended approach to mitigate that flood risk is to repair / reinstate the existing levees (and ensure ongoing maintenance) and raise the height of the Bruce Eastick Flood Mitigation Dam.
- Revisit and determine the most effective way forward regarding the complicated land ownership and responsibility arrangements along the length of the Gawler River including the channel itself and the associated levee banks.

The communities are continually changing within the catchment area and there are many opportunities (and needs) for ongoing community education and awareness programs covering many topics including flooding, climate change, benefits of river systems and opportunities to be involved in the protection and enhancement of the local environment

Over many years now the GRFMA has managed a revegetation and weed control program on the land around the dam. Whilst unheralded, this is important work, which has been supported by grant funding from the Northern and Yorke Landscape Board.

## The Board

The GRFMA acknowledges and thanks the following retiring Board members for their contributions to the Authority:

- Cr Dante Mazzeo, Adelaide Plains Council
- Mr Ashley Curtis Adelaide Hills Council
- Cr Michael Phillips Ryder, Light Regional Council
- Cr Bruce Preece, The Barossa Council

The Board welcomes:

- Cr Mel Lawrence, Adelaide Plains Council
- Mr David Collins, Adelaide Hills Council
- Cr Bill Close, Light Regional Council
- Cr Tony Hurn, The Barossa Council

**Lino Di Lernia**  
Chairman and Independent Member

# Gawler River Floodplain Management Authority (GRFMA)

## The Gawler River

The Gawler River is formed by the confluence of the North Para and South Para in the town of Gawler and is in the Adelaide Plains district of South Australia. The district surrounding the river produces cereal crops and sheep for both meat and wool, as well as market gardens, almond orchards and vineyards. The farm gate output of the Gawler River Floodplain horticultural areas is estimated to be at least \$500 million.



## Purpose of the GRFMA

The GRFMA was formed as a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999 on 22 August 2002. The Constituent Councils are the Adelaide Hills Council, The Adelaide Plains Council, The Barossa Council, The Town of Gawler, Light Regional Council, and the City of Playford.

The Charter sets down the powers, functions, safeguards, accountabilities, and an operational framework.

The Authority has been established for the purpose of coordinating the planning, construction, operation, and maintenance of flood mitigation infrastructure for the Gawler River, and for the following functions:

- To raise finance for the purpose of developing, managing, and operating and maintaining works approved by the Board;
- To provide a forum for the discussion and consideration of topics relating to the Constituent Council's obligations and responsibilities in relation to management of flooding of the Gawler River;
- To advocate on behalf of the Constituent Councils and their communities where required to State and Federal Governments for legislative policy changes on matters related to flood mitigation and management and associated land use planning with Gawler River flood mitigation;
- To facilitate sustainable outcomes to ensure a proper balance between economic, social, environmental, and cultural consideration; and
- To provide advice as appropriate to the Constituent Councils in relation to development applications relevant to the Authority's roles and functions.



## Governance

### The Board

The Authority is governed by the Board of Management. The Board comprises:

- One independent person, who is not an officer, employee, or elected member of a constituent council, to be appointed as the Chairman of the Board of Management of the GRFMA for a term of three years.
- Two persons appointed from each of the six constituent councils (12 members in total). Council appointees comprise of the Council CEO, or delegate and one Elected Member.
- Deputy Board members as appointed by each Constituent Council.

The Members of the Board are:

Council	Board Members	Deputy Board Members
<b>Chairman &amp; Independent Member</b>	Mr Lino Di Lernia	
<b>Adelaide Hills Council</b>	Cr Malcolm Herrmann Mr David Collins	
<b>Adelaide Plains Council</b>	Cr Terry-Anne Keen Mr James Miller	Cr Mel Lawrence Mr Tom Jones
<b>The Barossa Council</b>	Cr Tony Hurn Mr Jake Mc Vicar	Ben Clark
<b>Town of Gawler</b>	Cr Paul Koch Ms Whendee Young	Cr Brian Sambell
<b>Light Regional Council</b>	Cr William Close Mr Richard Dodson	
<b>City of Playford</b>	Cr Clinton Marsh Mr Greg Pattinson	Cr Peter Rentoulis Mr Dale Welsh

Meetings of the Board are held at such time and such place as the Board decides subject only to the requirement that there will be at least one meeting in every two calendar months.

Any Constituent Council, the Chairman or three Board Members may by delivering a written request to the Executive Officer require a special meeting of the Board to be held and any such special meeting shall constitute a special meeting of the Authority.

Ordinary meetings of the Board are generally held bi-monthly on the third Thursday of the even months commencing at 9.45am; excepting December which is held on the second Thursday.



Meetings are hosted by the Constituent Councils on a rotational roster with six Board meetings and one Special Board meetings held during the year as follows:

Ordinary Board Meetings:

- Thursday 15 August 2024 – Town of Gawler
- Thursday 17 October 2024 – Adelaide Plains Council
- Thursday 12 December 2024 – City of Playford
- Thursday 20 February 2025 – Light Regional Council
- Thursday 17 April 2025 – Adelaide Hills Council
- Thursday 19 June 2025 – The Barossa Council

One Special Board Meeting:

- Thursday 31 October 2024 – Virtual Meeting

## Technical Assessment Panel

A Technical Assessment Panel has been appointed to support the decision-making processes of the Board with delegated powers to provide advice and manage the technical aspects of the design, assessment, and construction of the various parts of the plan.

The Members of the Panel are:

- Mr Lino Di Lernia, Independent Member, Chairman
- Ms Ingrid Franssen, Flood Management, DEW
- Vacant, Principal Engineer Dams, SA Water
- Mr Ben Clark, The Barossa Council, Council representative
- Mr Shaun Fielding, City of Playford, Council representative
- Mr David Hitchcock, Executive Officer

No formal meetings of the Panel were held; however, Panel members provided out of session assistance and advice to DEW to facilitate delivery of the Gawler River Flood Management Business Plan.

## Audit and Risk Committee

An Audit and Risk Committee has been appointed to review:

- The annual financial statements to ensure that they present fairly the situation to the Board; and
- The adequacy of the accounting, internal control, reporting and other financial management systems and practices to the Board on a regular basis.

The Committee held four meetings during the year:

- 6 August 2024
- 4 December 2024
- 3 February 2025
- 10 June 2025

The members of the Committee are:

- Mr Peter Brass, Independent Member and Chairman
- Mr Greg Pattinson, City of Playford
- Cr Malcolm Herrmann, Adelaide Hills Council

Membership of the GRFMA Audit and Risk Committee is for two years, ending 30 June 2026.

## Executive Officer

On 28/06/2023 the GRFMA engaged LUVROK Pty Ltd to undertake Executive Officer Services, in accordance with the agreed contract for service, for the term 1 July 2023 to 31 December 2025. On 27 February 2025 the contracted was varied with extension of service to expire 31 December 2027. Mr David Hitchcock is identified as the key person providing the services pursuant to agreed terms.

## External Auditor

Dean Newbery and Partners are the appointed external auditor. On 14 December 2023 the GRFMA Board reappointed Dean & Newbery Pty Ltd as GRFMA External Auditor for a term of three plus two years, effective 1 July 2024.

## GRFMA Policies

The following Policies have been adopted to provide management guidelines for the day-to-day business of the GRFMA:

- Procurement Policy
- Grant Policy
- Fraud, Corruption and Maladministration Prevention Policy
- Internal Review of Decisions Policy
- Code of Practice Meeting Procedures
- Anti – Discrimination Fair Treatment Policy
- Consultation Policy
- Work Health and Safety Policy
- Access to Meetings and Documents Policy
- Dam Valuation Policy
- Treasury Management Policy
- Freedom of Information Statement
- Information Asset Management Policy

The purpose of these policies is to provide prudent management guidelines for the day-to-day management of the affairs of the Authority.

## Meetings

All meetings of the GRFMA and its committees are open to the public, except for those matters considered under Section 90 of the Local Government Act 1999.

Forum	Total Resolutions for the year	Resolutions to exclude the Public – S90(3)	Purpose	Order for docs to remain confidential - S91(7)	%
Board	77	3 1	S 90(3)(d) ( e) AS90 (3) (b)(i)(ii)	3 1	4
Technical Assessment Panel	0	0		0	0
Audit Committee	21			0	0

## Freedom of Information

No Freedom of Information requests were received during the year.

## Strategic Plan

The GRFMA Strategic Plan 2021-26 is arranged under three themes, each with its own objective, related to the outcomes to be pursued.

### Theme 1: Design, build, and maintain physical flood mitigation infrastructure.

Objective: To have in place an agreed extent of physical flood mitigation infrastructure that is fit for purpose and achieves the targeted levels of performance.

### Theme 2: Develop and evolve key relationships.

Objective: To maintain key relationships that are most important to the Authority achieving its purpose.

### Theme 3: Ensure good governance and ongoing financial sustainability.

Objective: To ensure that the Authority meets legislative requirements and contemporary standards of governance and is financially sustainable for the long term.

## Priority Actions 2024/2025

The Department for Environment and Water (DEW), in partnership with the GRFMA, has facilitated development of a Gawler River Flood Management Business Case to identify a shared vision and objectives to improve flood management in the Gawler River region. The Gawler River Flood Management initiative was included in Infrastructure SA's (ISA) Capital Intentions Statement in 2021 as a priority for business case development. Further work was undertaken in conjunction with ISA, project partners and stakeholders throughout 2021 and 2022 to provide additional information and details regarding the initiative. The work culminated in DEW completing the ISA Assurance Framework (ISAAF) Gate 1 review in May 2022 and the Business Case and Gate 2 review process on 4 December 2023.

The Business Case recommends a portfolio of actions to improve flood protection in the Gawler River. These initiatives are considered feasible and provide complementary benefits for the management of flood in the Gawler River, and comprise:

- Increasing the height of the Bruce Eastick Dam on the North Para River (nominally a 10 m increase in the height of the dam wall). *The GRFMA has addressed many gaps by finalising an updated hydrology study, risk register and risk management process, multi-criteria analysis, and economic analysis. However, some significant issues remain to be resolved, such as confirming the structural integrity of the Bruce Eastick North Para Dam to support a height increase of up to 10 metres and developing a feasible funding arrangement. Application has been made to the Disaster Ready Fund Program Round 3 (Federal Government) for funding assistance to address the remaining issues identified in the ISA Business Case review. Successful applications will be announced September/October 2025.*
- Improving planning controls for developments near the Gawler River that will reduce the likelihood of flood and the impacts of flood inundation on new developments – this may include advocating for policy changes in the flood hazard overlay, making recommendations for inclusion in regional plans, working with local councils to set local development policies.
- Implementing a Community Flood Awareness Campaign. *This has now been initiated by the Department for Environment and Water.*
- Undertaking the repair and maintenance of existing riverside levee banks in the lower Gawler River, which play a critical role in constraining floodwaters to the river channel during high flow events, and reducing potential damage of flood. *The Department for Environment and Water is now progressing work on this and has drafted repair designs and undertaken pilot projects to determine suitability of designs*

Considerations will include recommendations from the GRFMA Strategic Plan 2021-2026 and the Gawler River Stormwater Management Plan.



## Operation of the Regional Subsidiary

Performance Targets:	Timings:	To be measured by:	Actual Achievements
Reports to Stakeholders	Bi-Monthly	Key Outcomes Summary to be published following each Board Meeting.	<input checked="" type="checkbox"/> <b>Key Outcomes Summary prepared and sent to Councils following GRFMA meetings.</b>
Maintain effective Regional Subsidiary	December	On 28/06/2023 the GRFMA engaged LUVROK Pty Ltd to undertake Executive Officer Services, in accordance with the agreed contract for service, for the term 1 July 2023 to 31 December 2025.	<input checked="" type="checkbox"/> <b>Mr David Hitchcock is identified as the key person providing the services pursuant to agreed terms.</b> <input checked="" type="checkbox"/> <b>Effective 1/05/2024 to 31/12/2027.</b> <input checked="" type="checkbox"/> <b>Mr Lino Di Lernia has been appointed as the Chairperson and Independent Member of GRFMA for a term of three years, concluding on 30 April 2027.</b>
	August	The appointment of Auditor, Bank Operators, levels of insurance, appropriate registrations, delegations, and policies be reviewed annually.	<input checked="" type="checkbox"/> <b>Dean Newbery has been reappointed as GRFMA's external auditor for a term of three years with a two-year option, effective 1 July 2024.</b> <input checked="" type="checkbox"/> <b>Appropriate levels of insurance reviewed in July 2024.</b>
Review of the Business Plan	By 31 <sup>st</sup> March	Review the Business Plan prior to preparing the Budget. Forward to the Councils.	<input checked="" type="checkbox"/> <b>June 2024 - Business Plan 2024- 2025 adopted.</b> <input checked="" type="checkbox"/> <b>June 2025- Achievements against the Business Plan 2024 - 2025 presented.</b>
Annual Budget	By 31 <sup>st</sup> March, June, October, December	Adopt for consultation forward to Councils- Adopt Budget – copy to Councils in 5 days- Conduct Budget Reviews.	<input checked="" type="checkbox"/> <b>2024 - 2025 Draft Budget adopted.</b> <input checked="" type="checkbox"/> <b>Budget Reviews 1, 2 and 3 reviewed by GRFMA Audit Committee.</b>
Subscriptions	June December	Send half year subscriptions to Council.	<input checked="" type="checkbox"/> <b>All first half subscriptions paid.</b> <input checked="" type="checkbox"/> <b>All second half subscriptions paid.</b>
Report to Constituent Councils	Following each Board meeting By 30 <sup>th</sup> September	The receipt of the following reports by Councils, Board Meeting Key Outcome Summary Annual Report including Annual Financial Statements	<input checked="" type="checkbox"/> <b>Key Outcomes Summary prepared for meetings.</b> <input checked="" type="checkbox"/> <b>Annual Report forwarded electronically to Councils.</b>

Performance Targets:	Timings:	To be measured by:	Actual Achievements
Governance	Ongoing	Policies and new management framework documents developed and reviewed.	<ul style="list-style-type: none"> <li>☑ Independent review of GRFMA policies completed April 2023.</li> <li>☑ Management Framework documents now adopted GRFMA Strategic Plan Asset Management Plan and Long Term Financial Plans.</li> <li>☑ The GRFMA Audit and Risk Committee (Chairperson and the two Members) have been reappointed from 1 July 2024 until 30 June 2026.</li> </ul>
Annual Operations		<p>Implementation of requirements of the BENPFM Dam Operation and Maintenance Manual.</p> <p>Periodical inspections of BENPFM dam and lands.</p> <p>Removal of deposited flood debris at upstream wall of BENPFM Dam.</p> <p>Continuation of the revegetation program around land associated with the BENPFM Dam.</p> <p>Weed control.</p>	<ul style="list-style-type: none"> <li>☑ Ongoing. Programmed management costed and funded in 2024/2025 Budget.</li> <li>☑ Ongoing.</li> <li>☑ As required.</li> <li>☑ Ongoing, within budgeted funds, Grant funding from Northern and Yorke Landscape Board received for further 3 year revegetation program.</li> <li>☑ Annually.</li> </ul>

## Financial Statements 2024-25

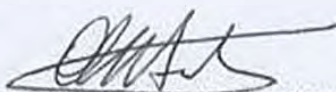
1. **Certification of Financial Statements**
2. **Financial Statements and Notes**
3. **Related Parties Disclosures**
4. **Statement of Auditors Independence**
5. **Certification of Auditor Independence**

**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2025**  
**CERTIFICATION OF FINANCIAL STATEMENTS**

We have been authorised by the Gawler River Floodplain Management 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 2025 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Authority's accounting and other records.



David Hitchcock

EXECUTIVE OFFICER

28/8/2025



Lino Di Lernia

CHAIRMAN

28/8/2025

# GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

## STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2025

	Notes	2025 \$	2024 \$
<b>INCOME</b>			
Subscriptions	4	416,922	289,386
Investment income		1,426	762
State Government Grants	3	85,094	-
Other Income		-	270,520
<b>Total Income</b>		<u>503,442</u>	<u>560,668</u>
<b>EXPENSES</b>			
Contractual Services	5	175,815	421,404
Finance Charges		6,439	23,069
Depreciation	1(e), 9	706,098	706,099
Other		44,681	31,955
<b>Total Expenses</b>		<u>933,033</u>	<u>1,182,526</u>
<b>OPERATING SURPLUS / (DEFICIT)</b>		<b>(429,591)</b>	<b>(621,858)</b>
<b>NET SURPLUS / (DEFICIT)</b>		<u><b>(429,591)</b></u>	<u><b>(621,858)</b></u>
<b>Other Comprehensive Income</b>			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in revaluation surplus - infrastructure, property, plant & equipment	1(e), 9	-	21,699,347
<b>Total Other Comprehensive Income</b>		<u>-</u>	<u>21,699,347</u>
<b>TOTAL COMPREHENSIVE INCOME</b>		<u><b>(429,591)</b></u>	<u><b>21,077,489</b></u>

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



# GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

## STATEMENT OF FINANCIAL POSITION

as at 30 June 2025

	Notes	2025 \$	2024 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	1(d)	24,685	41,309
Trade and Other Receivables		53,433	210,404
<b>Total Current Assets</b>		<b>78,118</b>	<b>251,713</b>
<b>Non-current Assets</b>			
Infrastructure, property, plant & equipment	1(e) 9	41,900,845	42,606,943
<b>Total Non-current Assets</b>		<b>41,900,845</b>	<b>42,606,943</b>
<b>Total Assets</b>		<b>41,978,963</b>	<b>42,858,657</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & other payables		99,485	201,605
Borrowings	1(g)	5,404	353,388
<b>Total Liabilities</b>		<b>104,890</b>	<b>554,993</b>
<b>NET ASSETS</b>		<b>41,874,073</b>	<b>42,303,664</b>
<b>EQUITY</b>			
Accumulated Surplus		11,509,753	11,939,344
Asset Revaluation Reserves	1(e)	30,364,320	30,364,320
<b>TOTAL EQUITY</b>		<b>41,874,073</b>	<b>42,303,664</b>

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

# GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

## STATEMENT OF CHANGES IN EQUITY

as at 30 June 2025

		Accumulated Surplus	Asset Revaluation Reserve	TOTAL EQUITY
2025	Notes	\$	\$	\$
Balance at end of previous reporting period		11,939,344	30,364,320	42,303,664
Restated opening balance		11,939,344	30,364,320	42,303,664
<b>Net Surplus / (Deficit) for Year</b>		(429,591)	-	(429,591)
<b>Other Comprehensive Income</b>				
Gain on revaluation of infrastructure, property, plant & equipment		-	-	-
Transfers between reserves		-	-	-
<b>Balance at end of period</b>		<b>11,509,753</b>	<b>30,364,320</b>	<b>41,874,073</b>
<b>2024</b>				
Balance at end of previous reporting period		12,561,202	8,664,973	21,226,175
Restated opening balance		12,561,202	8,664,973	21,226,175
<b>Net Surplus / (Deficit) for Year</b>		(621,858)	-	(621,858)
<b>Other Comprehensive Income</b>				
Gain on revaluation of infrastructure, property, plant & equipment		-	21,699,347	21,699,347
<b>Balance at end of period</b>		<b>11,939,344</b>	<b>30,364,320</b>	<b>42,303,664</b>

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

# GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY

## STATEMENT OF CASHFLOWS

as at 30 June 2025

		2025	2024
	Notes	\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<u>Receipts</u>			
Subscriptions		416,922	305,428
State Government Grants		165,482	-
Other Income		11,044	275,151
Interest Receipts		1,354	811
<u>Payments</u>			
Contractual Services			
Materials, contracts & other expenditure		(251,426)	(459,576)
Finance Charges		(12,016)	(22,979)
<b>Net Cash provided by (or used in) Operating Activities</b>	8	<u>331,360</u>	<u>98,835</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<u>Payments</u>			
Expenditure on renewal/replacement of assets		-	-
<b>Net Cash provided by (or used in) Investing Activities</b>		<u>-</u>	<u>-</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<u>Receipts</u>			
Proceeds from borrowings		-	-
<u>Payments</u>			
Repayments of borrowings		(347,983)	(87,021)
<b>Net Cash provided by (or used in) Financing Activities</b>		<u>(347,983)</u>	<u>(87,021)</u>
<b>Net Increase (Decrease) in cash held</b>		<u>(16,623)</u>	<u>11,814</u>
Cash & cash equivalents at beginning of period		41,309	29,496
<b>Cash &amp; cash equivalents at end of period</b>	8	<u>24,685</u>	<u>41,309</u>

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

**Gawler River Floodplain Management Authority  
Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025**

**Note 1 – Summary of Material Accounting Policy Information**

**a) The Local Government Reporting Entity**

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

The Gawler River Floodplain Management Authority is a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999. The Constituent Councils are the Adelaide Hills Council, The Barossa Council, Town of Gawler, Light Regional Council, Adelaide Plains Council and The City of Playford.

All funds received and expended by the Authority have been included in the financial statements forming part of this financial report.

**b) Basis of Accounting**

This financial report has been prepared on an accrual basis and is based on historical costs and does not take into account changing money values, or except where specifically stated, current valuation of non-current assets.

**c) Employees**

The Authority has no employees.

**d) Cash**

For purposes of the statement of cash flows, cash includes cash deposits which are readily convertible to cash on hand and which are used in the cash management function on a day to day basis, net of outstanding bank overdraft.

**e) Infrastructure Assets**

**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.

**Infrastructure Dam**

The Bruce Eastick North Para Flood Mitigation Dam was constructed in 2007. The valuation includes all materials, contractor's costs plus costs incidental to the acquisition, including engineering design and supervision fees and all other costs incurred.

**Land**

Land includes the land on which the dam is constructed, rights of way access to the land and 'right to flood' easements over the land upstream from the dam that will be inundated by dam waters for short periods of time during a flood event. Additional Land surrounding the dam was purchased in 2017/18 and was revalued by North Projects Pty Ltd as at 1 July 2023.

**Gawler River Floodplain Management Authority  
Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025**

**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 and infrastructure. Further detail of these uncertainties, and of existing valuations, methods and valuers are provided below.

The Board sought an independent valuation to be applied as at 1st July 2023, of the Bruce Eastick North Para Flood Mitigation Dam. The Board recognises that the dam is a unique infrastructure. The Board sought the advice of North Projects Pty Ltd, who provided a replacement cost valuation based on the actual construction contract costs, including some 'owner's costs' which would be incurred in the event of a replacement being necessary. In accordance with Accounting Standard (AASB)13 Fair Value Measurement, the valuation was undertaken as at 1 July 2023 and recorded as a level 3 restricted asset valuation. The next Valuation is scheduled to be undertaken in 2028/2029. Fair value level 3 valuations of buildings, infrastructure and other assets – There is no known market for these assets and they are valued at depreciated current replacement cost.

The method involves:

The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate. The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the straight line depreciation method adopted by the Authority. The method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques.

**Depreciation**

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.

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

Major depreciation periods for each class of asset are listed below. Depreciation periods for infrastructure assets have been estimated based on the best information available to 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 Classes*

- Bruce Eastick North Para Flood Mitigation Dam 80 years.
- Dam Renewals/improvements 15 years.
- Access Road 15 years.



**Gawler River Floodplain Management Authority  
Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025**

**Impairment**

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if the Authority were deprived thereof, are not subject to impairment testing. Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use). Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

An impairment has occurred due to the revaluation of Land in 2023.

**f) Revenue**

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

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

In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the authority to acquire or construct a recognisable non-financial asset that is to be controlled by the authority. In this case, the authority recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

Revenue from the Subscriptions is recognised upon the delivery of the service to customers.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

Revenue is stated net of the amount of goods and services tax (GST).

**g) Borrowings**

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

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

**Gawler River Floodplain Management Authority  
Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025**

Internal lending is used to offset the outstanding balance of the Cash Advance Debenture (CAD) facility if this had not been utilised in the financial year the balance of the CAD at the 30/6/25 would have been \$303,388.

**l) Economic Dependence**

The Gawler River Floodplain Management Authority (GRFMA) was formed as a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999 in August 2002, by a Charter that was amended and published in The South Australian Government Gazette on 27<sup>th</sup> February 2020 at page 474.

The Gawler River Floodplain Management Authority (GRFMA) is dependent upon subscriptions levied on the Constituent Councils in accordance with Clause 10.2 of the Charter to fund the construction, operation and maintenance of flood mitigation infrastructure of the Authority which it owns and manages.

**Gawler River Floodplain Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**Note 2 - Schedule of Constituent Council's Interest in Net Assets as at 30<sup>th</sup> June 2025**

**Prepared to meet the requirements of Clause 16.6 of the Charter**

"The 'Schedule of Constituent Councils' Interests in Net Assets' will reflect the proportionate contribution each Constituent Council has made to the growth of the net assets of the Authority having regard to the proportionate contribution to subscriptions. The Schedule when updated by the Board at the end of each financial year will reflect the proportionate contribution of each Constituent Council since the commencement of the Authority and once accepted by each Constituent Council will be evidence of the agreed proportion of a Constituent Council's interests in the net assets as at 30 June in that year."

For the purposes of this Clause all subscriptions by Constituent Councils have been included.

**Calculation of Net Equity**

**Assets**

Investments / Debtors	\$ 78,118
Infrastructure, property plant & Equipment	<u>\$ 41,900,845</u>
	<b>\$ 41,978,963</b>

**Less Liabilities**

Accounts Payable / Creditors	\$ 99,485
Borrowings	<u>\$ 5,404</u>
<b>NET EQUITY</b>	<b>\$ 41,874,073</b>

**Allocation of Councils Interest in Net Assets**

Constituent Councils	Accumulated Subscriptions for Operations to 30 June 2025 \$	Accumulated Subscriptions for Maintenance to 30 June 2025 \$	Accumulated Subscriptions for Scheme Works to 30 June 2025 \$	All Subscriptions to 30 June 2025 \$	Percentage of Contributions to the Total	Council's Interests in Net Assets \$
Adelaide Hills Council	325,048	8,766	76,527	410,341	5.97%	<b>2,500,504</b>
The Barossa Council	325,048	43,912	383,250	752,210	10.95%	<b>4,583,760</b>
Town of Gawler	325,048	87,784	765,408	1,178,240	17.15%	<b>7,179,868</b>
Light Regional Council	325,048	43,912	383,250	752,210	10.95%	<b>4,583,760</b>
Adelaide Plains Council	325,048	146,409	1,275,673	1,747,130	25.43%	<b>10,646,527</b>
City of Playford	325,048	175,664	1,530,826	2,031,542	29.55%	<b>12,379,654</b>
	<b>1,950,292</b>	<b>506,447</b>	<b>4,414,934</b>	<b>6,871,673</b>	<b>100%</b>	<b>41,874,073</b>

Schedule of Constituent Councils' Interests in Net Assets' as at the 30<sup>th</sup> June 2025 adopted by the Board in accordance with Clause 16.6 of the Charter on 28 August 2025.

**Gawler River Floodplain Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**Note 3 - Functions / Activities of the Authority**

- a) Revenues and expenses have been attributed to the following functions / activities, descriptions of which are set out in Note b.
- b) The activities of the Authority are categorised into the following function / activities:

**Administration:** The operations of the Authority and its Board

**Other Environment:** Flood Mitigation

- c) Functions of the Gawler River Floodplain Management Authority  
(excluding depreciation and impairment)

	Year	Revenue		Expenses		Surplus (Deficit) \$
		Grants \$	Other \$	Total Revenue \$	Expenses Total \$	
Administration	2025	-	278,798	278,798	118,227	<b>160,571</b>
	2024	-	150,490	150,490	102,537	<b>47,953</b>
Other	2025	85,094	139,550	224,644	108,708	<b>115,936</b>
Environment:						
Flood Mitigation	2024	-	410,178	410,178	373,890	<b>36,288</b>
Total	2025	85,094	418,348	503,442	226,935	<b>276,507</b>
	2024	-	560,668	560,668	476,427	<b>84,241</b>

**Note 4 - Subscriptions**

The following subscriptions were levied on the Constituent Councils in accordance with Clause 10.2 of the Charter for the year:

	Maintenance		Operations		TOTALS	
	2025 \$	2024 \$	2025 \$	2024 \$	2025 \$	2024 \$
Constituent Council						
Adelaide Hills Council	<b>2,414</b>	<b>1,418</b>	<b>46,228</b>	<b>24,638</b>	<b>48,642</b>	<b>27,326</b>
The Barossa Council	<b>12,099</b>	<b>12,117</b>	<b>46,228</b>	<b>24,638</b>	<b>58,327</b>	<b>37,055</b>
Town of Gawler	<b>24,198</b>	<b>24,334</b>	<b>46,228</b>	<b>24,638</b>	<b>70,426</b>	<b>49,172</b>
Light Regional Council	<b>12,099</b>	<b>12,117</b>	<b>46,228</b>	<b>24,638</b>	<b>58,327</b>	<b>37,055</b>
Adelaide Plains Council	<b>40,330</b>	<b>40,390</b>	<b>46,228</b>	<b>24,638</b>	<b>86,558</b>	<b>65,328</b>
City of Playford	<b>48,410</b>	<b>48,485</b>	<b>46,232</b>	<b>24,638</b>	<b>94,642</b>	<b>73,420</b>
<b>TOTAL</b>	<b>139,550</b>	<b>139,758</b>	<b>277,372</b>	<b>149,628</b>	<b>416,922</b>	<b>289,386</b>

**Gawler River Floodplain Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**Note 5- Contractual Services**

	2025	2024
	\$	\$
Chairperson Honorarium	20,400	14,032
Executive Officer	62,977	59,981
Audit Committee	2,600	3,250
Audit Fees	5,799	5,509
Legal Fees	-	1,545
Consultancies	18,427	47,687
Business Case	65,612	270,420
Asset Valuations	-	18,980
<b>Totals</b>	<b>175,815</b>	<b>421,404</b>

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

	2025		2024	
	Budget	Actual	Budget	Actual
	\$	\$	\$	\$
Revenue				
Administration	278,341	278,798	151,514	150,490
Other Environment: Flood Mitigation	139,550	139,550	410,178	410,178
State Grant	156,000	85,094	146,000	-
<b>Total Revenue</b>	<b>573,891</b>	503,442	<b>707,692</b>	560,668
Expenditure				
Administration	117,315	118,227	105,073	102,537
Other Environment: Flood Mitigation	310,000	83,842	340,178	284,155
Maintenance	94,750	24,866	116,080	89,735
<b>Total Expenditure</b>	<b>522,065</b>	226,935	<b>561,331</b>	476,427
<b>Surplus (deficit)</b>	<b>51,826</b>	276,507	<b>146,361</b>	84,241

**Note 7 - Expenditure Commitment**

- i. GRFMA agreed to the engagement of David Hitchcock trading as LUVROK Pty Ltd to provide executive services to the GRFMA for the period 1 July 2023 through 31 December 2027.



**Gawler River Floodplain Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**Note 8 - Reconciliation Statement of Cash Flows**

**(a) Reconciliation of Cash**

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

	2025	2024
	\$	\$
Total cash & equivalent assets	24,685	41,309
Balances per Cash Flow Statement	24,685	41,309

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

Net Surplus (Deficit)	(429,591)	(475,858)
Non-cash items in Income Statement		
Depreciation, amortisation & impairment	706,099	706,099
	276,508	230,241
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	156,971	(119,279)
Net increase (decrease) in trade & other payables	(102,120)	(12,127)
<b>Net Cash provided by (or used in) operations</b>	<b>331,360</b>	<b>98,835</b>

**Gawler River Floodplain Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**Note 9 - Non-Current Assets Summary**

		2025				2024			
		At Fair Value \$	At Cost \$	Accum Dep'n \$	Carrying Amount \$	At Fair Value \$	At Cost \$	Accum Dep'n \$	Carrying Amount \$
	Fair Value Level								
Land and Easements		477,000	-	-	477,000	477,000	-	-	477,000
Infrastructure - Dam	3	53,559,054	-	(12,135,209)	41,423,845	53,559,054	-	(11,429,110)	42,129,944
Total Infrastructure Property Plant & Equipment		54,036,054	-	(12,135,209)	41,900,845	54,036,054	-	(11,429,110)	42,606,944
Comparatives		54,036,054	-	(11,429,110)	42,606,944	25,789,000	591,880	(4,767,184)	21,613,696

	2024	Carrying Amount Movements During the Year							2025
		Additions							
	Carrying Amount \$	New / Upgrade \$	Renewals \$	Disposals \$	Depreciation \$	Impairment \$	Transfers \$	Net Valuation \$	Carrying Amount \$
Land and Easements	477,000	-	-	-	-	-	-	-	477,000
Infrastructure - Dam	42,129,944	-	-	-	(706,099)	-	-	-	41,423,845
Total Infrastructure Property Plant & Equipment	42,606,944	-	-	-	(706,099)	-	-	-	41,900,845
Comparatives	21,613,696	-	-	-	(706,099)	-	-	21,699,347	42,606,944

**Gawler River Floodplain Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**Note 10 - Financial Instruments**

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

**Accounting Policies - 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, interest is recognised when earned</p> <p><b>Terms &amp; conditions:</b> Deposits are returning fixed interest rates between 4.15% and 4.55% (2024: 4.30% and 4.55%).</p> <p><b>Carrying amount:</b> approximates fair value due to the short term to maturity.</p>
<b>Receivables - Fees &amp; other 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>Terms &amp; conditions:</b> Unsecured, and do not bear interest. Although the authority is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Authorities boundaries.</p> <p><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 – Interest Bearing Borrowings</b>	<p><b>Accounting Policy:</b> initially recognised at fair value and subsequently amortised cost, interest is charged as an expense using the effective interest rate.</p> <p><b>Terms &amp; conditions:</b> secured over future revenues, borrowings are repayable; interest is charged at fixed or variable rates between 5.50% and 6.15% (2024: 6.05% and 6.15%).</p> <p><b>Carrying amount:</b> approximates fair value.</p>

**Liquidity Analysis**

<b>2025</b>	<b>Due &lt; 1 year</b>	<b>Due &gt; 1 year ≤ 5 years</b>	<b>Due &gt; 5 years</b>	<b>Total Contractual Cash Flows</b>	<b>Carrying Values</b>
<b><u>Financial Assets</u></b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Cash & Equivalents	24,685	-	-	24,685	24,685
Receivables	53,433	-	-	53,433	53,433
<b>Total</b>	<b>78,118</b>	<b>-</b>	<b>-</b>	<b>78,118</b>	<b>78,118</b>
<b><u>Financial Liabilities</u></b>					
Payables	99,348	-	-	99,348	99,348
Borrowings	137	-	5,404	5,541	5,404
<b>Total</b>	<b>99,485</b>	<b>-</b>	<b>5,404</b>	<b>104,889</b>	<b>104,752</b>

**Gawler River Floodplain Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

<b>2024</b>	<b>Due &lt; 1 year</b>	<b>Due &gt; 1 year ≤ 5 years</b>	<b>Due &gt; 5 years</b>	<b>Total Contractual Cash Flows</b>	<b>Carrying Values</b>
<b><u>Financial Assets</u></b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Cash & Equivalents	41,309	-	-	41,309	41,309
Receivables	210,404	-	-	210,404	210,404
<b>Total</b>	<b>251,713</b>	<b>-</b>	<b>-</b>	<b>251,713</b>	<b>251,713</b>
<b><u>Financial Liabilities</u></b>					
Payables	195,605	-	-	195,605	195,605
Borrowings	91,733	323,883	3,596	419,212	353,388
<b>Total</b>	<b>287,338</b>	<b>323,883</b>	<b>3,596</b>	<b>614,817</b>	<b>548,993</b>

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

	<b>2025</b>		<b>2024</b>
	<b>Weighted Av Interest Rate</b>	<b>Carrying Value \$</b>	<b>Weighted Av Interest Rate</b>
Variable Interest Rates	5.50%	5,404	6.15%
		<b>5,404</b>	<b>353,388</b>

**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. Exposure in relation to individual classes of receivables is concentrated within the Authorities boundaries, and there is no material exposure to any individual debtor.

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

**Liquidity Risk** is the risk that Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates.

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

**Gawler River Floodplain Management Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2025**

**Note 11 Uniform Presentation of Financial Statements**

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

All Local Government Councils and Authorities have agreed to summarise annual budgets and long-term financial plans on the same basis.

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

<b>GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY</b>					
<b>UNIFORM PRESENTATION OF FINANCIAL STATEMENTS</b>					
<b>as at 30 June 2025</b>					
		<b>2025</b>		<b>2024</b>	
		<b>\$</b>		<b>\$</b>	
<b>Income</b>					
Subscriptions		416,922		289,386	
Investment income		1,426		762	
State Government Grants		85,094			
Other Income				270,520	
<b>Total Income</b>		<b>503,442</b>		<b>560,668</b>	
<b>Expenses</b>					
Contractual Services		175,815		421,404	
Finance Charges		6,439		23,069	
Depreciation		706,098		706,099	
Other		44,681		31,955	
<b>Total Expenses</b>		<b>933,033</b>		<b>1,182,527</b>	
<b>Operating Surplus / (Deficit)</b>		<b>(429,591)</b>		<b>(621,859)</b>	
<b>Less Net Outlays in Existing Assets</b>					
Capital Expenditure on renewal and replacement of Existing Assets		-		-	
Add back Depreciation Amortisation and Impairment		706,098		706,099	
Add back proceeds from sale of replaced assets		-		-	
		<b>706,098</b>		<b>706,099</b>	
<b>Less Net Outlays on New and Upgraded Assets</b>					
Capital Expenditure on New and Upgraded Assets		-		-	
Add back amounts specifically for new or upgraded assets		-		-	
		-		-	
<b>Annual net impact to financing activities (surplus / (deficit))</b>		<b>276,508</b>		<b>84,240</b>	

**Note 12 – Contingencies & Assets & Liabilities not recognised in the Balance Sheet**

There are no contingencies, asset or liabilities not recognised in the financial statements for the year ended 30 June 2025.



**Gawler River Floodplain Management Authority  
Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025**

**Note 13 - Events Occurring After Reporting Date**

There were no events subsequent to 30 June 2025 that need to be disclosed in the financial statements.

**Note 14 - Related Parties Disclosures**

**Key Management Personnel**

The Key Management Personnel of the Gawler River Floodplain Management Authority (GRFMA) include the Chairman, Board Members, Deputy Board Members and Executive Officer.

Two KMP's own businesses from which Services were contracted. Total contracted services from these businesses was \$83,377.

	Amounts received from Related Party during the financial year	Amounts received from Related Party during the financial year
	2025 \$	2024 \$
Adelaide Hills Council	53,506	57,551
The Barossa Council	64,160	97,983
Town of Gawler	77,469	135,505
Light Regional Council	84,540	77,602
Adelaide Plains Council	95,214	129,061
City of Playford	104,106	137,962
<b>TOTAL</b>	<b>478,995</b>	<b>635,664</b>

The Authority has been established for the following purposes:

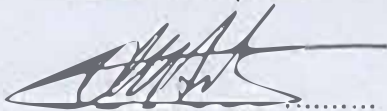
1. To co-ordinate the construction, operation and maintenance of flood mitigation infrastructure for the Gawler River. This purpose is the core business of the Authority;
2. To raise finance for the purpose of developing, managing and operating and maintaining works approved by the board;
3. To provide a forum for the discussion and consideration of topics relating to the Constituent Council's obligations and responsibilities in relation to management of flood mitigation for the Gawler River;
4. Upon application of one or more Constituent Councils pursuant to clause 12.4:
  1. to coordinate the construction, maintenance and promotion and enhancement of the Gawler River and areas adjacent to the Gawler River as recreational open space for the adjacent communities: and
  2. to enter into agreements with one or more of the Constituent Councils for the purpose of managing and developing the Gawler River.

**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2025**

**CERTIFICATION OF AUDITOR INDEPENDENCE**

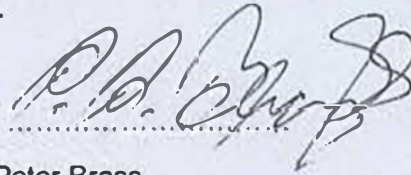
To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Gawler River Floodplain Management Authority for the year ended 30 June 2025 the Authority's Auditor Dean Newbery and Partners has maintained its independence in accordance with the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

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



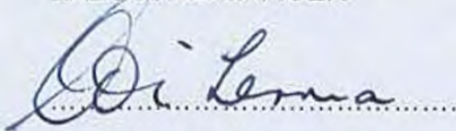
David Hitchcock

EXECUTIVE OFFICER



Peter Brass

PRESIDING MEMBER AUDIT and RISK COMMITTEE



Lino Di Lernia

CHAIRMAN

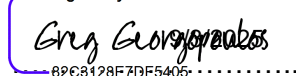
**GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2025**

**CERTIFICATION OF AUDITOR INDEPENDENCE**

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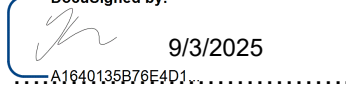
This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2011.

Signed by:

  
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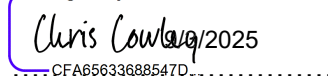
**Greg Georgopoulos**  
 Chief Executive Officer  
 Adelaide Hills Council

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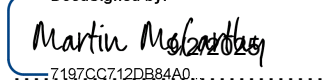
**James Miller**  
 Chief Executive Officer  
 Adelaide Plains Council

Signed by:

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**Chris Cowley**  
 Chief Executive Officer  
 Town of Gawler

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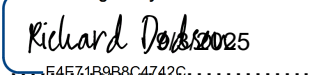
**Martin McCarthy**  
 Chief Executive Officer  
 The Barossa Council

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**Sam Green**  
 Chief Executive Officer  
 City of Playford

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**Richard Dodson**  
 Chief Executive Officer  
 Light Regional Council

# ***Appendix 3: Annual Business Plan 2024-25***

03





# *Annual Business Plan 2025-26*



**Adelaide Hills**  
COUNCIL



# Welcome

Welcome to the Adelaide Hills Council Annual Business Plan for 2025-26. This document outlines our strategic goals and the steps we will take over the next financial year to achieve them. These goals are closely aligned with our *2024 Your Place, Your Space Strategic Plan*, as well as other key plans and strategies.

This publication provides relevant information for all our stakeholders, including ratepayers, residents, business operators, visitors, government agencies, and other interested people.

This plan not only meets the requirements of the Local Government Act 1999 but also serves as a comprehensive guide for our community.

## Contents

Overview	3	<i>Annexure A: Budgeted Financial Statements</i>
About us	4	<i>Annexure B: Statement of Expected Rate Revenue</i>
Our Goals	8	<i>Annexure C: Corporate Performance Indicators</i>
Our Services	9	<i>Annexure D: Rating Policy</i>
Our focus for 2025-26	12	<i>Annexure E: ESCOSA Report and Council Response</i>
Strategic Initiatives	13	<i>Annexure F: Strategic Plan and Goals and Objectives</i>
Financial Overview	18	
Capital Budget Overview	25	
Rates Overview	26	

## Acknowledgement of Country

Council acknowledges that we undertake our business 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, for they hold the memories, traditions, spiritual relationships, culture and hopes of the First Nations of Australia.

We are committed to working together to ensure that Peramangk and Kurna culture and traditions are sustained, valued and continuing.



# Overview

The *Annual Business Plan 2025-26* shows our services, programs and projects for this financial year. It also shows how we will allocate our resources to achieve the goals we set out in our *2024 Your Place, Your Space Strategic Plan*, while ensuring Council’s long term financial sustainability.

Our focus in 2025-26 is on supporting and strengthening our community, environment and region by developing a responsible budget which recognises our unique constraints and is geared towards delivering essential services, prudent resource management, and sustainability.

This financial planning exercise, including the Long-Term Financial Plan (LTFP), is the first to address the Council’s financial sustainability considering recent revelations regarding its assets and depreciation. The re-evaluation has identified that Council’s financial sustainability is not as robust as previously thought. Consequently, the Council must now plan for significantly higher costs associated with the renewal and replacement of assets.

Some key projects and activities we will be undertaking include:

- Pursuing our adopted pathway to achieving net zero corporate carbon emissions
- Trialing alternative kerbside waste collection models to divert more waste from landfill
- Commencing a 12-month trial to provide ethically sourced period products across four of Council’s community centres
- Developing a housing strategy that meets the needs of the community
- Implementing technology upgrades to the Customer Relationship Management system (CRM) to enhance the customer experience in relation to online services

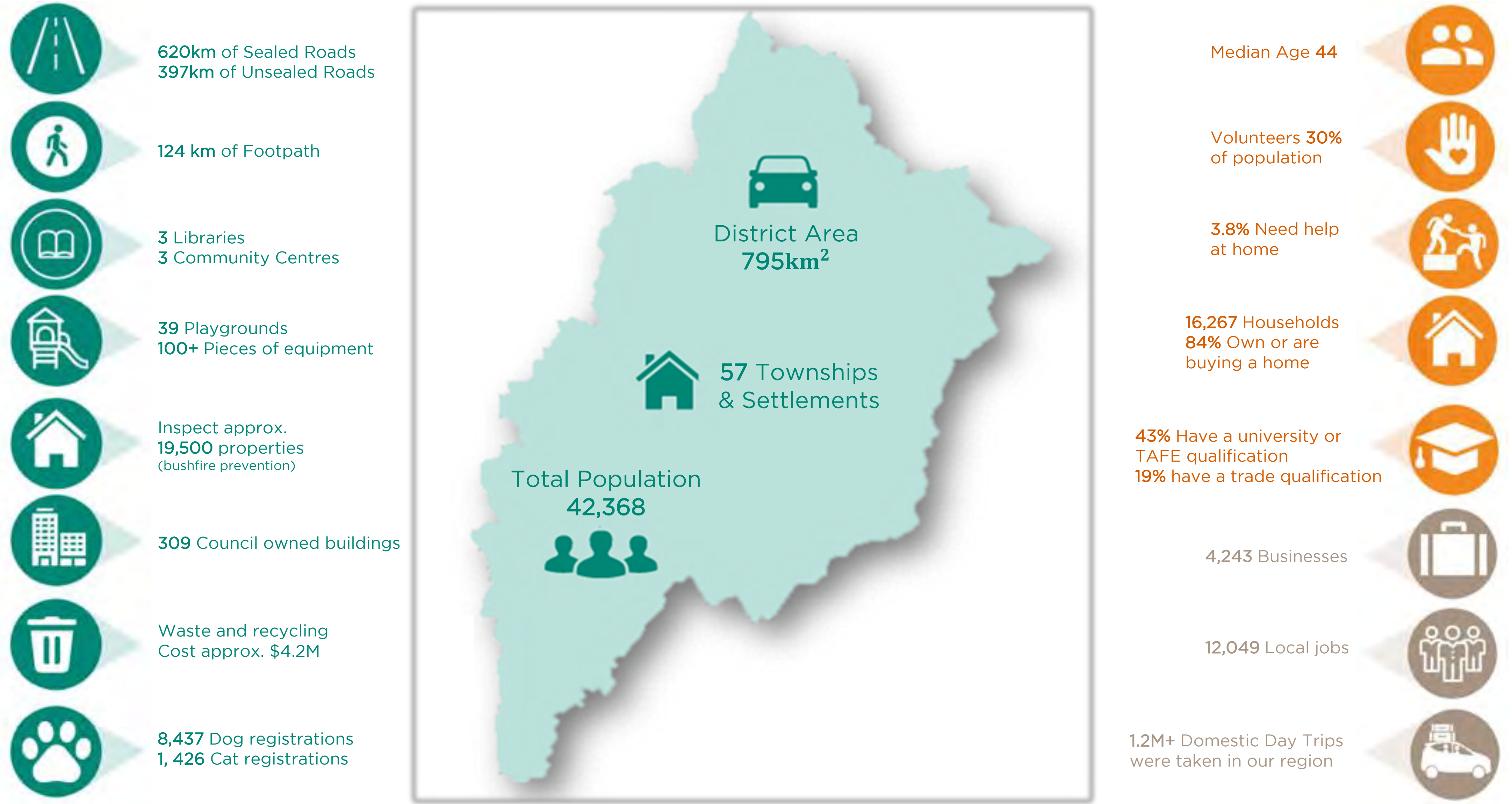
The key elements of the Annual Business Plan are outlined in the table to the right and explained in more detail throughout this document.

Planned Activities	<ul style="list-style-type: none"><li>• In addition to our regular service delivery, our strategic initiatives contribute towards achieving our long-term goals. These include:<ul style="list-style-type: none"><li>• 16 capital initiatives (\$1.548M)</li><li>• 16 operating initiatives (\$1.509M)</li></ul></li></ul>
Capital Budget	<ul style="list-style-type: none"><li>• \$3.448M for capital expenditure on new or upgraded assets</li><li>• \$14.292M for capital expenditure on renewal of existing assets</li></ul>
Operating Budget	<ul style="list-style-type: none"><li>• Proposed deficit of \$2.4M. This is an improvement from 2024-25 deficit.</li></ul>
Borrowing	<ul style="list-style-type: none"><li>• Net borrowings of \$6.395M, resulting in forecast total borrowings at 30 June 2026 of \$35.220M</li></ul>
Rates	<ul style="list-style-type: none"><li>• Average increase in general residential rates of 6.2% which will allow for continued financial sustainability, maintain our much-needed services and fund new initiatives. For an average value residential property this equates to an annual increase of approximately \$161</li></ul>
Financial Sustainability	<ul style="list-style-type: none"><li>• Operating deficit ratio of 3.8% which is below Council’s target of 0% to 10% surplus on average over 10 years.</li><li>• Net financial liabilities ratio 63% in line with Council’s target of 0% to 100%</li><li>• Asset sustainability ratio 116% which is above Council’s target of 90% to 110%</li></ul>

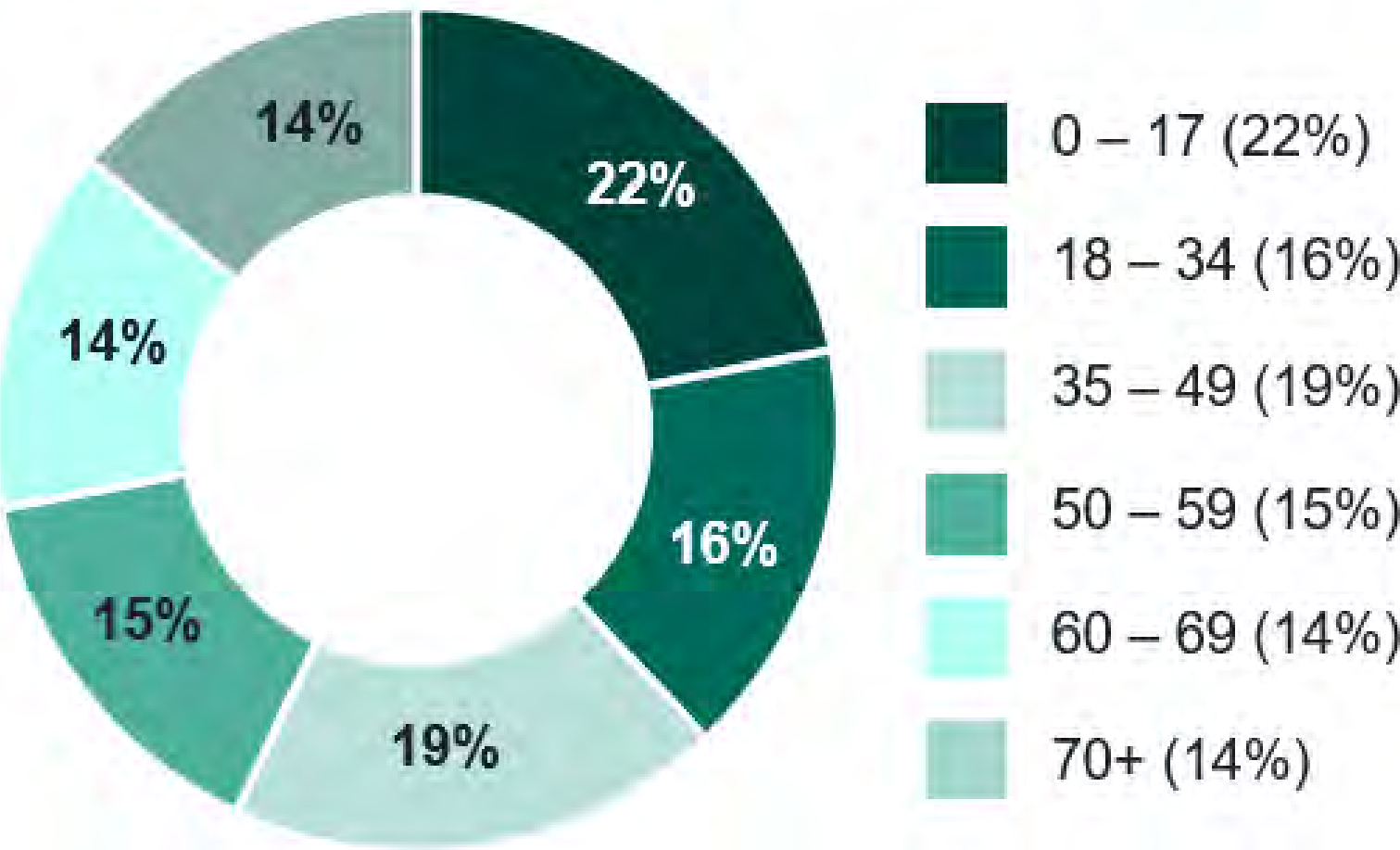


# We Are Unique

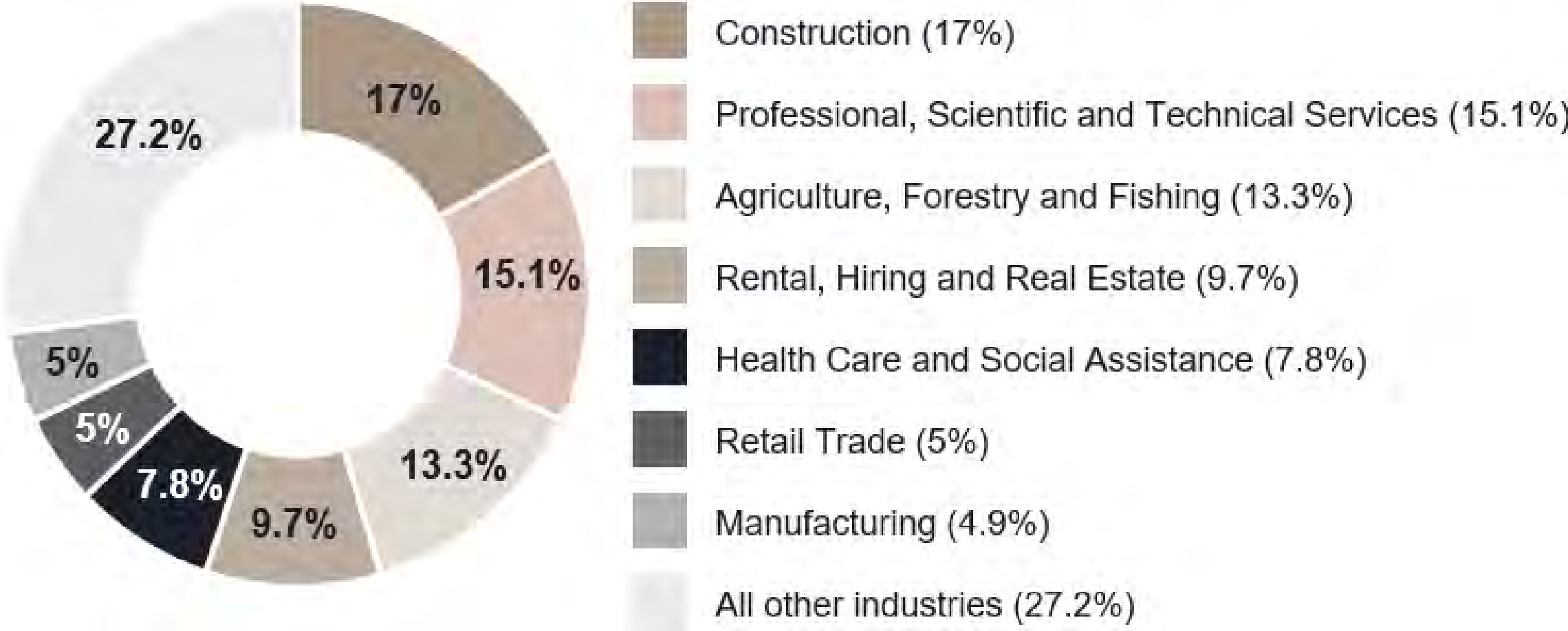
The size of a Regional Council with the expenses and population of a City Council



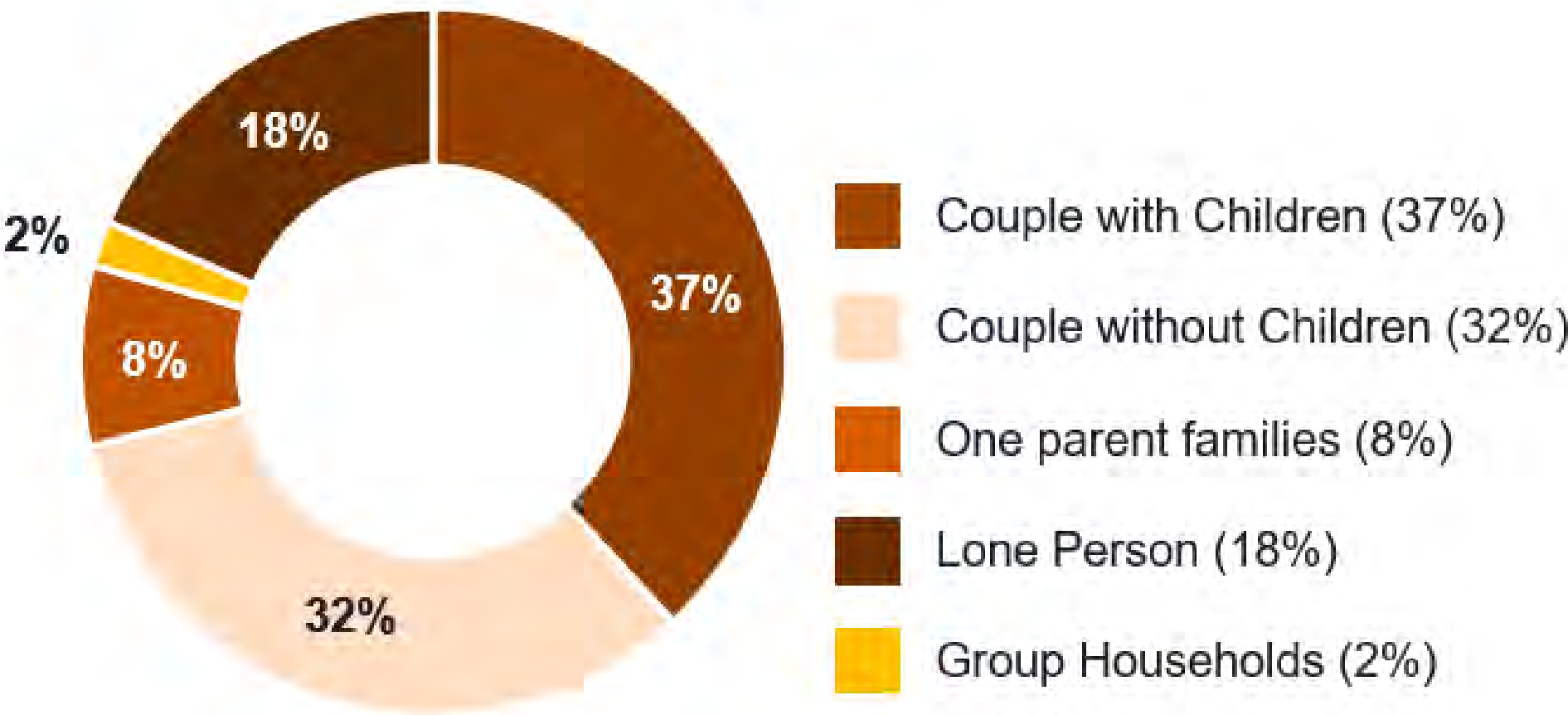
Age Profile of the Adelaide Hills



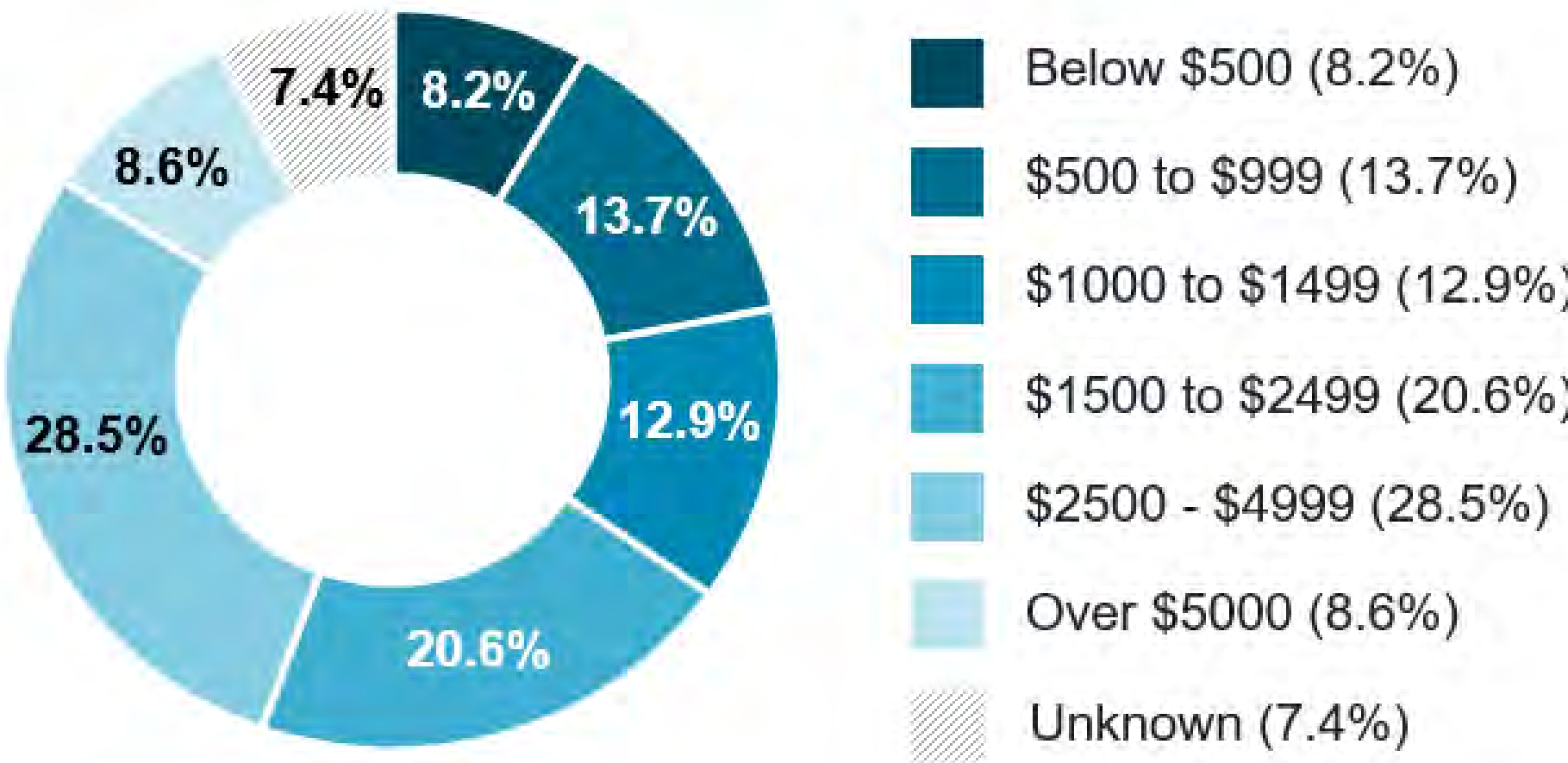
Number of registered businesses by industry



Household Types



Weekly Household Income



Data Source: ABS Census of Population and Housing 2016, and ABS Count of Australian Business 2021



## A message from our Acting Mayor...

As Acting Mayor of the Adelaide Hills Council, I am pleased to present the 2025-26 Annual Business Plan — our roadmap for delivering essential services, advancing strategic priorities, and supporting the wellbeing of our community in the year ahead.

This plan is grounded in the vision and values of our 2024 Strategic Plan, *Your Place, Your Space*, and reflects our ongoing commitment to sustainability, resilience, and responsible governance. It outlines how we will invest in our people, places, and environment while navigating the financial challenges that come with managing a large and diverse region.

In 2025-26, we will take important and considered steps to strengthen our long-term financial sustainability. Recent asset revaluations have highlighted the need for increased investment in infrastructure renewal. In response, this year's budget includes a significant capital works program, with \$13.85 million allocated to renewing existing assets and \$3.45 million for new and upgraded infrastructure. These investments are essential to maintaining the services and facilities our community relies on.

We will continue to demonstrate environmental leadership by progressing our pathway to net zero

corporate carbon emissions along with expanding our trial of alternative waste collection models to divert more waste from landfill. We will implement a range of initiatives to protect and enhance our natural environment, including a major \$2 million restoration project for Cox Creek, Bridgewater which is supported by funding from the Federal Government.

Our community remains at the heart of everything we do. From expanding the Fabrik Arts + Heritage Hub to developing a housing strategy that carefully balances growth with character and affordability, we are dedicated to initiatives that enhance liveability, inclusion, and connection throughout our region.

This plan also reflects our commitment to transparency and accountability. We will measure our success against a comprehensive suite of corporate performance indicators to track our progress and ensure we are delivering value for our community.

On behalf of Council, I thank our residents, businesses, volunteers, and partners for your continued engagement and support. Together, we are building a vibrant, sustainable, and inclusive future for the Adelaide Hills.

**Nathan Daniell**  
Acting Mayor





## *From the desk of the Chief Executive Officer...*

At Adelaide Hills Council, our focus remains firmly on delivering high-quality services, fostering community wellbeing, and ensuring financial sustainability in a time of evolving challenges and opportunities.

The 2025–26 Annual Business Plan reflects this commitment, outlining the strategic initiatives and investments we will undertake to support our natural environment, strengthen community resilience, enhance infrastructure, and evolve our organisation to meet future needs. It builds on the strong foundations laid in our Your Place, Your Space Strategic Plan 2024, and responds to the changing needs of our region with a clear focus on responsible budgeting, sustainability, and service excellence.

Our priorities this year include meaningful action on environmental sustainability, and investment in infrastructure upgrades, digital transformation, and community development initiatives that reflect the values and aspirations of our residents. This plan also marks a turning point in our financial planning, as we respond to new insights into the true cost of asset renewal and maintenance—ensuring that our resource allocation is both realistic and sustainable.

We are also placing strong emphasis on organisational development and innovation. Our digital transformation program will enhance internal systems and improve service delivery, while upgrades to our customer relationship management platform will make it easier for residents to interact with Council. These improvements are designed to create a more agile, responsive, and connected organisation — one that is equipped to meet the evolving expectations of our community.

I am proud of the dedication shown by our staff and elected members, and I look forward to working together to deliver the outcomes outlined in this plan. Thank you for your continued support and engagement. Together, we will ensure the Adelaide Hills remains a vibrant, inclusive, and sustainable region for generations to come.

**Greg Georgopoulos**  
Chief Executive Officer





# About us

## Our Elected Council



Mayor  
Jan-Claire Wisdom



Deputy Mayor  
Cr Nathan Daniell  
Ranges Ward



Cr Kirrilee Boyd  
Ranges Ward



Cr Adrian Cheater  
Ranges Ward



Cr Chris Grant  
Valleys Ward



Cr Malcolm Herrmann  
Valleys Ward



Cr Lucy Huxter  
Valleys Ward



Cr Leith Mudge  
Ranges Ward



Cr Mark Osterstock  
Ranges Ward



Cr Kirsty Parkin  
Ranges Ward

### Council and Committees

The Elected Council's role is to provide for the governance and stewardship of the Council. It does this through representing the interests of the community; providing and coordinating public services and facilities; encouraging and developing initiatives to improve the community's quality of life; and exercising its functions under legislation and its strategic management plans.

A number of committees have been established in accordance with legislation to assist the Council and the Administration to discharge their responsibilities in specific areas. These are the Audit and Risk Committee, the Chief Executive Officer Performance Review Panel, the Council Assessment Panel, the Boundary Change Committee, the Building Fire Safety Committee and the Health & Safety Committee.

# Council Administration

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

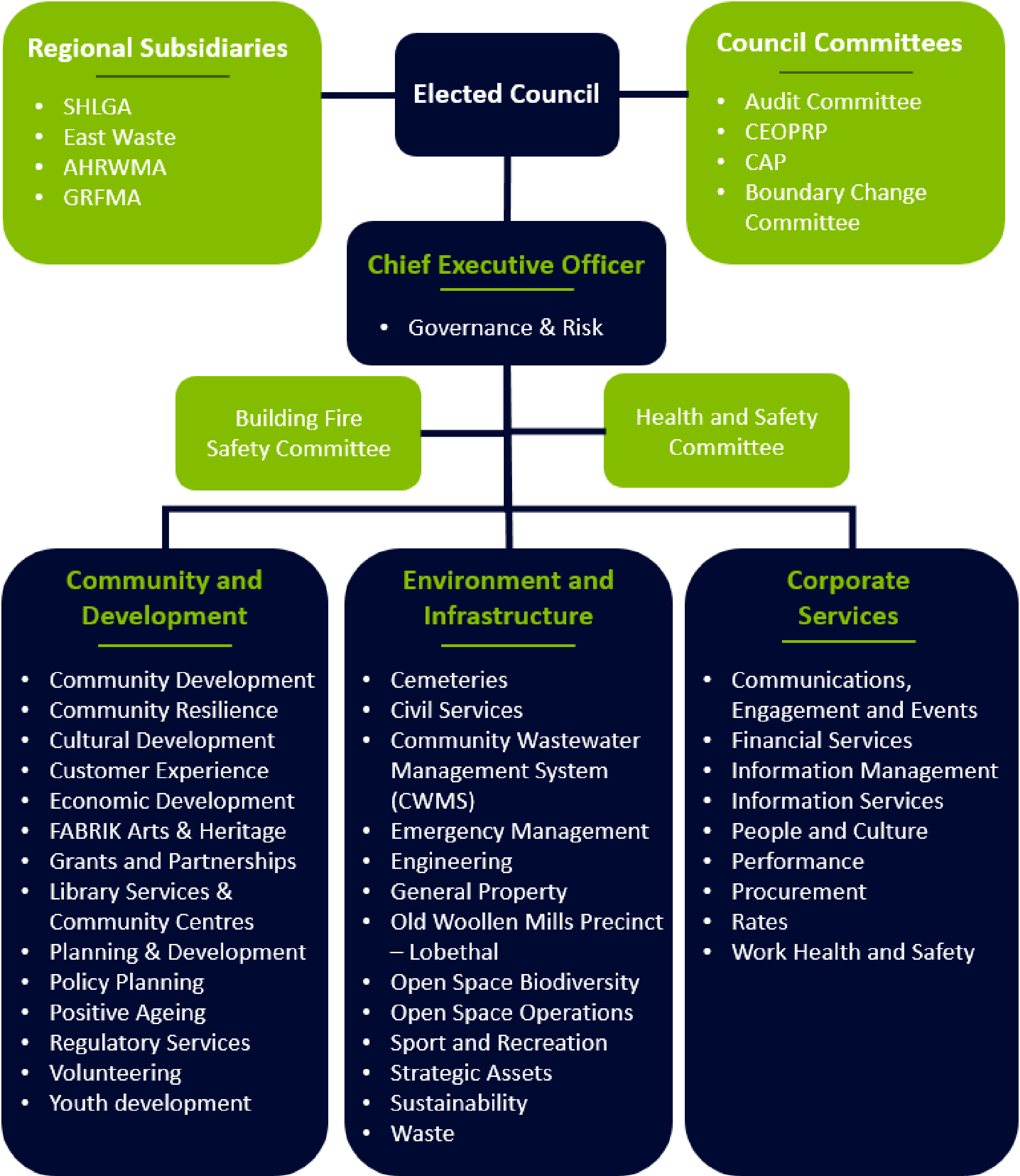
The Chief Executive Officer appoints staff and engages other resources to carry out the functions and duties delegated to them and to implement Council decisions.

The Administration is organised into directorates, each with a specific area of focus and functional responsibilities. The arrangement of the directorates provides for the separation of the regulatory activities, as far as practicable, from the other activities of the Council.

# Regional Subsidiaries

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

The subsidiaries are the Southern and Hills Local Government Association, the Eastern Waste Management Authority (East Waste), the Adelaide Hills Region Waste Management Authority, and the Gawler River Floodplain Management Authority.





# Our Goals

The Annual Business Plan has been developed to align with the *2024 Your Place, Your Space Strategic Plan*, which was adopted by Council on 12 November 2024. The goals and objectives of the Strategic Plan are listed in the table below. Over the following pages the day-to-day activities, recovery efforts, and strategic initiatives will be outlined to demonstrate how each of these long-term goals will be achieved.

 <b>Natural Environment</b>	 <b>Community Wellbeing</b>	 <b>Built Form and Economy</b>	 <b>Organisation</b>
<b>NE 1</b> Pursue our adopted pathway to achieve net zero carbon emissions.	<b>CW 1</b> Promote and support reconciliation.	<b>BFE 1</b> Guide development that fosters vibrant and resilient communities, promotes appropriate design and enhances livability.	<b>O1</b> Embrace technology solutions and digital transformation to enhance our organisation and the community experience.
<b>NE 2</b> Support the community and businesses to decarbonise and transition to sustainable lifestyle practices (green communities).	<b>CW 2</b> Enrich, empower and support connected communities.	<b>BFE 2</b> Nurture a distinctive sense of place, support activation activities and recognise and celebrate our rich heritage.	<b>O2</b> Operate with integrity using best practice governance processes.
<b>NE 3</b> Protect, improve, expand and connect habitat.	<b>CW 3</b> Embrace diversity in our community and build on community strengths.	<b>BFE 3</b> Develop and maintain infrastructure to support livability and sustainable economic activity.	<b>O3</b> Support and develop a skilled organisation that is aligned to Council’s priorities.
<b>NE 4</b> Build resilience in the natural environment to adapt to climate and other environmental changes.	<b>CW 4</b> Build community resilience for the future.	<b>BFE 4</b> Improve the utilisation of Council and community facilities.	<b>O4</b> Engage and advocate for our communities.
<b>NE 5</b> Improve landscape character and amenity value on Council managed land.	<b>CW 5</b> Foster cultural identity and connection to place.	<b>BFE 5</b> Promote sustainable prosperity by supporting tourism, creative industries, primary production and vibrant townships.	<b>O5</b> Evolve Council’s functions and services to meet the current and future needs and aspirations of our community.

**CW 6** Promote physical, mental and social wellbeing.



# Our Services

The services and day to day activities we provide are our main method of delivering on our long-term goals and objectives. Over 2025-26, our skilled and agile workforce will continue in our commitment to deliver cost effective and efficient services in support of our community.

**Animal Management** - Promoting responsible dog and cat ownership, responding to nuisance and hazards caused by other animals including livestock, and conducting Feral Cat Studies.

**Cemeteries** - Maintenance and management of 16 Council owned cemeteries within the region.

**Civil Services** - Maintenance, management and replacement planning of public infrastructure including roads, bridges, signage, stormwater, kerbs and footpaths.

**Community Centres** - Providing opportunities to improve health and wellbeing, participate in lifelong learning and sharing skills with others.

**Communications, Engagements and Events** - Ensuring communication between the Council and community is accurate, relevant, valuable and engaging. Promoting and supporting community events which have social and economic benefits to the district.

**Community Development** - Overseeing community wellbeing, disability access and inclusion programs, as well as a range of regional support programs including provision of funding to The Hut Community Centre and the Adelaide Hills Community Passenger Transport Network.

**Community Wastewater Management Systems (CWMS)** - Management of CWMS and associated infrastructure e.g. septic tanks, treatment ponds.

**Customer Experience** - Driving organisational improvement and innovation to improve the customer experience.

**Customer Services** - Providing ready access to Council services and responding to customer enquiries through three physical service centres, a phone contact centre and online request portal.

**Cultural Development** - Focusing on cultural diversity, Aboriginal respect and recognition, and the arts in all its forms.

**Economic Development** - Supporting and promoting businesses, community, and regional development through funding Adelaide Hills Tourism and Regional Development Australia and responding to the needs of established or potential local businesses.

**Emergency Management** - Working collaboratively to prevent, prepare, respond and recover from natural disasters and other hazards.

**Fabrik Arts and Heritage Hub** - Providing community exhibitions, workshops and events. A thriving arts and heritage hub to support creative industries and the broader local economy through increased tourism and continuing to promote and preserve our vibrant cultural and historical hub.





# Our Services

**Financial services** – Providing accounting and financial activities including procurement support, payments, collection of rates and debt recovery, treasury management, corporate planning and reporting activities, and support to Council in financial decision making.

**Fire Prevention** – Legislative function of ensuring identified properties are prepared for the bushfire season. Assessing the extent of bushfire hazards within the Council area and providing advice to landowners in respect of bushfire prevention and management.

**Governance** – Supporting the Mayor, Councillors, CEO, the Administration and community with their legislated roles and responsibilities including coordination of Council & Committee meetings, elections, policy development and review, and risk, audit and insurance activities

**Grants & Partnerships** – Grant giving programs supporting community-based initiatives. Partnerships with stakeholders to deliver local and regional outcomes.

**Information, Communication and Technology** – Providing support for over 1300 devices, 250 system users and 100 public access devices for libraries and community centres. Manages system security, asset maintenance and renewal.

**Information Systems** – Systems for the capture, dissemination, storage, security, accessibility and management of information received and generated by Council.

**Libraries** – Providing access to information resources for learning or leisure. Providing opportunities for community to engage, learn and connect.

**Open Space Operations** – Maintaining parks and reserves, biodiversity activities, and fire breaks/tracks.

**Open Space Biodiversity** – Undertaking activities such as weed management, habitat conservation and expansion, research and knowledge development, and supporting community in their related activities.

**Organisational Development and Work Health & Safety** – Providing support to our people covering organisational development, human resource management, work health and safety and payroll.

**Parking and By-law Enforcement** – Monitoring and regulating parking and particular public activities to ensure safe and accessible environments.





# Our Services

**Planning & Development** – Assessment of development applications and activities within the region. Inspection of approved buildings and swimming pools and taking compliance action where required. Reviewing safety of publicly accessible buildings.

**Policy Planning** – undertaking policy and project work such as amendments to the new Planning and Design Code, and preparation of urban design guidelines.

**Positive Ageing** – Providing home and social support, particularly under the Commonwealth funded Commonwealth Home Support Program. Developing and implementing targeted strategies and programs in our region.

**Property Services** – Facilitating appropriate events, outdoor dining, roadside trading and mobile food vans on Council managed land and roads. Ongoing maintenance and management of Council's service centres, community facilities and Council's real estate assets including some 380+ parcels of land and 180+ buildings.

**Public Health** – Inspections of food businesses, waste water and public swimming pools to provide safe public environments. Providing clinics to enable the community to access vaccinations easily.

**Sport & Recreation Planning** – Management and utilisation of Council's sport, recreation and open

space assets; and support of clubs and the community's recreational activities in the region.

**Strategic Assets** – Develops and refines the Asset Management Plans and the future renewal Capital Works Programs. Manages Council's Geographic Information Systems, Community Wastewater Management System, and associated corporate data.

**Sustainability** – Including climate change considerations into Council decision making, providing strategies for carbon neutrality, water management and renewable energy in response to climate change impacts.

**Volunteering** – Encouraging voluntary participation across the Adelaide Hills through provision of opportunities, training and support for volunteer involving groups.

**Waste** – Providing waste collections and recycling services to 16,500 properties, green waste organics kerbside collections in townships, 'at call' hard waste collection, and operates the Heathfield Resource Recovery Centre for community use.

**Wastewater Systems Compliance** – Working with landowners to ensure their on-site wastewater systems are compliant and operating correctly to minimise impact on the water catchment.

**Youth Development** – Providing a range of programs and activities to support and develop youth in our community.





# Our focus for 2025-26

Council's focus for the financial year is on supporting and strengthening our community, environment and region by developing a responsible budget which recognises our unique constraints and is geared towards delivering essential services, prudent resource management, and sustainability.

Some of the highlights include:

- Pursuing our adopted pathway to achieving net zero corporate carbon emissions
- Trialing alternate kerbside waste collection models to divert more waste from landfill
- Progressing towards financial sustainability through considered planning
- Revising the Biodiversity Strategy to conserve native vegetation and habitat on Council land, and protect ecological values along natural waterways
- Developing a Stormwater Management Plan
- Continuing to implement actions from the Our Watch's "Prevention Toolkit for Local Government"
- Expanding the Fabrik Arts + Heritage Hub operations following its redevelopment
- Undertaking a strategic review of all Council owned properties including Council administration accommodation
- Increasing community connections through forums
- Collaborating with Adelaide Hills Tourism to promote and support tourism across our region
- Advocating for key economic development issues in the region with other levels of government
- Commencing the development of a housing strategy that meets community needs and balances character, growth, affordability, and the natural environment
- Increasing resilience and reliability of the Community Wastewater Management System service
- Implementing technology upgrades to the Customer Relationship Management system to enhance the customer experience through easier online services and improved communication and response times

## How we measure success

We will measure our success by how well we deliver services and meet the needs of our community, based on performance results and feedback from the people we serve.

Inside our organisation, we track success by looking at how well our services perform, whether we meet our financial goals, how strong our leadership and decision-making are, how we use new ideas and technology, and how we grow and improve as an organisation.

The details of these measures are included in the suite of Corporate Performance Indicators (*Annexure C*) which will be used in our performance reporting to Council each quarter, and in our Annual report for 2025-26.

# Strategic Initiatives

Strategic initiatives are specially funded and priority activities, projects and programs of work that are planned for and approved by the Elected Members, for 2025-26. “Operating” initiatives are related to administrative projects, community programs and other activities and tasks.

Operating Initiatives	Area	Objective	Budget 2025-26
Housing strategy	Community & Development	BFE 1	\$25,000
Adelaide Hills subzone code amendment	Community & Development	BFE 1	\$15,000
Town and precinct planning strategic framework	Community & Development	BFE 2	\$30,000
Bike track maintenance	Environment & Infrastructure	BFE 3	\$30,000
Sustainable site planning – Johnston Memorial Park, Balhannah	Environment & Infrastructure	BFE 4	\$25,000
Community resilience operating costs	Community & Development	CW 4	\$30,000
Tour Down Under	Corporate Services	BFE 5	\$80,000
Bore infrastructure investigations	Environment & Infrastructure	CW 4	\$100,000
Mylor bore compliance works	Environment & Infrastructure	CW 4	\$25,000

*\*Strategic goals, objectives and priorities are listed in Annexure F*

# Strategic Initiatives

Strategic initiatives are specially funded and priority activities, projects and programs of work that are planned for 2025-26. “Operating” initiatives are related to administrative projects, community programs and other activities and tasks.

Operating Initiatives	Area	Objective and/or Priority*	Budget 2025-26
Electric vehicle charging scheduled auditing and maintenance	Environment & Infrastructure	NE 1	\$25,000
Existing solar PV, emission and cost reduction monitoring and performance enhancement	Environment & Infrastructure	NE 1	\$5,000
Trialling alternative kerbside waste collection models (\$190,000 grant funded)	Environment & Infrastructure	NE 2	\$380,000
Grants and incentives to support the community in reducing emissions	Environment & Infrastructure	NE 2	\$10,000
Development and implementation of a community energy reduction program incorporating energy and transport	Environment & Infrastructure	NE 2	\$120,000
Local climate adaptations for landscape conservation	Environment & Infrastructure	NE 4	\$10,000
New staff recruitment – Senior Strategic Asset, Development and Project Arborist	Environment & Infrastructure	NE 4	\$124,000
Digital Transformation Program (inc Enterprise Resource Planning Review)	Corporate Services	O1	\$475,000

*\*Strategic goals, objectives and priorities are listed in Annexure F*



# Changes to ‘Business-as-Usual’ budgets

In addition to the strategic initiatives, which are specially funded, and priority activities, projects and programs of work, additional funding has been allocated to specific on-going activities.

Business as Usual Projects	Area	Objective and/or Priority*
Reconciliation Action Plan	Community & Development	CW 1
Implement actions from Our Watch’s ‘Prevention Toolkit for Local Government’	Community & Development	CW 3

Business as Usual Increases	Area	Objective and/or Priority*	Budget 2025-26
Additional weed control following fire control activities	Environment & Infrastructure	NE 1	\$25,000
Amy Gillett Bikeway maintenance	Environment & Infrastructure	NE 1	\$45,000

# Strategic Initiatives

Strategic initiatives are specially funded and priority activities, projects and programs of work that are planned for 2025-26. “Capital” initiatives are generally related to new physical assets and infrastructure investment.

Capital Initiatives	Area	Objective and/or Priority*	Budget 2025-26
Public toilet septic system upgrade – Norton Summit	Environment & Infrastructure	BFE 3	\$80,000
Replacement of non-compliant external cladding – Stirling Coventry Library	Environment & Infrastructure	BFE 3	\$80,000
Road Safety Program (including co-contribution to road Black Spot Program)	Environment & Infrastructure	BFE 3	\$35,000
Stormwater projects - Balhannah	Environment & Infrastructure	BFE 3	\$544,000
Disability Discrimination Act access upgrades – region wide	Environment & Infrastructure	BFE 3	\$30,000
Sports court upgrades	Environment & Infrastructure	CW 6	\$35,000
Amenity lighting – Woodside Recreation Ground	Environment & Infrastructure	CW 6	\$35,000
Uraidla Play Space	Environment & Infrastructure	CW 6	\$220,000

*\*Strategic goals, objectives and priorities are listed in Annexure F*

*Appropriate funds have been allocated to a limited number of priority initiatives that remain commercial in confidence at the time of publishing this document. Figures do not include project managements costs*

# Strategic Initiatives

Strategic initiatives are specially funded and priority activities, projects and programs of work that are planned for 2025-26. “Capital” initiatives are generally related to new physical assets and infrastructure investment.

Capital Initiatives	Area	Objective and/or Priority*	Budget 2025-26
Energy efficiency improvement program – Council facilities	Environment & Infrastructure	NE 1	\$60,000
Central irrigation control system – Houghton Square, Lobethal Main Street, Kersbrook Cemetery	Environment & Infrastructure	NE 4	\$130,000
Barbeque and shelter – Hamilton Hill, Woodforde	Environment & Infrastructure	BFE 3	\$40,000
Safety improvements, Branch Road stair access to Woorabinda Bushland Reserve - Stirling	Environment & Infrastructure	NE 5	\$70,000
Work, Health & Safety and security upgrades at Council depot - Heathfield	Environment & Infrastructure	BFE 4	\$75,000
Lighting improvements, Lewis Walk Hamilton Hill - Woodforde	Environment & Infrastructure	BFE 3	\$15,000
Road safety: Traffic control and calming - Lobethal	Environment & Infrastructure	BFE 3	\$57,000
Road safety: Emu crossing - Lobethal	Environment & Infrastructure	BFE 3	\$42,000

\* Strategic goals, objectives and priorities are listed in Annexure F.

Appropriate funds have been allocated to a limited number of priority initiatives that remain commercial in confidence at the time of publishing this document. Figures do not include project managements costs.



# Financial Overview

Key financial information for 2025-26 is summarised below:

Budget Summary	\$'000
Rates income	54,953
All Other Operating income (including initiatives)	9,505
<b>Total Operating Income</b>	<b>64,458</b>
Core operating Expenses (excluding Initiatives)	65,381
Operating initiatives	1,509
<b>Total operating Expenditure</b>	<b>66,890</b>
<b>Operating deficit</b>	<b>2,432</b>
Gross Capital Renewal Program expenditure	14,292
Gross Capital expenditure on new / upgraded assets	3,448
<b>Total Gross Capital Expenditure</b>	<b>17,740</b>
Estimated new borrowings	6,395





# Key financial targets and financial sustainability

Financial sustainability is considered with reference to Council’s agreed target ranges in three key ratios:

Indicator	Adopted Target	2025-26 Budget
Operating Surplus Ratio	0 - 10% (on avg. over 10 years)	(3.8%)
Net Financial Liabilities Ratio	0 – 100%	63%
Asset Renewal Funding Ratio	90 – 110%	116%

Council's alignment to the targets provides a level of certainty to the community that financial sustainability will be maintained over the long term.

Council’s targeted Operating Surplus on average over a ten-year timeframe acknowledges that there are likely to be one off occurrences in particular years which require Council to respond differently. This improves Council’s ability to absorb the expenditure impacts from unexpected events such as bushfires, floods, or pandemics. It also provides capacity to reduce our liabilities (borrowings) by funding a proportion of new capital / upgrade expenditure.

## Impact on ratepayers

The overall amount existing ratepayers will pay in general rates will increase on average by 6.2%. For a residential property of average value, this equates to an increase of approximately \$161 for the 2025-26 year. Rate increases may vary from the average where there has been new development, capital improvements or other significant change to the value of the property.

To reduce the impact of significant valuation changes for 2025-26 Council proposes:

- Applying a rate rebate to limit the maximum general rate increase to 15% across residential and primary production land use categories
- Make the rebate automatic (similar to the 2024-25 financial year)
- Retaining the exclusion of the cap for valuation increases due to improvements, changes in land use and rateability
- Adjusting the exclusion of change of ownership properties to those properties sold after 30 June 2024.

# Elements of the Budget:

## Income and Expenses

### Income

Rate revenue accounts for approximately 85% of Council's operating income, while grants, fees and charges make up the majority of the other operating income. We continue to pursue grant income and partnerships with external funders where possible to minimise the requirement for revenue via rates.

### Fees and Charges

Section 188 of the *Local Government Act 1999* sets out how fees and charges are managed in Council. Council reviews its fees and charges each year, in conjunction with the development of the annual budget to ensure that the fees proposed:

- reflect (or move progressively toward) the cost of the services’ provision
- are comparable with market rates, where appropriate
- take into account benefit derived by users of community facilities
- are consistent with Council directions articulated through existing policy or plans
- are consistent with Council’s LTFP assumptions

Generally, this has resulted in proposed fee increases that are in line with CPI, insofar as this is practicable.

### Expenses

39% of the Council’s operating expenditure is attributable to the payment of salaries and wages and around 38% is applied to materials, contracts and other expenses.



# Significant influences for the 2025-26 budget

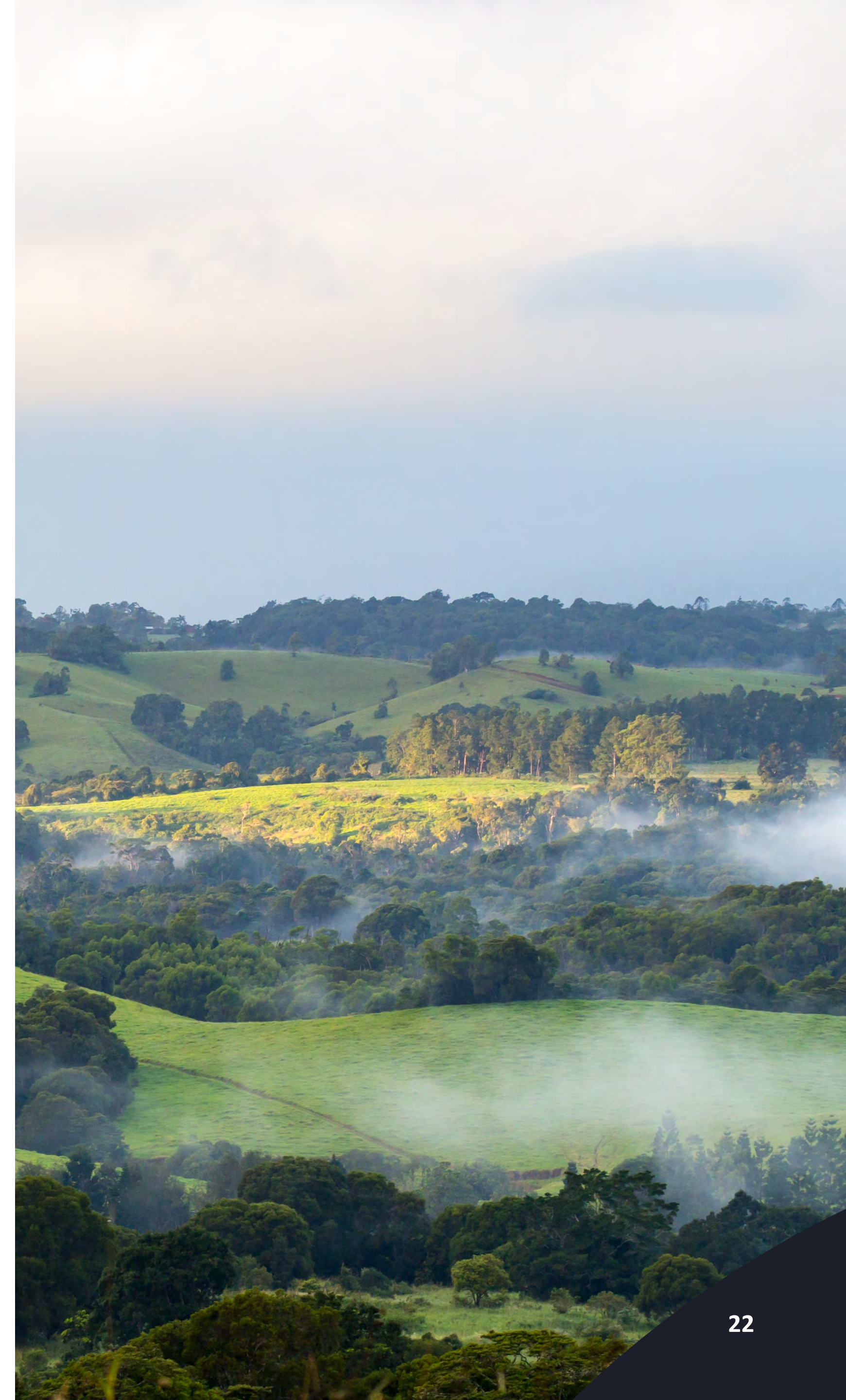
The key focus in the preparation of this budget has been to create a financially sustainable Council now and into the future.

A number of factors have influenced the preparation of Council's 2025-26 Annual Business Plan.

These include:

- Major projects being undertaken by Council (*as listed on pages 13-17*).
- Inflationary pressures continue to push up costs. Whilst there may be some slowing of these pressures, they will remain influential on Council's expense base in the immediate future.
- Increasing construction costs over recent years have led to higher replacement cost valuations of Council's existing asset base which in turn increases the depreciation cost. Accurately capturing these is important to ensure Council's sustainability.
- Provision for Enterprise Agreements for staff which determines conditions of employment and provide for annual salary and wages increases, largely based on CPI and a separate increase of 0.5% in the Superannuation Guarantee Levy.
- Maintaining asset management (renewal) expenditure at a sufficient level to ensure long term maintenance of Council infrastructure, property and IT assets.
- Increased maintenance requirements due to an increase in capital works and construction of new assets over recent years.
- A hardening insurance market resulting in premiums increasing significantly more than CPI.

The Boundary Commission's Inquiry into Campbelltown City Council's Woodforde/Rostrevor boundary reform proposal is currently underway. If this reform proposal is successful, it has the potential to materially impact Council's financial sustainability. No financial or resource implications have been built into the 2025-26 budget at this stage.





# Additional costs included in the 2025-26 budget

In addition to the major projects being funded in 2025-26, there are other ongoing cost pressures that continue to impact on Council's Operating Surplus including:

- Higher interest costs arising from increased borrowings which were used to fund capital initiatives
- Increase in depreciation due to revaluations largely relating to cost escalation in infrastructure and building costs
- Insurance premium increases & distribution reductions
- Waste collection costs continue to increase due to higher transportation costs
- Higher costs for building maintenance
- Allowance for more condition assessments of assets





# Borrowings

Borrowing is an important funding source, especially for expenditure relating to new Capital and is undertaken in accordance with Council’s Treasury Policy. The key objective of the Policy is to manage the finances of the Council holistically in accordance with the overall financial sustainability strategies and targets.

An independent Local Government report on financial sustainability encourages the increased use of borrowings to promote intergenerational equity. This involves spreading costs in relation to significant capital expenditure based on the pattern of benefits over time so that one generation is not excessively subsidising another.

Forecasted levels of borrowing are dependent on the accuracy of the budget. In particular, changes to the delivery of the Capital Works Program have the capacity to change the level of borrowings required. The forecast below assumes that all capital projects will be delivered by the end of 2025-26.

Estimated increase in Total Borrowings as shown in the following table for 2025-26 is \$5,873m.

Borrowing	\$'000
Forecast Opening Balance of Borrowings July 2025	28,825
Estimated New Borrowing for 2025-26	6,395
Repayment of principal for 2025-26	-
Forecast Closing Balance of Borrowings June 2026	35,220
Split as follows:	
Cash Advance Debenture (Short Term Borrowings)	22,720
Fixed Term Borrowings	12,500
Forecast Closing Balance of all Borrowings June 2026	35,220







# 2025-26 Operating Budget by Directorate and Function

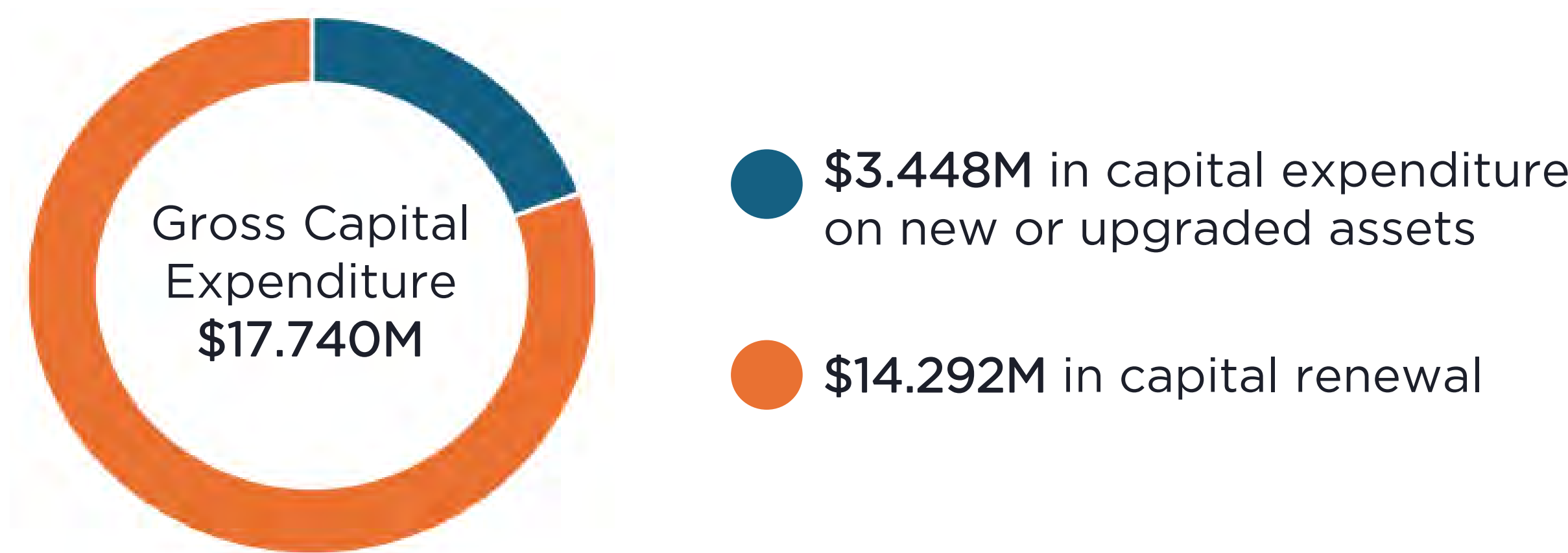


2025-2026 Operating Budget by Directorate and Function

Function / Directorate	Revenue			Expenditure			Net Cost / (Revenue) Budget \$'000	2025-26 Staff FTE Budget
	2024-25 Revised Budget \$'000	2025-26 Proposed Budget \$'000	Fav/(unfav) Budget Variance \$'000	2024-25 Revised Budget \$'000	2025-26 Proposed Budget \$'000	Fav/(unfav) Budget Variance \$'000		
CEO Office	-	-	-	664	579	85	579	2.00
Governance Civic	-	-	-	2	3	(1)	3	0.00
Governance EM	-	-	-	532	560	(28)	560	0.00
Governance & Performance	37	37		2,029	1,922	108	1,885	3.40
CEO Directorate Total	37	37		3,227	3,063	164	3,027	5.40
C&D Director's Office	-	-	-	369	409	(40)	409	2.00
Region & Place	110	110	-	812	1,029	(217)	919	4.00
Environmental Health	196	181	(15)	613	613	1	431	3.84
Fire Prevention	32	57	25	239	167	72	111	1.18
Animal Management	577	627	50	491	551	(60)	(76)	3.10
Parking and By-Laws	115	165	50	165	322	(156)	156	2.00
Development Services	649	695	46	2,691	2,716	(25)	2,021	17.03
Community Management	23	-	(23)	438	606	(168)	606	3.10
Community Grants	-	-	-	209	210	()	210	0.00
Community Centres - TSCC	16	16	()	220	235	(16)	219	1.58
Community Centres - TVCC	24	20	(5)	220	113	107	94	0.79
Community Programs	117	74	(43)	126	77	49	3	0.60
Community Resilience	300	-	(300)	510	134	376	134	0.80
Cultural Development	-	-	-	202	148	53	148	0.60
Positive Ageing (Collaborative)	93	94	1	94	94		0	0.60
Positive Ageing (Home Support)	1,196	1,317	121	1,246	1,374	(128)	57	6.22
Volunteering	-	-	-	100	89	11	89	0.60
Youth Development	3	3		111	130	(20)	128	0.60
Customer Experience	-	-	-	738	159	580	159	1.00
Customer Service	-	-	-	999	1,021	(22)	1,021	8.84
Libraries	346	340	(5)	2,086	2,188	(101)	1,847	15.06
FABRIK	380	363	(17)	848	1,060	(212)	697	4.60
Community & Development Directorate Total	4,177	4,063	(114)	13,530	13,445	85	9,382	78.15
CS Director's Office	6	6	()	572	538	34	533	2.89
Communications, Engagement & Events	-	-	-	834	758	76	758	3.60
Corporate	1,144	1,145	1	1,403	1,490	(87)	344	0.00
Finance Operations	-	-	-	1,230	1,455	(224)	1,455	9.80
Rates	49,724	53,343	3,619	1,994	2,034	(40)	(51,309)	0.00
ICT	-	-	-	1,199	1,258	(60)	1,258	4.33
Information Management	-	-	-	574	618	(44)	618	4.34
Information Systems	-	-	-	2,019	2,596	(577)	2,596	4.33
People and Culture & WHS	-	-	-	846	929	(83)	929	5.00
Corporate Services Directorate Total	50,874	54,494	3,620	10,671	11,677	(1,005)	(42,817)	34.29
E&I Director's Office	-	-	-	894	457	437	457	2.00
Civil Services - Management	2	2		575	597	(22)	595	3.60
Civil Services - Maintenance	3,009	2,401	(608)	5,468	5,529	(60)	3,127	34.00
Civil Services - Private Works	6	7		4	5	()	(2)	0.00
Property Management	75	75		2,346	2,486	(140)	2,411	5.90
Sport & Recreation	11	12		1,049	1,128	(79)	1,117	3.80
AHBTC	408	408		359	363	(4)	(46)	0.00
Cemeteries	385	394	10	205	178	28	(217)	1.00
Open Space - Management	23	-	(23)	988	1,265	(277)	1,265	8.00
Open Space - Maintenance	6	-	(6)	3,718	3,749	(31)	3,749	17.00
Open Space - Stores	-	-	-	(937)	(846)	(91)	(846)	1.00
Open Space - Biodiversity	545	534	(11)	1,365	1,500	(135)	966	5.30
CWMS	1,735	1,631	(104)	1,040	1,041	(1)	(590)	1.00
Strategic Assets	-	-	-	479	615	(137)	615	2.90
Emergency Management	-	-	-	105	87	19	87	0.20
Sustainability	-	-	-	346	466	(120)	466	1.40
Waste	192	401	210	5,992	6,688	(696)	6,287	1.80
Depreciation	-	-	-	13,071	13,398	(327)	13,398	0.00
Environment & Infrastructure Total	6,398	5,866	(532)	37,071	38,706	(1,635)	19,442	88.91
Total	61,485	64,459	2,974	64,499	66,891	(2,392)	2,431	206.75

# Capital Budget Overview

The 2025-26 Capital Budget continues to focus on the renewal of infrastructure. The Council has in excess of \$830M (Current Replacement Values) of infrastructure assets that it manages, to ensure that our current and future communities have access to the ongoing services these assets provide.



The total of \$17.74m for the capital works program is considered to be an appropriate level of sustainable investment to meet the Council strategic goal to have a proactive long term view regarding the renewal and maintenance of its infrastructure.

As in previous years, a significant portion of the program is applied to road works, with buildings, stormwater and plant accounting for a large proportion of the remaining allocation.

*To see a detailed listing of our Capital projects, refer to the Capital Works Program published on our website*

## Capital Expenditure Renewal Summary

Asset Category	2025-26 Allocation \$'000
Bridges	143
Buildings & Other Structures	948
Cemetries Infrastructure	40
CWMS	913
Footpaths	425
Guardrails	56
Kerb & Gutter	300
Other Infrastructure Assets	111
Retaining Walls	54
Roads	5,150
Sport & Recreation (including Playgrounds)	60
Stormwater Drainage	1,650
Street Furniture Infrastructure	65
Plant & Equipment	2,950
ICT Equipment	442
Project Management	986
RENEWALS	14,292



# Rates Overview

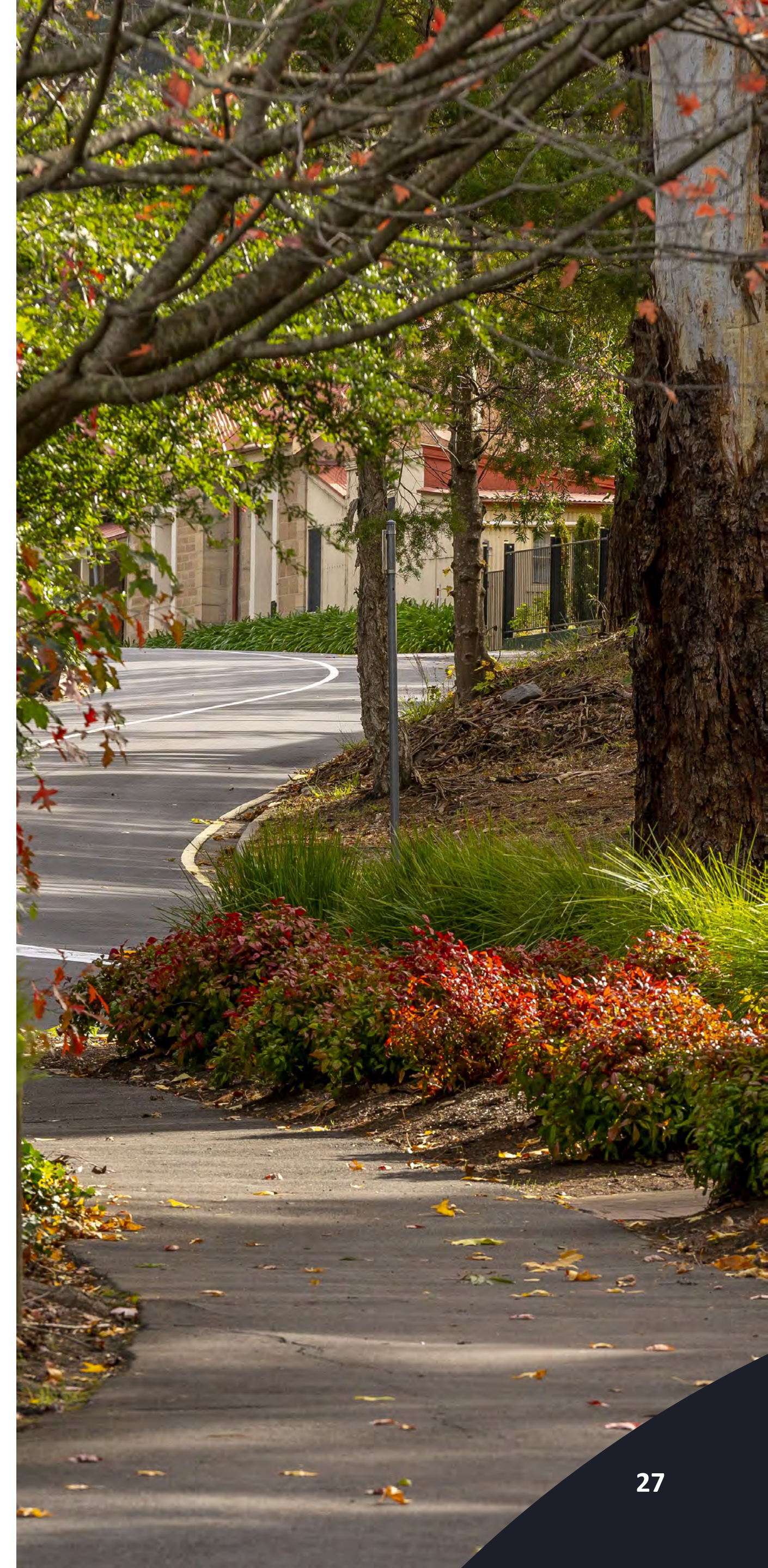
Rates are a form of property taxation, and property values determine how much each property contributes. This system of taxation means that the rates paid may not directly relate to the services used by each ratepayer.

The base increase in Rates is 6.2%, which is to cover the effect of inflation on Councils costs. This has been derived from the March South Australian Consumer Price Index (CPI) figure of 2.2% and allows for some cost elements that have risen by more than core CPI.

The new development (budgeted growth at 0.8%) is defined as capital improvements to existing properties and changes to value as a result of land divisions. This is primarily related to the Hamilton Hill development.

This year's valuation of the Council area by the Valuer-General has shown less variability in valuation increases across all land uses. As such, Council will continue to reduce the impact of significant valuation changes for 2025-26 by:

- Differentiating all land uses to enable differences in valuation for land use categories to be taken into account;
- Setting the maximum general rate increase at 15%
- Applying a rate rebate to residential and primary production land use categories where the increase exceeds 15%
- Make the rebate automatic (similar to the 2024-25 financial year)
- Excluding the rebate on properties where there is any change of rateability, land use, improvements or change in ownership of properties from the previous year.





# Summary Basis of Rating (Rating Policy)

Key elements of the Policy include:

## Rating Structure

- The Council is proposing that differential rates be applied to all rateable properties based on their predominant land use. This is a change in rating structure from previous years and will allow Council to ensure that the proposed average rate increase for existing ratepayers is consistent across all land uses before other factors relating to the cost of services and comparability to other councils are considered for individual land uses.
- A fixed charge rating structure that includes a fixed charge applying to all properties. This charge is to increase from \$830 to \$880 which represents a 6.02% increase in line with the average increase previously highlighted.

## Stirling Separate Rate

- A separate rate for businesses in Stirling that generates \$110k that is distributed to the Stirling Business Association (SBA) to promote Stirling as a destination, the "Gateway to the Hills" through a new funding agreement. Council also sets a maximum amount ('top') and a minimum amount ('tail') per property each financial year for this separate rate.
- Council proposes in accord with Council's taxation principles to maintain the top and tail of the separate rate at the same amount given that there is no increase in the overall amount collected, thus maintaining an even distribution across all separate ratepayers.

## Regional Landscape Levy

The Regional Landscape (RL) Levy is a State Tax paid by all ratepayers and is collected by Council on behalf of the Hills and Fleurieu Regional Landscape Board. For 2025-26 there is a modest increase of 2.33% in this tax imposed on Council's ratepayers by the Board.

## Help when you need it

An empathetic and individually tailored approach is provided to ratepayers who are experiencing financial difficulties through the provision of a number of alternative arrangements made available to ratepayers including:

- smaller, more regular payment options
- acceptance of reduced payments toward Council Rates arrangement
- deferment or postponement of payment of rates in whole or in part for an agreed period
- consideration of the waiving of fines and interest where appropriate

The Rating Policy also includes a number of options to address financial hardship specifically targeted to those ratepayers that have been significantly and permanently impacted by events such as the current financial climate, COVID and bushfires.



## Rates Modelling

The valuation of the Council area by the Valuer-General has been completed and information provided reflects an average increase of just under 6% in valuation for existing properties.

Analysis indicates that:

- Residential properties, representing 73% of total assessments, have had an average valuation **increase** of 6%
- Primary production properties, representing 16% of total assessments, have had an average valuation **increase** of 4.7%
- Commercial and Industrial Light properties have had an average valuation **increase** of 1%
- Industrial Other properties have had an average valuation **increase** of 1%
- Vacant land properties have had an average valuation **increase** of 7%

The percentage of total rate revenue required from each land use category takes into account the proposed rating structure changes to phase in higher differential rates in relation to Commercial, Industrial and Vacant Land use categories across a three-year period and this breakup is used to determine the rate in the dollar (differential rate) for each category to provide an overall increase in general rate revenue of 6.2% excluding new development.

## Allocation of Rates

The Council uses the capital value method of valuing properties. This method values the land and all improvements on the land. It is the most widely-used method across South Australian councils.

Council considers this valuation method the most equitable method to spread rates across the measure of wealth within the Adelaide Hills Council area. It equates to the taxation principle that people should contribute to community, social and physical infrastructure in accordance with their capacity to pay as measured by property wealth.

Further, in determining how rates are applied, and the rate in the dollar, Council has also made specific policy choices in relation to the use of differential rating for each land use category and a fixed charge rather than a minimum rate to allocate the rates burden across the community.

## Rate Statistics

Council has just over **19,200** assessments split by land use as follows:



# Differential Rates

Section 153 of *Local Government Act 1999* (the “Act”) allows councils to ‘differentiate’ rates based on the use of the land, the locality of the land, the use and locality of the land or on some other basis determined by the council. The application of a Differential General Rate is generally intended to alter the amount payable by particular land uses.

In formulating the rating structure, Council has considered issues of consistency and comparability of other councils and across council areas in the imposition of rates on various sectors of the business and wider community. Currently Council’s average residential rate is high by comparison to other councils whereas the average commercial and industrial rate is low.

In 2023-24 financial year Council adopted a change in rating structure with higher differential rates for some categories being applied as set out below.

- Properties categorised as “Commercial” or “Industrial Light” will pay a higher differential rate in the dollar than residential with a phased increase of 35% relative to the current differential rate.
- Properties categorised as “Industrial Other” will pay a higher differential rate in the dollar than residential with a phased increase of 60% relative to the current differential rate.
- Properties categorised as “Vacant Land” within township zones as defined by Council will pay a higher differential rate in the dollar than residential with a phased increase of 30% relative to the current differential rate.

These changes are being applied over a three year period, with 2025-26 being the last year of the process.

The percentage of total rate revenue required from each land use category after taking in to account the proposed rating structure changes will be used to determine the rate in the dollar (differential rate) for each category.

# Fixed Charge

Under the Act, Council has some mechanisms available to enable all ratepayers to contribute more equitably to the administration of Council’s services and the development and maintenance of the community’s infrastructure. Council considers a fixed charge (applying equally to all rateable properties) to be the most fair and equitable means of achieving this.

For the 2025-26 year, it is proposed to increase the fixed charge from \$830 to \$880, representing a 6.02% increase in line with the overall average increase in rate

# Community Wastewater Management System (CWMS)

The Council provides Community Wastewater Management System (CWMS) to some areas within the Council district. To fund the provision of this service Council imposes an annual service charge to recover the cost to the Council of establishing, operating, maintaining, improving and replacing infrastructure (taking into account depreciation of any assets and including future capital works).

Council undertakes an annual detailed assessment of the cost of providing CWMS services, in accordance with the guidelines set by the Essential Services Commission of South Australia (ESCOSA).



# Annexure A: Budgeted Financial Statements

# Adelaide Hills Council

## BUDGETED UNIFORM PRESENTATION OF FINANCES

### 2025-26 Budget

2024-25 Revised		2025-26 Budget
\$'000		\$'000
	<b>INCOME</b>	
51,442	Rates	54,953
1,513	Statutory charges	1,671
1,033	User charges	1,026
935	Grants, subsidies and contributions - Capital	0
5,516	Grants, subsidies and contributions -Operating	5,770
26	Investment income	25
262	Reimbursements	263
632	Other income	645
103	Net gain - equity accounted Council businesses	105
<b>61,462</b>	<b>Total Income</b>	<b>64,458</b>
	<b>EXPENSES</b>	
25,028	Employee costs	26,082
25,150	Materials, contracts & other expenses	25,577
13,441	Depreciation, amortisation & impairment	13,777
857	Finance costs	1,374
-	Net loss - equity accounted Council businesses	0
<b>64,476</b>	<b>Total Expenses</b>	<b>66,810</b>
<b>(3,014)</b>	<b>NET BUDGETED SURPLUS / (DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>(2,352)</b>
	<b>Net Outlays on Existing Assets</b>	
<b>(13,779)</b>	Capital Expenditure on Renewal and Replacement of Existing Assets	<b>(13,850)</b>
645	Proceeds from Sale of Replaced Assets	0
13,441	Depreciation	13,777
<b>307</b>	<b>NET OUTLAYS ON EXISTING ASSETS</b>	<b>(73)</b>
	<b>Net Outlays on New and Upgraded Assets</b>	
<b>(6,869)</b>	Capital Expenditure on New and Upgraded Assets & Remediation costs	<b>(3,448)</b>
3,192	Capital Grants and Monetary Contributions for New and Upgraded Assets	0
40	Proceeds from Sale of Surplus Assets	0
<b>(3,637)</b>	<b>NET OUTLAYS ON NEW AND UPGRADED ASSETS</b>	<b>(3,448)</b>
<b>(6,345)</b>	<b>NET LENDING/ (BORROWING) RESULT FOR FINANCIAL YEAR</b>	<b>(5,873)</b>
<b>(27,514)</b>	<b>Net Financial Liabilities at Beginning of Year</b>	<b>(33,962)</b>
0	Decrease / (increase) in Other	0
<b>(103)</b>	Non Cash Equity Movement	<b>(105)</b>
<b>(33,962)</b>	<b>Net Financial Liabilities at End of Year</b>	<b>(39,940)</b>

It should be noted that the figures in this appendix have been rounded and consequently individual sub-totals, whilst being correct, may differ slightly from the sum of the rounded amounts.





# Annexure B: Statement of Expected Rate Revenue

## Statement of Expected Rate Revenue

**Please note:** These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B). This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the ABP&B.

<b>Expected Rates Revenue</b>				
	<b>2024-25</b>	<b>2025/26 (estimated)</b>	<b>Change</b>	<b>Comments</b>
<b>General Rates Revenue</b>				
General Rates (existing properties)	\$48,104,030	\$51,533,348 (a)		The proposed rates increase for 2025/26 is 6.20% on average for residential and primary production.
General Rates (new properties)		\$57,716 (b)		
<b>General Rates (GROSS)</b>	<b>\$48,104,030</b>	<b>\$51,591,064 (c)</b>		
Less: Mandatory Rebates	(\$372,873)	(\$389,825) (d)		
<b>General Rates (NET)</b>	<b>\$47,731,157</b>	<b>\$51,201,240 (e)</b>	<b>7.3%</b>	
(e)=(c)+(d)				
<b>Other Rates (inc. service charges)</b>				
Regional Landscape Levy	\$1,675,505	\$1,715,166 (f)		The Regional Landscape Levy is a state tax collected on behalf of the Hills & Fleurieu Regional Landscape Board by the Dept of Environment, Water & Natural Resources. It is <b>not retained</b> by council.
CWMS	\$1,720,746	\$1,605,360 (g)		For 2025-26, (\$360) for each vacant land property and (\$770) for each occupied property.
Stirling Business Separate Rate	\$110,000	\$110,000 (h)		A separate rate for businesses in Stirling will be applied to carry out the activity of promoting and enhancing business viability, profitability, trade & commerce within the zone.
	\$51,237,407	\$54,631,766		
Less: Discretionary Rebates	(\$69,282)	(\$72,446) (j)		
<b>Total Council Rate Revenue</b>	<b>\$49,492,621</b>	<b>\$52,844,154 (k)</b>	<b>6.8%</b>	Excluding the Regional Landscape Levy
(k)=(e)+(g)+(h)+(j)+(i)				

<b>Estimated growth in number of rateable properties</b>				
<b>Number of rateable properties</b>	<b>18,336</b>	<b>18,358</b>	<b>(l)</b>	<b>0.1%</b>
	<i>Actual</i>	<i>Estimate</i>		
'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.				
Growth is expected to account for around 0.8% of the estimated increase in general rates to be collected.				
<b>Estimated average General Rates per rateable property</b>				
<b>Average per rateable property</b>	<b>\$2,623</b>	<b>\$2,810</b>	<b>(m)</b>	<b>7.1%</b>
(o)=(c)/(n)				
Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area). The total General Rates paid by all rateable properties will equal the amount adopted in the budget.				
These 'averages' are based on the total of all rateable properties and are therefore not necessarily indicative of either the rate or change in rates that all ratepayers will experience.				

### Notes

(d) Councils are <b>required</b> under the Local Government Act to provide a rebate to qualifying properties under a number of categories:		
Health Services - 100 per cent	Religious purposes - 100 per cent	Royal Zoological Society of SA - 100 per cent
Community Services - 75 per cent	Public Cemeteries - 100 per cent	Educational purposes - 75 per cent
The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).		
(e) Presented as required by the <i>Local Government (Financial Management) Regulations 2011</i> reg 6(1)(ea)		
<b>Please Note:</b> The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from <u>all</u> rateable properties, not from <u>individual</u> rateable properties (ie. individual rates will not necessarily change by this figure).		
(f) Councils are required under the <i>Landscape South Australia Act 2019</i> to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.		
(g) Community Wastewater Management Systems are provided by council to some areas within the council district. To fund the provision of this service, Council imposes an annual service charge to recover the cost of establishing, maintaining, improving and replacing infrastructure.		
(j) A council <b>may</b> grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).		
(k) Expected Total Council Rate Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.		
(l) 'Growth' as defined in the <i>Local Government (Financial Management) Regulations 2011</i> reg 6(2)		

## Statement on Expected Rate Revenue

**Please note:** These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B). This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the ABP&B.

### Expected Rates Revenue

	Total expected revenue			No. of rateable properties		Average per rateable property		
	2024/25	2025/26	Change	2024/25	2025/26	2024/25	2025/26	Change
<b>Land Use (General Rates - GROSS)</b>								
Residential	\$36,316,437	\$39,192,288	8%	13,895	13,949	\$2,614	\$2,810	(p) \$196
Commercial - Shop	\$696,785	\$750,173	8%	269	272	\$2,590	\$2,758	(p) \$168
Commercial - Office	\$121,840	\$125,139	3%	58	58	\$2,101	\$2,158	(p) \$57
Commercial - Other	\$911,411	\$954,159	5%	312	309	\$2,921	\$3,088	(p) \$167
Industry - Light	\$64,618	\$73,935	14%	33	35	\$1,958	\$2,112	(p) \$154
Industry - Other	\$198,232	\$203,993	3%	45	43	\$4,405	\$4,744	(p) \$339
Primary Production	\$8,335,803	\$8,838,634	6%	2,995	2,978	\$2,783	\$2,968	(p) \$185
Vacant Land	\$985,878	\$979,505	-1%	560	547	\$1,760	\$1,791	(p) \$30
Other	\$473,025	\$473,236	0%	169	167	\$2,799	\$2,834	(p) \$35
<b>Total Land Use</b>	<b>\$48,104,030</b>	<b>\$51,591,064</b>	<b>7.2%</b>	<b>18,336</b>	<b>18,358</b>	<b>\$2,623</b>	<b>\$2,810</b>	<b>(p) \$187</b>
<b>GRAND TOTAL (GROSS)</b>	<b>\$48,104,030</b>	<b>\$51,591,064</b>	<b>7.2%</b>	<b>18,336</b>	<b>18,358</b>	<b>\$2,623</b>	<b>\$2,810</b>	<b>(p) \$187</b>

Council uses a differential rating system, using Land Use Codes as the factor to apply such differential rates.

In applying differential general rates, council has considered and is satisfied that the rating system addresses the issue of consistency and comparability across all council areas, particularly as it relates to the various sectors of the business and wider community.

### Fixed Charge

	Total expected revenue			Charge		
	2024/25	2025/26	Change	2024/25	2025/26	Change
<b>Fixed Charge</b>	\$14,944,980	\$15,863,760	6.1%	\$830	\$880	(q) \$50

A fixed charge ensures all rateable properties pay a base amount towards the cost of administering council activities and maintaining the services and infrastructure that supports each property.

Rates based on capital values are then applied in addition to the fixed charge.

Council cannot raise more than 50% of its general rate revenue from the fixed charge component.

In 2025/26 council proposes to raise approximately 31% of its general rate revenue by way of the fixed charge.

This revenue amount is **included** in the General Rates GROSS figure at (c).

### Adopted valuation method

#### Capital Value

Council has the option of adopting one of two valuation methodologies to assess the properties in its area for rating purposes:

**Capital Value** – the value of the land and all improvements on the land;

**Annual Value** – a valuation of the rental potential of the property.

Council continues to use **Capital Value** as the basis for valuing land within the council area. Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- The equity principle of taxation requires that taxpayers of greater wealth pay more tax than those of lesser wealth.
- Property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property and provides the best indicator of overall property value.

#### Notes

(p) Average per rateable property calculated as General Rates for category, including any fixed charge but excluding any separate rates, *divided* by number of rateable properties within that category in the relevant financial year.

(q) A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier.

If two or more pieces of rateable land within the area of the council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land.



# Annexure C: Corporate Performance Indicators



Corporate Performance Indicator	Target	Strategic Objective	Reporting Frequency	Description
Natural Environment   <i>Responsible custodians of our natural environment</i>				
Reduction in carbon usage (metric tonnes) by transitioning existing internal combustion powered light fleet to electric vehicles	>20 tonnes carbon dioxide reduction	NE 1	Annually	In 2025-26 Council will transition a minimum of 8 of its light fleet to electric vehicles. This will equate to a carbon reduction of approximately 2.65 tonnes of carbon per vehicle based upon an average of 13,000km p/a.
Community decarbonisation and sustainable lifestyle awareness and education sessions including customer satisfaction measurement	5	NE 2	Annually	Council is actively engaging the community about sustainability and decarbonsiation through various forums and events that foster community dialogue and education around building a sustainable future in the Adelaide Hills region.
Reduced community derived waste to landfill from kerbside collections by undertaking an extended trial to measure the diversion rate of waste to landfill	70% diversion rate for trial	NE 2	Annually	The current diversion rate of community derived waste to landfill from kerbside collections is 53%. The extended trial aims to see further improvements in food waste diversion and overall landfill diversion.
Establish baseline of overall vegetation profile within Adelaide Hills Council region	100% completion of region mapping	NE 3	Annually	Using aerial LiDAR Point Cloud Technology, Council will create detailed 3D mapping of vegetation, terrain, and land coverage across the region. This technology will enable Council to detect changes within its natural built environment.
Number fire tracks requiring essential maintenance actions	37	NE 4	Annually	Vegetation clearance activities will be guided by the findings outlined in the Adelaide Hills Council Fire Track Audit 2024. These actions will be strategically prioritised in collaboration with Country Fire Service to ensure that fire tracks remain accessible and navigable for emergency service vehicles during critical response situations.

Corporate Performance Indicator	Target	Strategic Objective	Reporting Frequency	Description
Community Wellbeing   <i>A thriving, safe and welcoming community</i>				
Positive aging wellbeing score	7 Average	CW 2	Quarterly	The Positive Ageing Wellbeing Score is determined by asking older members of our community who participate in Council programs to rate their overall wellbeing on a scale of 1-10. These scores don't specifically relate to Council's services, but rather to the wellbeing of people who are involved. A person's level of wellbeing is measured against the Organisation for Economic Co-operation and Development (OECD) average level of wellbeing, which defines subjective wellbeing as an individual's overall evaluation of their life, including both positive and negative emotions. The current average for Australia is 7.1, slightly higher than the global average of 6.7.
Customer satisfaction with library services	90%	CW 2	Annually	Customer satisfaction is measured through the Library Customer Satisfaction Survey. The survey is a structured tool used by libraries to gather feedback from customers about their experiences with library services, facilities, and resources.
Number of volunteer hours contributed to Adelaide Hills Council programs each year	3000	CW 2	Quarterly	Adelaide Hills Council offers a vibrant and diverse volunteer program that supports community connection and wellbeing. The Adelaide Hills region is fortunate to have one of the highest volunteering rates in South Australia.
Number of events and programs celebrating cultural diversity	8	CW 3	Annually	This indicator reflects the programs and activities offered at council run community centres, libraries, positive ageing centres and arts centres i.e. Fabrik Arts + Heritage.
Fabrik Arts + Heritage: Develop income streams to ensure budget is met via venue hire income and retail sales profits	Target against business plan and budgets	CW 5	Quarterly	Fabrik is developing targeted income streams through venue hire and retail sales, promoting itself as a professional development and workshop space. A new artist-led workshop package supports creative programming, with future plans including after-school art classes and interpretive tours in partnership with the Lobethal Archives and Historical Museum.
Fabrik Arts + Heritage: Increase visitation and spend in the region: number of intra/interstate and international visitors	30% of total visitation from outside the region	CW 5	Quarterly	Fabrik aims to boost regional visitation and economic impact by attracting intra/interstate and international visitors. Tourism initiatives include introducing potential stakeholders to the precinct and developing a partnership with South Australia’s peak industry body for artists to draw creative and cultural audiences to the site. A range of programs and collaborations are being developed to enhance visitor appeal and engagement.
Fabrik Arts + Heritage: Increase participation in the arts: number of visitors	13,200 (Yr 1)	CW 5	Quarterly	Fabrik is growing arts participation and regional tourism through artist-led workshops, curated exhibitions, and strategic partnerships. By showcasing local creativity and cultural heritage, Fabrik attracts visitors from across South Australia and beyond, supporting both community engagement and economic development.
Fabrik Arts + Heritage: Number of participants in business development opportunities	30 (Yr 1)	CW 5	Quarterly	Fabrik supports the growth of creative industries by offering studio spaces, targeted events, and professional development workshops. These initiatives are designed to foster business skills, collaboration, and innovation among artists and makers, increasing participation in creative enterprise across the region.
Fabrik Arts + Heritage: Increased wellbeing through creative initiatives	85% positive participant responses	CW 5	Quarterly	Fabrik promotes community wellbeing through creative industries by offering exhibitions, workshops, and events that foster connection and personal growth. Participant feedback is gathered through post-attendance surveys to assess impact and inform future programming.

Corporate Performance Indicator	Target	Strategic Objective	Reporting Frequency	Description
<b>Built Form &amp; Economy</b>   <i>Building foundations for the future</i>				
Number of dwellings built per year to 2031 per Greater Adelaide Regional Plan target	165	BFE 1	Annually	The Greater Adelaide Regional Plan outlines South Australia's long-term vision for growth and development to 2051, with key targets set for 2031 to guide early progress. The targets are part of a broader strategy to ensure Greater Adelaide remains one of the world's most liveable regions while accommodating growth sustainably.
Percentage of Building Consents completed within statutory timeframes	85%	BFE 1	Quarterly	Building consent assesses the development against the building rules and the National Construction Code to ensure building work will be undertaken in a safe and compliant way. The Statutory Timeframe is the legally defined period within which a planning decision must be made, as outlined in Regulation 53 of the Planning, Development and Infrastructure Regulations 2017, with specific timeframes depending on the assessment pathway.
Percentage of Planning Consents completed within statutory timeframes	85%	BFE 1	Quarterly	Planning consent assesses the development against the planning rules within the Planning and Design Code and aims to minimise any negative impacts on the surrounding area. The Statutory Timeframe is the legally defined period within which a planning decision must be made, as outlined in Regulation 53 of the Planning, Development and Infrastructure Regulations 2017, with specific timeframes depending on the assessment pathway.
Visitor numbers (visitor domestic day trips)	1.2m	BFE 5	Annually	Visitor numbers to the region are sourced from census data or demographic data tools. Council undertakes various initiatives to encourage visitation and has funding partnerships with organisations such as Adelaide Hills Tourism and the Stirling Business Association to campaign for increased visitation numbers to the Adelaide Hills Council region.
Complete resilience to existing Community Wastewater Management System (CWMS) by implementing SCADA Remote Management Monitoring Systems	100%	BFE 3	Annually	Upgrading Council's pump and treatment plant monitoring systems will enable real-time, remote tracking and control, improved infrastructure performance, responsiveness during rain events, and reduce the risk of failures and environmental overflows.



Corporate Performance Indicator	Target	Strategic Objective	Reporting Frequency	Description
<b>Organisation   <i>An accessible, accountable and representative organisation</i></b>				
Increase in number of customer interactions from digital channels	30% of interactions	O1	Bi-annual	Council aims to increase public use of the Customer Relationship Management system by enhancing digital accessibility, promoting community awareness and integrating feedback for service improvement.
Train 100% of staff in Digital Literacy by Q3 2025/26	100%	O1	Quarterly	Council is committed to training 100% of its staff in digital literacy as part of a broader strategy to continue modernising operations and enhancing customer service through improved technology and staff capability.
Deploy cloud-delivered IT services (SaaS), mobile devices, and wireless networks to 80% of staff by Q3 2025/26	100%	O1	Quarterly	Council will continue to modernise IT infrastructure by deploying cloud-based services, mobile devices, and wireless networks, supported by continuous monitoring and upgrades as required to network architecture.
Decisions (Council resolutions) considered in open Ordinary and Special Council meetings during reporting period.	90%	O2	Quarterly	Council makes decisions in open Ordinary and Special meetings to ensure transparency, accountability, and community involvement, in line with legal requirements under the Local Government Act 1999 (SA).
Council member attendance at Ordinary and Special meetings	90%	O2	Quarterly	Regular attendance by elected members at council meetings is important to ensure effective decision-making, maintain quorum, and provide consistent representation for the community.
Freedom of Information (FOI) requests received, in progress, and completed within the legislated timeframe	100%	O2	Quarterly	Freedom of Information requests must be processed within the legislated timeframe to comply with the Freedom of Information Act 1991 (SA), ensuring transparency, accountability, and the public's right to timely access to government-held information.
Number of lost time injuries	0	O3	Quarterly	This target measures the number of work-related injuries resulting in lost time, with a target of zero to ensure a safe, efficient, and compliant workplace that supports staff wellbeing and uninterrupted service delivery.
Deliver Community Engagement Framework	100%	O4	Annually	Delivering a Framework will support meaningful and inclusive engagement between Adelaide Hills Council and the community to help inform Council decisions, strengthen relationships, and support transparent governance.
Number of Community Forums at different locations across the Adelaide Hills Council district	4	O4	Annually	Reflects Council's commitment to engaging its diverse communities by facilitating inclusive and accessible forums across the district, ensuring local voices are heard in decision-making.
Percentage increase of Adelaide Hills Engagement Hub membership	5%	O4	Annually	Increasing membership in the Adelaide Hills Council Engagement Hub ensures broader community representation, improves decision-making, and strengthens trust by giving more residents a voice in shaping local projects and policies.
Overall customer satisfaction	75%	O5	Bi-annual	The customer satisfaction metric is derived from the Customer Experience Survey and measures the satisfaction with the service received in response to an enquiry or request.
Operating Surplus Ratio	Adopted surplus/deficit +/- 40%	O5	Annually	The operating surplus/deficit ratio is an indicator of Council's financial sustainability. The ratio is a function of the operating surplus/deficit as a function of total income in any one financial year.
Net Financial Liabilities Ratio	Adopted Net Financial Liabilities Ratio +/- 5%	O5	Annually	The Net Financial Liabilities Ratio is an indicator of Council's indebtedness. The ratio is a function of the total financial liabilities, less total financial assets as a function of total income in any one financial year and is an indicator of Council's ability to meet its financial obligations from its operating income.
Asset Sustainability Ratio	Adopted Asset Sustainability Ratio +/- 15%	O5	Annually	The Asset Sustainability Ratio is an indicator of the extent to which non-financial assets are being renewed in accordance with Asset Management Plans. The ratio is a function of total capital expenditure on renewal of assets as a function of asset renewal required in terms of Asset Management Plans.





# Annexure D: Rating Policy

## COUNCIL POLICY

 <p><b>Adelaide Hills</b> COUNCIL</p>	<b>RATING</b>
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<b>Policy Number:</b>	<b>FIN-02</b>
<b>Responsible Department(s):</b>	<b>Financial Services</b>
<b>Other Relevant Policies:</b>	<b>None</b>
<b>Relevant Procedure(s):</b>	<b>None</b>
<b>Relevant Legislation:</b>	<i>Local Government Act 1999</i> <i>Valuation of Land Act 1971</i> <i>Landscape South Australia Act 2019</i> <i>Aged Care Act 1997 (Commonwealth)</i> <i>Community Housing Providers (National Law) (South Australia) Act 2013</i> <i>Community Titles Act 1996</i> <i>Education and Childrens Act 2019</i> <i>Health Care Act 2008</i>
<b>Policies and Procedures Superseded by this policy on its Adoption:</b>	<b>Version 9.0 Rating Policy 01 July 2024, Item 7.1 1.11, 232/24</b>
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<b>Next Review:</b>	<b>June 2026</b>

**Version Control**

<b>Version No.</b>	<b>Date of Effect</b>	<b>Description of Change(s)</b>	<b>Approval</b>
<b>1.0</b>	<b>01/07/16</b>	<b>Update to Rating Policy, minor changes only</b>	<b>Council Res 122/16</b> <b>28 June 2016</b> <b>Item 14.9, 1.11</b>
<b>2.0</b>	<b>01/07/17</b>	<b>Update to Rating Policy, minor changes only</b>	<b>Council Res 130/17</b> <b>27 June 2017</b> <b>Item 14.3, 1.11</b>
<b>3.0</b>	<b>01/07/18</b>	<b>Update to Rating Policy, minor changes only</b>	<b>Council Res 138/18</b> <b>26 June 2018</b> <b>Item 12.3, 1.11</b>
<b>4.0</b>	<b>01/07/19</b>	<b>Update to Rating Policy</b> <b>Section 4.5 Rebates of Rates</b> Update of Discretionary Rate Rebate Position	<b>Council Res 156/19</b> <b>25 June 2019</b> <b>Item 12.2, 1.11</b>
<b>4.1</b>	<b>25/02/2020</b>	<b>Amendments to clause 3.10 to provide consistency with changes to Council Petitions Policy</b>	<b>Council - Res 47/20</b> <b>25 Feb 2020</b>
<b>5.0</b>	<b>01/07/2020</b>	<b>Update to Rating Policy</b> <b>Section 4.3 Components of Rates</b> Update to reflect change from NRM Levy to Regional Landscape Levy <b>Section 4.6 Rate Relief</b> Updated to highlight Council options available to address financial hardship	<b>Council Res 124/20</b> <b>30 June 2020</b> <b>Item 7.1, 1.11</b>
<b>6.0</b>	<b>01/07/2021</b>	<b>Update to Rating Policy</b> <b>Section 4.4 Rates Capping</b> Not apply a rates cap under Section 153(3) principal place of residence and replace with discretionary rate rebate under Section 166 (1) (I) for all land uses <b>Section 4.5 Rebate of Rates</b> Implement a Revaluation Relief Rebate Special Discretionary Rebate under Section 166 (1) (I) <b>Section 6 Delegations</b> Updated for discretionary rate rebate delegations	<b>Council Res 123/21</b> <b>22 June 2021</b> <b>Item 12.6, 1.11</b>
<b>7.0</b>	<b>01/07/2022</b>	<b>Update to Rating Policy, minor changes</b> Included renumbering of Sections	<b>Council Res 152/22</b> <b>28 June 2022</b> <b>Item 12.2, 1.11</b>
<b>8.0</b>	<b>01/07/2023</b>	<b>Update to Rating Policy including:</b> <b>Section 9 Components of Rates</b> Change in Rating Structure for Differential Rating <b>Section 11 Rate Rebates</b> Special Discretionary Rebate Section 166 (1)(I) changed to residential and primary production only Changes to Rate Rebates CWMS for Community Halls offering public toilet facilities <b>Section 12 Rate Relief</b> Minor changes to Senior Postponement Postponement of Rates on a long term basis section added	<b>Council Res 173/23</b> <b>27 June 2023</b> <b>Item 12.3, 1.11</b>

<b>9.0</b>	<b>01/07/2024</b>	<b>Update to Rating Policy, minor changes only</b> Removal of the Separate Rate for Verrall Road. The 10 year period of operation ended in 2023-24.	<b>Council Res 232/24</b> <b>01 07 2024</b> <b>Item 7.1, 1.11</b>
<b>10.0</b>	<b>01/07/2025</b>	<b>Update to Rating Policy, minor changes only</b> Minor change to Section 6 Valuation of Land, reducing the valuation methodologies from 3 types (capital, site and annual) to 2 types (capital and annual) in line with the Local Government Reform Bill 2021 requiring all councils to transition from site value to capital value by the 2024-2025 rating year. Updated policy statement to incorporate new Strategic Plan goals. Rates Administrator removed and Senior Rates Officer inserted.	

## RATING POLICY

### 1. INTRODUCTION

Delivering services and facilities relies on the rates collected from ratepayers within a council's boundaries. Council rates are a form of property taxation, and as the main source of funding for councils, rates are essential in enabling council to deliver all the services and facilities that the community relies on.

Rates are administered by each council in line with the *Local Government Act 1999* (the Act) which allows council some flexibility to make decisions that suit its local community.

### 2. PURPOSE

The purpose of this policy is to outline Council's approach towards rating its community in line with the requirements of the *Local Government Act 1999* (SA) (the Act).

Section 123 of the Act requires Council to have a rating policy that must be prepared and adopted as part of the Annual Business Plan each financial year in conjunction with the declaration of rates.

### 3. DEFINITIONS

**Act** refers to the *Local Government Act 1999* (SA).

**CADR** refers to the cash advance debenture rate for that financial year.

**Capital value** refers to the value of the land including improvements.

**Community need** refers to those services and activities that are aligned to the achievement of one or more of Council's strategies resulting in a direct benefit to the residents of Adelaide Hills Council and a significant proportion of users are Adelaide Hills residents.

**Council** refers to the elected Council body.



**CWMS** refers to the Community Wastewater Management System within the Council area.

**Differential rate** refers to a rate that may be applied to a category of land that is different to the rate applied to other land categories.

**Disadvantaged persons** refers to persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability.

**Exemption** refers to free from an obligation or liability to which others are subject to.

**Fixed charge** refers to a charge that must apply equally to each separate piece of rateable land in the area under Section 152(1) of the Act.

**General rate** refers to a rate that applies to rateable land.

**Prescribed percentage (P)** is calculated as  $P = \frac{\text{CADR} + 3\%}{12}$

**Rebate** refers to an amount paid by way of reduction, return or refund on what has already been paid or contributed.

**Separate rate** refers to a charge levied on ratepayers in addition to general rates and used to fund specific activities.

#### 4. **POLICY STATEMENT**

Council's powers to raise rates are found in Chapter 10 of the Act which provides the framework within which the Council must operate, but also leaves room for the Council to make a range of policy choices.

At all times, the rating policy should be fair and equitable, recognising that all ratepayers have access to core goods and services and should contribute towards the costs.

This Council's policy directions are guided by the theme "Your Place, Your Space" and is central to achieving our goals for:

- Natural Environment
- Community Wellbeing
- Build Form and Economy
- Organisation

#### 5. **PRINCIPLES OF TAXATION**

Rates are not fees for services. They constitute a system of taxation on the community for Local Government purposes.

This Policy represents the Council's commitment to balancing the five main principles of taxation with the need to raise revenue for the purpose of providing the goods and services the community requires.

*Benefits received* – ratepayers who receive more benefits (services provided, or resources consumed) should pay a higher share of tax.

*Capacity to Pay* – a ratepayer who has less capacity to pay should pay less, and ratepayers of similar means should pay similar amounts.

*Administrative simplicity* – minimal costs are involved in applying and collecting the tax and the tax is difficult to avoid.

*Economic efficiency* – whether or not the tax distorts economic behaviour.

*Policy consistency* – the tax should be internally consistent, and based on transparent, predictable rules that are easily understood and accepted by ratepayers.

In applying these principles, any decision with respect to rating should consider:

- the financial effects of the decisions made today on the future generations of tomorrow.
- the achievement of Council's policy outcomes as referenced in Council's adopted policies.

A Council's operating deficit implies that today's ratepayers are paying less than the cost of the services they are consuming, and this is inequitable to the ratepayers of the future.

## 6. VALUATION OF LAND

Council is permitted to adopt one of two valuation methodologies to value the properties in its area (Section 151 of the Act):

- **Capital Value** – the value of land, buildings and other improvements.
- **Annual Value** – the value of the rental potential of the property.

The Council has adopted the use of capital value as the basis for valuing land. Council considers that this method provides the fairest way to distribute the rates burden across all ratepayers on the following basis:

- the 'capacity to pay' principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth;
- the 'property value' is a relatively good indicator of wealth (when lifetime incomes, including incomes from capital gains, are taken into account). Capital value approximates the market value of a property and provides the best indicator of overall property value.

Council does not determine property valuations but chooses to exercise the right under Section 167 of the Act to adopt the capital valuations as assessed by the Valuer-General through the State Valuation Office.

## 7. OBJECTIONS TO VALUATION

Ratepayers who wish to dispute the valuation of their property may lodge an objection in writing to the Valuer-General within 60 days after the date of service of the first rates notice.

The Valuer-General may extend the 60 day objection period where it can be shown there is reasonable cause to do so by the person making the objection.

Council plays no role in the objection process. It is important to note that the lodgement of an objection to the valuation does not change the due date for the payment of rates.

## 8. EXEMPTIONS

Council's practice is to identify and value all land in the council area. Once identified, each separate piece of land is assessed for rateability. Section 147 of the Act specifies those types of property which will be exempt from council rates.

- Crown Land – public properties used or held by the Crown for a public purpose,
- University Land – properties occupied by a University,
- Recreation Grounds – properties satisfying the criteria set out in the *Recreation Grounds Rates and Taxes Exemption Act 1981*,
- Council Land – public properties occupied or held by the Council,
- Emergency Services – properties satisfying the criteria set out in the *Fire and Emergency Services Act 2005*,
- Another Act – properties specifically exempt from council rates by virtue of another Act (either Commonwealth or State).

Council is mindful that wherever properties become exempt from paying council rates, or where a rebate is applied, those rates foregone must be contributed by the rest of the ratepayer community.

The principles of equity dictate that Council remains diligent in only awarding exemptions where they are warranted.

It is Council's practice to adopt valuations for all exempt properties. Where an exempt property becomes rateable part way through the financial year, rates will be calculated and recovered.

## 9. COMPONENTS OF RATES

### **Fixed Charge or Minimum Rate**

Council has discretion to apply either (but not both):

- a fixed charge (applying equally to all rateable properties); or
- a minimum rate (to lower-value properties)

Adelaide Hills Council will apply a fixed charge this financial year as in previous years.

Council considers a fixed charge to be the most fair and equitable means of ensuring that all ratepayers contribute equally to the administration of council's services and the development and maintenance of the community's infrastructure.

In addition, the fixed charge provides a mechanism to adjust the rates contributions across high and low valued properties. This redresses the balance and equity of the rates system.

Council is unable to raise more than 50% of total rate revenue by the imposition of a fixed charge component of general rates as per Section 151(10) of the Act.

### **Differential Rating**

The largest component of rates levied is calculated by reference to the value of property. Property values reflect, among other things, the relative availability of, and access to council services. This applies to all types of land use, and to land in all locations.

The Act allows Council to 'differentiate' rates based on the use of the land, locality of the land, the use and locality of the land or on some other basis determined by Council.

The Council is proposing that differential rates be applied to all rateable properties based on their predominant land use. This is a change in rating structure from previous years where Council had a separate higher differential rate for Commercial and Industrial that was based on the differential rate for Residential, Primary Production, Vacant Land and Other land uses. This change to differentially rate each land use separately will allow Council to ensure that the proposed average rate increase for existing ratepayers is consistent across all land uses before other factors relating to the cost of services for individual land uses are considered.

The percentage of total rate revenue required from each land use category will be used to determine the rate in the dollar (differential rate) for each category.

Definitions of the use of the land are prescribed by regulation and are categorised as:

- Residential
- Commercial – Shop
- Commercial – Office
- Commercial - Other
- Industrial – Light
- Industrial - Other
- Primary Production
- Vacant Land
- Other

In accordance with Section 148 of the Act, Council assesses any piece or section of land subject to separate ownership or separate occupation.

If a ratepayer believes that a particular property has been wrongly classified as to its land use, then an objection may be made with Council.



### **Commercial and Industrial Light Differential Rate**

It is proposed that those properties categorised as commercial or industrial light will pay a higher differential rate in the dollar than residential with the increase of 35% relative to the current differential rate to be phased in over three years (2023-2024 15%, 2024-2025 an additional 10% and 2025-2026 an additional 10%).

Council has considered the higher amount payable by the commercial and industrial light sectors with reference to the commercial and industrial light differential rates of other councils, costs of the economic development function as well as the services and activities that the sector does not regularly use.

### **Industrial Other Differential Rate**

It is proposed that those properties categorised as Industrial Other will pay a higher differential rate in the dollar than residential with an increase of 60% relative to the current differential rate to be phased in equally over three years (2023-2024 20%, 2024-2025 an additional 20% and 2025-2026 an additional 20%).

Council has considered the higher amount payable by the Industrial Other land use with reference to the industrial differential rates of other councils, costs of the economic development function, increased environmental impact as well as the higher impact on Council infrastructure.

### **Vacant Land (within townships) Differential Rate**

It is proposed that those properties categorised as Vacant Land within township zones as defined by Council will pay a higher differential rate in the dollar than residential with an increase of 30% relative to the current differential rate to be phased in equally over three years (2023-2024 10%, 2024-2025 an additional 10% and 2025-2026 an additional 10%).

Council has considered the higher amount payable by Vacant Land within township zones with reference to the vacant land differential rates of other councils and discouraging ratepayers from long-term speculating (seeking future commercial gains) rather than developing the land for the benefit of the whole community.

### **Separate Rate**

Under Section 154 of the Act, a Council may declare a separate rate on rateable land within a part of the area of the council for the purpose of planning, carrying out, making available, supporting, maintaining or improving an activity that is, or is intended to be, of particular benefit to the land, or the occupiers of the land, within that part of the area, or to visitors to that part of the area.

Council has determined that the use of the separate rate provisions of the Act will be limited to the use of a separate rate for:

- Marketing and promoting the Stirling Business Area
- Recovery of the funding requirements of the Hills Fleurieu Regional Landscape Board

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### **Stirling Business Separate Rate**

A separate rate for businesses in Stirling will be applied to carry out the activity of promoting and enhancing business viability, profitability, trade and commerce within the zone.

This rate is levied on all properties within the precinct known as the Stirling Suburban Mainstreet Zone, as defined, excluding land attributed a land use category (residential) and government owned land.

Council also sets a maximum amount ('top') and a minimum amount ('tail') per property each financial year for this separate rate with the top and tail adjusted each year with reference to the Consumer Price Index.

The amount raised is distributed to the Stirling Business Association to promote Stirling as a destination, the 'Gateway to the Hills'.

### **Regional Landscape Levy**

On 1 July 2020, the *Landscape South Australia Act 2019* came into effect replacing the former *Natural Resources Management Act 2004*. Natural Resource Management (NRM) levies have been replaced with Regional Landscape (RL) levies.

The levy helps to fund the operations of regional landscape boards that have responsibility for the management of the State's natural resources. These responsibilities include regional landscape planning, water allocation planning, community capacity building, education and compliance activities.

The Regional Landscape (RL) Levy is a state tax paid by all ratepayers and is collected on behalf of the Hills and Fleurieu Regional Landscape Board by the Department for Environment and Water who will invoice council quarterly for the respective share of the levy.

The levy applies to all rateable land in the council area and is fixed and calculated to raise exactly the same amount as the council's share to be contributed.

### **Community Wastewater Management System**

Council provides Community Wastewater Management Systems (CWMS) to some areas within the council district. Under Section 155 of the Act, the treatment or provision of water, is a prescribed service.

To fund the provision of this service Council imposes a service charge to recover the cost to the council of establishing, operating, maintaining, improving and replacing the infrastructure in its area (including future capital works and depreciation of any assets).

Annually, an independent consultant is engaged to provide a review of:

- Council's compliance with the Essential Services Commission' (ESCOSA) Minor to Intermediate Retailers Price Determination and the National Water Initiative (NWI) Pricing Principles,
- The pricing model for future CWMS price setting.

This review includes the annual service charge for both occupied and vacant properties.

## **10. MAXIMUM INCREASE IN GENERAL RATES CHARGES**

Council's valuations used for rating purposes are undertaken by the Office of the Valuer-General.

In terms of legislation, Section 153(3) of the Act requires a council to decide each year whether to apply a maximum rate increase to a ratepayer's principal place of residence.

As Council considers that rate relief is required across some land uses and therefore more than a ratepayer's principal place of residence, Council will not apply a maximum under Section 153(3) but rather maintain a discretionary rate rebate under Section 166 (1) (l) as referenced below.

## **11. RATE REBATES**

The Act provides for ratepayers to apply for a mandatory and/or discretionary rebate on council rates as follows:

### **Mandatory rebates**

A rebate of rates will be granted to ratepayers who satisfy the eligibility criteria for a mandatory rebate under Section 159 to Section 165 of the Act.

A 100% rebate must be applied to land used for:

- Health services
- Religious purposes
- Public cemeteries
- The Royal Zoological Society.

A 75% rebate must be applied to land used by:

- Community services
- Educational purposes.

Where a "community services organisation" is eligible for the mandatory rebate, and Council has declared a distinct residential rate, then the residential rate must be applied to the land to which the rebate applies in accordance with Section 161(2) of the Act.

Where the Council is satisfied from its own records, or from other sources, that a person or body meets the necessary criteria for a mandatory rate rebate, the Council will grant the rebate accordingly.

Where the Council is not satisfied based upon the information in its possession or otherwise does not hold relevant information it will require the person or body to lodge an application form with such information as stipulated and any other information that the Council may reasonably require.

Applicants who satisfy the criteria for a mandatory rebate will be granted the rebate at any time provided the application is lodged prior to 30 June of the rating year and entitlement to the rebate existed at 1 July of the rating year.

Council will confirm the continuation of a person or body's eligibility for a mandatory rebate on a regular basis (at least biennially) to ensure that rebates are only granted where they are warranted.

This will require the relevant person or body to lodge another application form with such information as stipulated and any other information that the Council may reasonably require to confirm the continuation of eligibility.

Where applications do not meet the eligibility criteria for a mandatory rebate, an applicant may apply for a rebate of rates under the discretionary rebate criteria.

### **Discretionary rebates**

As identified in Section 166 of the Act, Council may grant a discretionary rebate of rates up to and including 100% of the relevant rates under a number of criteria and for a period not exceeding the timeframes.

Having considered this, Council is of the view that except in very specific circumstances outlined below, the maximum discretionary rebate should be 75% to ensure ratepayers contribute an amount towards basic service provision.

Section 166 covers a large number of different rebate categories, referred to as cases in the Act. Council in determining its rates structure has considered the following cases are relevant in setting its policy position.

#### **Assisting or supporting a business in its area.**

Council has determined pursuant to Section 166(1)(b) that those primary production properties genuinely in the business of primary production but not benefitting from a notional capital value for their property can apply for a 10% rebate on the differential rate.

Council considers this primary production rebate as part of its Annual Business Plan and Budget process.

As this rebate was implemented in 2008-09 to address the removal of a primary production differential rate, it is considered that this rebate should continue to be made to those ratepayers in the business of primary production who do not have a notional capital value assessment of their property and who have applied for and been granted this rebate in the previous year.

#### **Community Service or Need or Disadvantaged Persons**

Section 166(1) identifies a number of discretionary rebates of rates made under Section 166(1)(d) to (j) covering activities linked to community services, need or assistance or relief to disadvantaged persons.

Council has determined that applications in relation to those rebates identified under Section 166(1) should be brought to Council for decision and also that Council would receive a listing of these discretionary rate rebates for the next rating period annually.



Council in accordance with Section 166(1) will take the following matters into account in deciding whether to grant a discretionary rebate for land uses covered by Section 166 (1) (d to j):

- (a) the nature and extent of Council services provided in respect of the land for which the rebate is sought in comparison to similar services provided elsewhere in the Council's area; and
- (b) the community need that is being met by activities carried out on the land for which the rebate is sought; and
- (c) the extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons and
- (d) specific policy positions considered relevant by Council.

Council's specific policy positions to meet discretionary rate rebates eligibility are as follows:

- An organisation needs to meet one of the criteria listed under Section 166 d) to j).
- An organisation needs to be not-for-profit.
- A rebate of 100% will only be granted where a community organisation seeking a rebate provides a service that would be required to be provided by Council if not undertaken by the organisation.
- A rebate of 75% will be granted if the organisation provides a community service that supports the disadvantaged or sections of the community that require assistance, as defined,
- Where an organisation does not meet the above criteria, it is still eligible for a 75% rebate where it meets all of the following criteria:
  - limited capacity to raise funds;
  - meets a "community need", as defined; and
  - undertakes services and activities that are not primarily the responsibility of Federal or State Government.

#### Special Discretionary Rebate

Council can use a discretionary rate rebate to address properties with substantial valuation increases under Section 166 (1)(l) of the Act where the rebate is considered by the Council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable by a ratepayer due to:

- (i) a redistribution of the rates burden within the community arising from a change to the basis or structure of the council's rates; or
- (ii) a change to the basis on which land is valued for the purpose of rating, rapid changes in valuations, or anomalies in valuations.

Council has determined that a rebate will be applied to cap any increase in the general rates payable at 15% subject to specific criteria:

- The rebate applies to only residential and primary production land use categories.
- The rebate will be automatically applied to eligible assessments in order to minimise the administrative effort required.
- Adjusting the exclusion of change of ownership properties (excluding family transfers) to those properties sold after 30 June 2024.

The rebate will not apply where the increase in rates payable is the result of:

- An increase in valuation relating to new development, alteration or improvement made to the property since the 2024-25 valuation being those properties with a valuation change as a result of a Revisit Growth, Creation or Cancellation as defined by the Valuer-General (regardless of when the development was undertaken), unless the ratepayer is located within the Cudlee Creek bushfire scar or the January 2021 Cherry Gardens Bushfire scar as determined by Council or,
- Where there has been a change in land use of the property or,
- A change in ownership or licence to occupy during the previous financial year.

A capital improvement includes any addition, alteration or new development on the property.

As per the Act, a rebate may be granted for a period exceeding one year, but not exceeding three years. After three years, the rebate will be removed and the rates payable will reset to levels that would ordinarily apply in the absence of the rebate.

#### All Discretionary Rate Rebates

Persons who, or bodies which, seek a discretionary rebate will be required to submit an application form to the Council and provide the necessary supporting documentation.

All persons who or bodies which wish to apply to the council for a discretionary rebate of rates must do so on or before 30 April prior to the rating year unless the application is a result of a change in eligibility for a mandatory rebate or rate exemption.

In those circumstances where an application relates to a change in rebate/rate exemption in a relevant rating year, then the application will be applied for the full rating year if received within 2 months of the change in rebate/exemption being advised. The Council reserves the right to refuse to consider applications received after the specified date.

Persons or bodies who previously received a discretionary rebate greater than 75% may apply for a phasing in period (up to 2 years) in circumstances where the above change impacts significantly on the persons or bodies' financial capacity. In these circumstances, an application will be considered if received within 2 months of the change in rebate being advised. The Council reserves the right to refuse to consider applications received after the specified date.

Where there is no maximum timeframe specified for a rebate provided under Section 166, Council will grant a discretionary rebate to the last rating period commencing within a Council term to allow for a regular review of discretionary rate rebates.

A summary of all discretionary rebates applied for under Section 166 (1) (d) to (j), including whether they have been successful or not and the associated reasons will be reported to Council on an annual basis.

Each rebate that is granted either reduces the Council's revenue and hence its capacity to provide services, or else it effectively increases the amount that must be collected from other ratepayers. The principles of equity dictate that Council remains diligent in only awarding rebates and exemptions where they are warranted.

If a ratepayer wishes to apply for a discretionary rate rebate, they may apply by contacting the Council's Senior Rates Officer.

### CWMS Service Charges

Council's CWMS service charges are set to recover the cost to the council of establishing, operating, maintaining, improving and replacing infrastructure (taking into account depreciation of any assets and including future capital works). As such, no rebates are provided by Council except for the very limited circumstances where the CWMS service charge relates to toilets used by the general public for Community Halls. In these circumstances a 100% rebate will be granted upon application.

### All rebates

If an entitlement to a rebate ceases or no longer applies during the course of a financial year, council will recover rates proportionate to the remaining part of the financial year.

If a person or body has the benefit of a rebate of rates and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the Council of that fact and (whether or not the Council is so informed) the entitlement to a rebate ceases.

If a person or body fails to do so that person or body is guilty of an offence.

The Council will, in writing, advise an applicant for the rebate of its determination of that application. The advice will state:

- if the application has been granted, the amount of the rebate; or
- if the application has not been granted, the reasons why.

Any person or body who is aggrieved by a determination of the delegated officer in respect of an application for a rebate may seek a review of that decision in accordance with Council's Internal Review of Council Decisions Policy.

### Single Farming Enterprise

The Local Government Act 1999 provides that "if two or more pieces of rateable land within the area of the Council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land".

A Single Farm Enterprise is defined in the Local Government Act -

*"A reference to a single farm enterprise is a reference to two or more pieces of rateable land"*

*(a) which –*

*(i) are farm land; and*

*(ii) are farmed as a single enterprise; and*

*(iii) are occupied by the same person or persons,*

*whether or not the pieces of land are contiguous; or*

*(b) which –*

*(i) as to all the pieces except one, are farm land farmed as a single enterprise occupied by the same person or persons; and*

*(ii) as to one piece contiguous with at least one of the other pieces, is the principal place of residence of that person or one of those persons."*

In effect, this means that land can be recognised as a "single farming enterprise" and not attract a fixed charge to each of the assessments, provided:

- that if the occupier of all the land concerned is the same person, (this means that if there is a house being occupied that is not the principal place of residence, it cannot be part of the single farm enterprise)
- all of the land is used to carry on the business of primary production, and
- managed as a single unit for that purpose,

Primary producers can apply to the Council for the 'single farming enterprise' provisions of the Local Government Act.

Ratepayers should also be aware that if the grounds on which they have applied for a single farm enterprise cease to exist, the person or body who have the benefit of the provisions must immediately inform the Council of the fact.

## **12. RATE RELIEF**

Council applies rate remissions and postponement in accordance with the Act.

### Senior Postponement

In accordance with Section 182A of the Act, eligible Seniors Card holders can apply to postpone any part or all of their annual council rates in excess of \$500 on a long-term basis. The deferred amount is subject to a monthly interest charge, with the accrued debt being payable on the transfer or sale of the property. In addition, and pursuant to Section 182A(3)(b) of the Act, Council may consider—where financial hardship provisions apply—an applicant's request to include a postponement of the payment of arrears rates if they are eligible for Seniors Postponement.

Postponement is similar to a reverse mortgage by relying on the equity in the property. A ratepayer who has a Seniors Card may apply for a postponement on the property they own if it is their principal place of residence and if no other person, other than their spouse/partner has an interest as owner of the property and there is sufficient equity available.

Where an application for postponement under Section 182A is granted, a presumption of on-going annual postponement will be assumed.

However, some, or all of the debt outstanding may be paid at any time at owner's discretion.



### Financial Hardship

Ratepayers who are suffering financial hardship should contact Council's Senior Rates Officer to discuss the matter. All enquiries are treated confidentially and any application will be considered on its merits. Options to address financial hardship can include:

#### Flexible payment options

In addition to quarterly instalments, ratepayers can arrange with Council to pay their rates weekly, fortnightly or monthly to provide for a smaller, more regular payment option via BPAY, phone or internet.

#### Waiving of Fines and Interest

When a ratepayer has committed to a payment plan and adheres to a regular payment, Council may consider the waiving of fines and interest.

#### Discretionary Postponement of Rates for a Period

A ratepayer may apply to council to postpone the payment of rates in whole, or in part for a period of time. Any such application must be made in writing and outline the reasons why postponement is requested.

Postponement enables ratepayers to defer payment of rates until such time as the property is sold or their circumstances change. Discretionary postponements are only intended to provide temporary, flexible support to those experiencing hardship.

If a postponement is granted, council may consider the waiving of fines and interest for the same period.

As postponement may only delay financial hardship for a period of time, options involving a regular payment plan are more likely to be beneficial for ratepayers to assist in reducing rates balances outstanding over time.

#### Postponement of Rates on a long term basis

Under Section 182 of the Local Government Act a council may also consider the postponement of rates on a long-term basis with the accrued debt being payable on the transfer or sale of the property or any other conditions as determined by the council. Such a postponement may, if the council thinks fit, be granted on condition that the ratepayer pay interest on the amount affected by the postponement at a rate fixed by the council (but not exceeding the cash advance debenture rate).

As such Council will consider postponement of rates on a long term basis in the rare circumstances where a ratepayer has demonstrated serious and long term hardship and where there is no chance of improvement in the ratepayers' financial circumstances. Any such application must be made in writing and will require the ratepayer to undertake financial counselling as part of the application process. If granted, Council may require regular financial counselling to confirm that the ratepayers' financial circumstances has not changed.

### Remission of rates

Council has the discretion to partially or wholly remit (i.e. waive) rates on the basis of hardship.

Council has a charge over the land under Section 177 of the Act and therefore is likely to be able to recover rates outstanding upon sale. The granting of a remission forgoes this right and therefore is only considered as an option in circumstances where the ratepayer has demonstrated serious and long term hardship and where there is no chance of improvement in the ratepayers' financial circumstances.

Consideration must also be given to the tax burden redistribution effect on other rate payers of any remission.

For these reasons, and given the importance of ensuring fairness to other ratepayers, remission will only be considered as a last resort and only where there is no chance of improvement in the ratepayer's financial circumstances. As such, it is likely that postponement of payment of rates due to hardship has been occurred for some period to confirm the permanency of the ratepayer's situation.

## **13. PAYMENT OF RATES**

Rates are declared annually, and may be paid, at your discretion, either in one lump sum, or in quarterly instalments that fall due in September, December, March and June.

## **14. LATE PAYMENT OF RATES**

Council has determined that penalties for late payments will be imposed in accordance with the provisions of S181(8) of the Act.

Fines and interest for late payment are levied in accordance with the provisions of S181(8) and S181(17) of the Act.

If an instalment of rates is not paid on or before the date on which it falls due:

- the instalment will be regarded as being in arrears
- a fine of 2% of the amount of the instalment is payable
- on the expiration of each full month from that date, interest of the prescribed percentage of the amount in arrears (including the amount of any previous unpaid fine and interest from any previous month) accrues.

Council may take legal action to recover any overdue amounts, fines and interest.

If an amount payable by way of rates in respect of land has been in arrears for three or more years, Council may sell the land in accordance with Section 184 of the Act.

When Council receives a payment in respect of overdue rates Council applies the money received in accordance with the Act as follows:

- First – to satisfy any costs awarded in connection with court proceedings;
- Second – to satisfy any interest costs;

- Third – in payment of any fines imposed;
- Fourth – in payment of rates, in chronological order (starting with the oldest account first).

## **15. NON- PAYMENT OF RATES**

A separate Debt Recovery Policy has been adopted by Council and is available for review on the Adelaide Hills Council website.

It should be noted that under Section 184(1) of the Act, if an amount payable by way of rates has been in arrears for three years or more the council may sell the property.

## **16. CONTACTING COUNCIL'S SENIOR RATES OFFICER**

If you believe that Council has failed to properly apply this policy, you should contact the Council's Senior Rates Officer to discuss the matter.

If you are still dissatisfied then you should write to the Council's Chief Executive Officer at 63 Mt Barker Road, Stirling, SA, 5152.

For further information, queries, or to lodge an application for a rate rebate, rate postponement or remission please contact the Council's Senior Rates Officer on:

Phone: 8408 0400  
E-mail: [mail@ahc.sa.gov.au](mailto:mail@ahc.sa.gov.au)  
Post: 63 Mt Barker Road, Stirling, SA, 5152

## **17. DELEGATIONS**

As highlighted in this policy, Council has determined a policy position in relation to discretionary rates pursuant to Section 166(1) (b) relating to a primary production rebate and a revaluation relief special discretionary rate rebate under Section 166 (1)(l) of the Act to reduce the impact of significant valuation changes for 2025-26.

These policy positions and the application of the relevant rebates will be actioned accordingly by the Administration under delegation as part of the rates generation process where Council considers that the ratepayer meets the eligibility criteria or upon receipt of an application from the ratepayer.

The delegation for discretionary rate rebates as identified in Section 166 (1a) covering a number of discretionary rebates of rates made under Section 166(1)(d) to (j) relating to activities linked to community services or community need or assistance or relief to disadvantaged persons has not been delegated by Council and as such these applications will be brought to Council for decision.

The Chief Executive Officer has the delegation to:

- Approve, amend and review any procedures that shall be consistent with this Policy; and
- Make any formatting, nomenclature or other minor changes to the Policy during the period of its currency.

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**18. AVAILABILITY OF THE POLICY**

This Policy will be available for inspection at the Council's Offices during ordinary business hours and via the Council's website [www.ahc.sa.gov.au](http://www.ahc.sa.gov.au). Copies will also be provided to the public upon request, and upon payment of a fee in accordance with the Council's Schedule of Fees and Charges.



## Appendix 1

### Fixed Charge

Under the *Local Government Act 1999* (the Act), Council has some mechanisms available to enable all ratepayers to contribute more equitably to the administration of Council's services and the development and maintenance of the community's infrastructure.

Council considers a fixed charge (applying equally to all rateable properties) to be the most fair and equitable means of achieving this.

The Council is unable to raise more than 50% of total rate revenue by the imposition of a fixed charge component of general rates as per Section 151(10) of the Act.

Council has applied the following fixed charges across recent years as part of the total rate levied against an assessment:

Financial Year	Fixed Charge	Increase from Previous Year	% of General Rate Revenue
2025-26	\$880	6.02%	30.7%
2024-25	\$830	5.87%	31.1%
2023-24	\$784	6.90%	31.3%
2022-23	\$733	4.90%	31.5%
2021-22	\$699	2.50%	31.5%
2020-21	\$682	2.95%	31.9%
2019-20	\$662	2.8% + \$10	32.0%
2018-19	\$634	3.3%	31.8%
2017-18	\$613.50	2.25%	31.8%
2016-17	\$600	n/a	31.8%



# Annexure E: ESCOSA Report and Council Response

# ESCOSA Report and Council Response

The Essential Services Commission, South Australia's independent economic regulator and advisory body, has been given a role by the State Government to provide advice on material changes proposed by local councils in relation to elements of their strategic management plans and on the proposed revenue sources, including rates, which underpin those plans.

One of the main purposes of the Local Government Advice Scheme (advice or the scheme) is to support councils to make 'financially sustainable' decisions relating to their annual business plans and budgets in the context of their long-term financial plans (LTFPs) and infrastructure and asset management plans.

The first cycle of the scheme extends over four years from 2022-23 to 2025-26, and Council is obliged to publish the findings within each Annual Business Plan that the advice relates to.

**The mandatory cost to Adelaide Hills Council to be part of the scheme is \$40,000 (\$10,000 per year of the cycle).**

The following pages highlight the advice provided from the Commission and Council's response including planned actions over the next four financial years.









# ESCOSA Recommendations and Council Response

Recommendation & Response	Implementation Activities	Implementation Timeline			
		2023-24	2024-25	2025-26	2026-27
Recommendation 1 - Continue to review its inflation forecasts in its budget each year					
Each year, a key part of the development of Council’s Long Term Financial Plan is to update all economic forecasts and assumptions including inflation forecasts. Council then uses these forecasts to help model future expense forecasts. This in turn enables Council to project future income needs to meet its financial sustainability targets.	Continue to use most recent and applicable inflation forecasts in Budget and Long Term Financial Plan modelling	😊	😊	😊	
Recommendation 2 - Focus on constraining cost growth in its budgeting, where possible, particularly related to employee expenses					
As part of the Long Term Financial Plan and Budget processes, Council considers forecasts and calculations showing how expenses and income will change based on existing service levels and cost escalation assumptions. Council then considers how best to remain financially sustainable while balancing the community’s expectations against their willingness and ability to pay.  It is also noted that employee salaries are linked to Enterprise Agreements which are normally negotiated on a 3 yearly basis. The current agreement ends in June 2025, and negotiations for a new agreement are being finalised at the time of publishing the 2025-26 Annual Business Plan. The budget and the Long Term Financial Plan will be updated as appropriate to reflect the new Enterprise Agreement.  Council is committed to conducting a service review, which will consider potential cost savings and is also investigating system upgrades to drive efficiency in the future.	Continue to consider and adjust human resource levels in response to adopted service level requirements and in light of decisions to undertake new or changed activities and within Council’s financial sustainability targets.	😊	😊	✅	✅
	Negotiate new Enterprise Agreement in 2024-25 FY		✅	😊	
	Continue to responsibly manage cost growth for maintaining service levels and meeting community expectations while minimising the financial impact to ratepayers.	😊	😊	😊	✅

Legend: 😊 = Complete    ✅ = Planned / In progress















# ESCOSA Recommendations and Council Response





Recommendation & Response	Implementation Activities	Implementation Timeline			
		2023-24	2024-25	2025-26	2026-27
<b>Recommendation 3</b> - Complete the asset management plan for building assets and consider potentially other assets not currently covered by a plan (such as sport and recreation facilities), with consideration of desired service levels, as appropriate.					
Council has completed a full condition audit of its Building Asset stock in March 2023 and is progressing this information as a basis of the Building Asset Management Plan	Continue to progress the Building Asset Management Plan				
Council will continue componentisation reviews and undertake work accordingly on its building assets i.e. substructures, walls, roofs etc.	Develop a Sport and Recreation Facilities Asset Management Plan				
<b>Recommendation 4</b> - Complete its planned Stormwater Asset Management Plan, with consideration of desired service levels, as appropriate.					
Council is currently completing a Stormwater Management Plan for the Aldgate Creek in conjunction with the Stormwater Management Authority and this document will be a key reference for the Council Stormwater Asset Management Plan that will include desired service levels.	Develop a draft plan and incorporate findings from the Stormwater Management Plan of the Aldgate Creek and other stormwater investigations including the Balhannah Drainage Study - Investigations and Proposed Upgrades				
Staff are currently reviewing a consultant prepared report before the findings are presented to Council. Discussions are also occurring with funding partner, the Stormwater Management Authority regarding next steps.					
<b>Recommendation 5</b> - Finalise its Community Wastewater Management System Asset Management Plan and reflect related cost changes in the 2023-24 Long-term Financial Plan, to include input from the community, including desired service levels					
The Community Wastewater Management System Asset Management Plan was presented to Council and endorsed at its meeting of 14 March 2023. Operational costs are reflected in the Draft Long Term Financial Plan and final capital program timing changes will be included for consideration by Council in adopting the 2023/24 LTFP.	No further action – Asset Management Plan has been finalised in 2022-23 FY and implemented into the LTFP.				

Legend: 😊 = Complete      ✅ = Planned / In progress

# ESCOSA Recommendations and Council Response





Recommendation & Response	Implementation Activities	Implementation Timeline			
		2023-24	2024-25	2025-26	2026-27
<b>Recommendation 6</b> - Report its actual and projected cost savings in its annual budget, to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.					
Council endeavours to provide transparency to the community to show where savings are being made and therefore the continued commitment to offset rising costs while minimising rate increases.  Page 30 of the <i>2022-23 Annual Business Plan</i> details the saving strategies implemented in the 2022-23 budget with an estimated value of \$650,000 per year ongoing savings. The progress of actual savings realised against this target is reported in the Quarterly Council Performance Report and published to Council’s website.  Page 29 of the <i>2023-24 Annual Business Plan</i> details the savings strategies implemented for the 2023-24 budget with an estimated value of \$830,000, and the results against this target will continue to be reported on in Councils Quarterly Performance reports.  In 2025-26 Council has adopted a strategy of minimising capital expenditure on new and upgraded assets. This creates a saving in the initial year and future years.	Continue to include a savings strategy page within the Annual Business Plan				
	Continue to report on the progress of actual savings achieved in the Quarterly Performance Reports				
<b>Recommendation 7</b> - Review the estimates of asset lives and valuations feeding into the forecast rate of asset consumption in its long-term financial plan and asset management plans.					
Council undertakes a yearly review of asset lives as part of the revaluation and end of financial year capitalisation.	Continue to review the asset lives and valuations on an annual basis, and as part of standard asset revaluation as needed.				

ESCOSA Recommendations and Council Response

Recommendation & Response`	Implementation Activities	Implementation Timeline			
		2023-24	2024-25	2025-26	2026-27
<b>Recommendation 8</b> - Review and consider limiting future increases above inflation on its residential rates to help reduce any emerging affordability risk in the community.					
<p>Each year, Council updates all economic forecasts and assumptions including inflation forecasts as part of the development of the Long Term Financial Plan and Budget processes. Council then uses these forecasts to help extrapolate future expenses to assess Council’s overall financial position and future financial sustainability and determine appropriate income needs.</p> <p>Rate revenue accounts for approximately 80% of Council’s operating income, and so Council carefully considers the average rate increase to balance the need to continue to deliver services, meet community expectation and maintain financial sustainability, while keeping the impact to ratepayers to an acceptable level.</p> <p>In the past, the rate revenue target was built with “CPI plus 1%” in order to fund increased capital renewal, maintain financial sustainability, and provide a modest Operating surplus ratio which would help Council’s ability to absorb the expenditure impacts from unexpected events such as bushfires, floods, or pandemics.</p> <p>In 2025-26, the rate increase has been set at 6.2% to commence on a path to financial sustainability. The higher than CPI rate is required due to the increasing value of assets, which in turn is increasing the cost of maintaining assets. Council has minimised the rate increase by implementing a strategy to constrain new and upgraded capital expenditure.</p>	Continue to responsibly manage cost growth for maintaining service levels and meeting community expectations while minimising the financial impact to ratepayers.				



# ESCOSA Recommendations and Council Response

Recommendation & Response	Implementation Activities	Implementation Timeline			
		2023-24	2024-25	2025-26	2026-27
<b>Recommendation 9</b> - Review the rationale for the quantum of any maximum rate increase (or cap) it seeks to impose (currently at 15 percent) in its next annual business plan, with consideration of the community’s capacity to pay for higher increases.					
<p>Council reviews its rating policy annually as part of the Long Term Financial Plan and Budget process, which includes the consideration of the rating cap and its impact both positive and negative on its ratepayers.</p> <p>This requires a careful assessment as a cap means that the majority of ratepayers will pay more than they would be required in order to subsidise those who are entitled to receive the rate cap.</p> <p>A ratepayer’s capacity to pay for their rates is something Council is not easily able to assess.</p> <p>To assist those who don’t have the capacity to pay, Council has alternative arrangements that are tailored to the individual’s financial situation as covered in Council’s <i>Rating Policy</i>.</p>	Continue to review the rating cap and Council’s rating policy when considering the annual rate increase in the Long Term Financial Plan and Budget process				





# Annexure F: Strategic Plan: Goals, Objectives, and Priorities



## *Natural Environment: Responsible custodians of our natural environment*

NE 1 Pursue our adopted pathway to achieve net zero carbon emissions.	NE 2 Support the community and businesses to decarbonise and transition to sustainable lifestyle practices (green communities)	NE 3 Protect, improve, expand and connect habitat	NE 4 Build resilience in the natural environment to adapt to climate and other environmental changes.	NE 5 Improve landscape character and amenity value on Council managed land.
NE1.1 Deliver actions in the corporate carbon management plan to decarbonise Council operations, including embedded emissions.	NE2.1 Investigate the merits of a solar PV and battery bulk purchasing scheme and community virtual power plant to provide more affordable access to renewable energy and explore other ways of supporting practical actions by the community to adopt sustainable living practices.	NE3.1 Protect remnant native vegetation from threats or threatening activities	NE4.1 Implement the opportunities identified in the Bushfire Mitigation Landscape Strategy.	NE5.1 Continue rolling out water efficiency measures for the maintenance of parks and sports fields.
NE1.2 Continue to decarbonise the vehicle fleet and other energy consuming processes.	NE2.2 Continue to promote the highest principles in the waste management hierarchy – avoid, reduce, reuse and recycle – through education programs, services and by example.	NE3.2 Promote the value of biodiversity protection and management on private lands.	NE4.2 Implement actions from the Tree Strategy.	NE5.2 Implement a succession planting program for street trees and other vegetation in key precincts, with a focus on sustainable species selection
NE1.3 Investigate opportunities for direct energy purchasing from renewable energy producers (power purchasing agreement) and/or community virtual power plants.	NE2.3 Explore alternative kerbside waste collection models that divert more waste from landfill.	NE3.3 Develop and implement a new Biodiversity Strategy detailing how we will protect and improve biodiversity and expand native vegetation coverage where appropriate.	NE4.3 Collaborate and advocate for greater investment in environmental protections and improvements.	NE5.3 Maintain parks and reserves to be fit for purpose and enhance liveability.
NE1.4 Demonstrate responsible governance by incorporating sustainable procurement (ISO 20400) into Council processes	NE2.4 Support business, commerce associations, community associations and other groups to adopt sustainability targets and actions.	NE3.4 Nurture valuable community and stakeholder partnerships and collaborations to care for country.	NE4.4 Work with others toward the national '30 by 30' target to protect and conserve 30% of the land area by 2030.	
		NE3.5 Advocate for stronger native vegetation protection laws.	NE4.5 Apply best practice approaches to protect soil and water quality and conservation.	



## Community Wellbeing: A thriving, safe and welcoming community

CW 1 Promote and support reconciliation.	CW2 Enrich, empower and support connected communities	CW 3 Embrace diversity in our community and build on community strengths.	CW 4 Build community resilience for the future.	CW 5 Foster cultural identity and connection to place.	CW 6 Promote physical, mental and social wellbeing.
CW1.1 1.Develop and implement our Innovate Reconciliation Action Plan (RAP) with the support of the Adelaide Hills Reconciliation Working Group.	CW2.1 Partner to deliver positive ageing programs to support eligible older residents to maintain their independence, increase social participation, and improve wellbeing	CW3.1 Promote and encourage community-level action for the prevention of domestic and family violence.	CW4.1 Promote grassroots community collaboration and preparedness on climate action and assist our community to adapt and build climate resilience.	CW5.1 Establish Fabrik Arts + Heritage as an arts and culture destination, attracting visitors from Australia and around the world	CW6.1 Adopt a strategic and evidence-based approach to plan for the provision of accessible sport and recreation opportunities and facilities.
CW1.2 Create First Nations Engagement Protocols to better enable Traditional Custodians and Aboriginal and Torres Strait Islander people to be involved in Council decision-making.	CW2.2 Support community groups and community-led initiatives that achieve wellbeing outcomes	CW3.2 Update and implement our Disability Access and Inclusion Plan and continue to improve universal access to our community supports and services.	CW4.2 Using past experiences, lessons learnt, and contemporary knowledge support, the emergency services and the community before, during and after disaster events.	CW5.2 Support and create opportunities for artists, performers and writers to showcase their work and contribute to community identity, events and placemaking.	CW6.2 Deliver our priority actions outlined in our Regional Public Health and Wellbeing Plan 2022-27 and advocate for improved mental health services for our region.
CW1.3 Seek cultural advice and guidance from First Nations people to support our activities.	CW 2.3 Provide welcoming spaces, programs and services at our libraries and community centres that offer opportunities for connection, lifelong learning, digital inclusion, growth and literacy.	CW3.3 Explore contemporary models for young people to participate in and shape their communities by influencing decisions and policies that affect their futures	CW4.3 Support and train staff to participate in our incident management team and recovery team and ensure response requirements are adequately resourced.	CW5.3 Develop connection for people and place by fostering public art and supporting arts and cultural experiences, including events, markets and festivals.	CW6.3 Plan and promote walking and cycling projects and infrastructure that facilitate health and wellbeing as well as sustainable forms of transport
CW1.4 Build awareness of cultural safety and respect among our Council members, staff, volunteers and community	CW2.4 Support community members to gain skills, experience, and connections through our volunteering programs, and strengthen pathways to external volunteering opportunities in our region.	CW3.4 Renew and implement a Youth Action Plan that promotes access to opportunities, resources and supports for young people.	CW4.4 Promote disaster preparedness as a shared responsibility by collaborating with relevant partners, including emergency services, government agencies, non-governmental organisations and the community.		CW6.4 Support and partner with clubs, groups, and other stakeholders to provide sport and recreation opportunities / activities and facilities for the community.
		CW3.5 Engage with diverse community groups to identify and address barriers to safe and equitable access to services, programs and facilities.	CW4.5 Review the sustainability and permanency of community resilience programs to ensure ongoing support to communities, townships, and at-risk groups to prepare for, respond to, and recover from bushfires and other emergencies.		CW6.5 Promote opportunities for people to improve their health and wellbeing by spending time in our natural environments, bringing greater numbers of people into our parks.
		CW3.6 Foster multiculturalism through a range of events, programs and initiatives.			CW6.6 Ensure cemetery offerings respond to changing community preferences and that public commemorative and memorial sites are kept in a state befitting their purpose.





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## ***Built Form and Economy: Building foundations for the future***

BFE 1 Guide development that fosters vibrant and resilient communities, promotes appropriate design and enhances livability		BFE 2 Nurture a distinctive sense of place, support activation activities and recognise and celebrate our rich heritage.		BFE 3 Develop and maintain infrastructure to support livability and sustainable economic activity.	BFE 4 Improve the utilisation of Council and community facilities	BFE 5 Promote sustainable prosperity by supporting tourism, creative industries, primary production and vibrant townships.
BFE1.1 Develop and implement a housing strategy that responds to the community's needs and balances expectations regarding character, growth, affordability and the natural environment.	BFE2.1 Prepare and implement a new framework to guide Council's approach to placemaking initiatives across the district.	BFE3.1 Continue to pursue co-funding for community infrastructure and road safety improvement projects.	BFE4.1 Review staff office accommodation to optimise cost and service delivery arrangements and implement appropriate actions.	BFE5.1 Explore opportunities to support the growth of eco-tourism in the Adelaide Hills.		
BFE1.2 Explore and investigate opportunities to support and encourage adaptive, resilient and climate ready development.	BFE2.2 Develop a strategic framework to town and precinct planning, with prioritisation guidelines to ensure equitable investment in public spaces.	BFE3.2 Continue to build and enhance resilience and reliability of the Community Wastewater Management System (CWMS) service.	BFE4.2 Encourage greater utilisation and enhancement of community halls and facilities and foster multi-use spaces to maximise community benefit.	BFE5.2 Support and encourage the growth of primary production, manufacturing, creative and other industries, including a focus on local supply chains.		
BFE1.3 Investigate the merits of establishing a Local Design Review Panel to enhance the decision-making process for development.	BFE2.3 Ensure place development incorporates youth friendly spaces and infrastructure.	BFE3.3 Undertake a gap analysis to determine the need for additional and enhanced asset management planning	BFE4.3 Recognise and promote the value of community-based facility management in meeting local needs.	BFE5.3 Support new and existing businesses to be resilient and successful, and to create local jobs.		
	BFE2.4 Continue to strengthen Council's planning framework to preserve and enhance the unique heritage and character of the Hills.	BFE3.4 Assess appropriate service levels when reviewing asset management plans.	BFE4.4 Implement the Community and Recreation Facilities Framework.			
		BFE3.5 Prioritise planning for new footpath, trail and cycling infrastructure where it will foster better health, wellbeing, economic and transport outcomes.				





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## ***Organisation:** An accessible, accountable and representative organisation*

O1 Embrace technology solutions and digital transformation to enhance our organisation and the community experience.	O2 Operate with integrity using best practice governance processes.	O3 Support and develop a skilled organisation that is aligned to Council's priorities	O4 Engage and advocate for our communities.	O5 Evolve Council's functions and services to meet the current and future needs and aspirations of our community.
O1.1 Use technology and digital solutions to improve and streamline the customer experience.	O2.1 Demonstrate accountable and transparent decision making.	O3.1 Develop and implement an internal communications strategy incorporating mechanisms for feedback on effectiveness.	O4.1 Develop a robust Community Engagement Framework including exploring opportunities for community to participate in decision making.	O5.1 Undertake a high level review which considers the effectiveness, efficiency and opportunities of all council services.
O1.2 Invest in technology solutions and skills to transform service delivery and maximise the organisation's effectiveness and efficiency.	O2.2 Support decision making through the use of timely data-driven analysis and reporting.	O3.2 Develop and implement a workforce development plan (that incorporates recruitment, training, succession planning and ongoing support), to optimise our workforce retention	O4.2 Advocate on behalf of the community to represent its needs and views with relevant stakeholders and decision makers.	O5.2 Demonstrate financial sustainability through long term financial planning and annual budget setting which aligns with adopted targets.
O1.3 Enhance data governance to protect and secure information ensuring compliance with legislation.	O2.3 Enhance governance structures and systems to be agile and support our legislative obligations.	O3.3 Enhance the culture of the organisation through the development of a revised set of organisational values incorporating a customer centric focus.	O4.3 Work with affected communities across the region on boundary change issues to advocate for the most beneficial and appropriate outcomes	O5.3 Undertake regular customer surveys to seek feedback and measure customer experience.
	O2.4 Review and renew protocols for communication and work between the administration and elected body.	O3.4 Maintain a safe workplace centred around equity, inclusion, wellbeing and safe work practices including corporate emergency response.		

# ***Appendix 4: Gifts and Benefits Register***

04



## Council Members & Council Staff - Gift & Benefits Register

DATE	DETAILS OF GIFT OR BENEFIT	APPROX VALUE	RECIPIENT - DEPARTMENT	RECEIVED FROM	REASON FOR ACCEPTING GIFT	REASON FOR OFFER OF GIFT/BENEFIT	ACTION (must include what happened to item/s, ie. declined, accepted and kept by employee, shared with staff, used within organisation, or discarded)
23/08/2024	Ferrero Rocher Chocolates	\$15.00	Ashleigh Gade - Development Services	Sue & Brenton Marshall	Dropped off unsolicited at the Library	Assessment of DA 23030831 - 7 Verro Road, Woodside	Accepted and shared with staff
10/09/2024	Box of Lindt chocolates	\$11.00	Kylie Hopkins	Elizabeth Liebing	Dropped off unsolicited at the Library	Thank you gift	Accepted and shared with staff
30/09/2024	Granola		Anastasia Paslavski- Environmental Health	Basket Range granola bites	Unsolicited gift	Thank you gift	Accepted and shared with staff
30/09/2024	Granola	\$100.00	Kylie Hopkins	Final Touch Australia	Unsolicited prize	Prize won at professional association conference.	Accepted and kept by employee
25/11/2024	Chillie oil	\$10.00	Stewart West - Environmental Health	Fons Kitchen	unsolicited gift	thank you gift	Accepted and kept by employee
			Rachel Weishaupt - Library	Josie - Maxima	Unsolicited end of year gift	Thank you gift	Accepted and shared amongst library and customer service staff
			Rachel Weishaupt - Library	Customer	Unsolicited thank you gift from two children (box of chocolates)	Thank you gift	Accepted and shared amongst library and customer service staff
			Simon Horstmann	Olivia Ratcliff	Unsolicited gift	Thank you gift	Accepted and shared amongst staff.
14/05/2025	Handmade soap, candle, lip balm by students	\$20.00	Cr Louise Pascale - Elected Member	Hills Montessori School	Thanks for giving a school talk	Thank you gift	Accepted
16/07/2025-11/07/2025	Accommodation at step-mothers house while in Canberra	\$1,000.00	Adrian Cheater- EM	Louise Millar-Frost	Family member	Family member	Used accommodation while at ALGA NGA conference
5/07/2025-1/10/25	Extended test drive trial of new car for personal purchase	\$10,000.00	Adrian Cheater- EM	Sustainable Vehicle Solutions	Was being used for private investigation for purchase of private vehicle for self.	I was wanting to test drive vehicle for self purchase	Used. This use included transport to the ALGA NGA. I did not claim travel reimbursement for this trip given use of this vehicle
24/03/2025	Light food and drinks as part of opening event for Bridgewater Inn new beer garden	\$50.00	Cr Nathan Daniell, Elected Member	Bridgewater Inn	Participation in local event of significance to many in the community.	Participation of local council elected member in event of community significance.	Accepted gift in order to participate in event.
24/03/2025	Light food and drinks as part of opening event for Bridgewater Inn new beer garden	\$50.00	Cr Leith Mudge, Elected Member	Bridgewater Inn	Participation in local event of significance to many in the community.	Participation of local council elected member in event of community significance.	Accepted gift in order to participate in event.
4/02/2025	Tickets to Adelaide Motorsport Festival	\$130.00	Steph Murgatroyd - Events	Adelaide Motorsport Festival	Declined	Organisers of the Shannons Adelaide Rally (held in our council region each November) also organise the Adelaide Motorsport Festival in the CBD in March. They provided two tickets to attend the Adelaide Motorsport Festival to get an understanding of how the event is run.	Declined tickets due to my position as events officer which may mean that the public may perceive an obligation/influence should the tickets be accepted.
30/04/2025	Box of Haigh's Chocolates	\$14.95	Taish Shaw - Library	Customer	Unsolicited thank you gift	Thank you gift	Accepted and shared amongst library and customer service staff

***Appendix 5:  
Annual Report of Audit and  
Risk Committee***

05



**ADELAIDE HILLS COUNCIL  
AUDIT AND RISK COMMITTEE MEETING  
Monday 17 November 2025  
AGENDA BUSINESS ITEM**

**Item:** 8.1

**Responsible Officer:** Cr Malcolm Herrmann

**Subject:** Presiding Member's Report 2025

**For:** Information

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**REPORT TO THE ADELAIDE HILLS COUNCIL  
ON THE OPERATIONS OF THE AUDIT AND RISK COMMITTEE DURING 2026**

**INTRODUCTION**

As outlined in Clause 8.6.4 of the Terms of Reference for the Audit and Risk Committee, the Presiding Member will attend a meeting of the Council at least once per annum to present a report on the activities of the Committee. This report provides an overview of the Adelaide Hills Council's Audit and Risk Committee operations for the 2025 calendar year.

This report includes:

- A summary of the work the Committee performed during the year aligned to the Committee's Terms of Reference; and
- Details of meetings, including the number of meetings held during the period, and the number of meetings attended by each member.

The report is intended to invite comment from the Council on all of the above.

**SUMMARY OF WORK PERFORMED AGAINST THE TERMS OF REFERENCE**

For 2025, as in previous years, the Audit and Risk Committee had established a robust framework for the provision of information to meet the objectives established within the Terms of Reference. As a consequence, around 55 reports and other matters were considered by the Committee over six meetings (including this one), and where appropriate, recommendations subsequently provided to Council. All recommendations submitted to Council were approved.

The following sections of this report provide a brief summary of the work undertaken by the specific function of the Committee as set out in the Terms of Reference.

**Financial Reporting**

**Annual Business Planning**

In May, the Committee reviewed the draft *2025-26 Annual Business Plan and Draft Long Term Financial Plan 2026-2040* in terms of its alignment with the strategic management plans and the adequacy of the plans in the context of maintaining financial sustainability. The Committee recommended the draft ABP to Council for approval for public consultation.

## Budget Reviews

The Audit and Risk Committee reviewed the 2024-25 second (BR2) and third (BR3) budget reviews and the End of Year Financial Report 2024-25. The Committee reviewed the 2025-26 first (BR1) budget review prior to these reports going to Council.

## Financial Statements and Annual Reports

At the October 2025 meeting, the Committee had an in-depth discussion around the draft Annual Financial Statements that had been presented. The Committee was satisfied that the Statements presented the state of affairs of Council in accordance with the *Local Government Act 1999*, the *Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.

## Quarterly Performance Reporting

Commencing in the 2019-20 financial year, the Committee receives quarterly performance reports on the achievement of strategic plan objectives and priorities, key projects, customer and other performance targets, capital works program implementation and financial performance.

These reports continued in the 2025 calendar year with the Quarter 3 and 4 2024-25 reports and the Quarter 1 2025-26 report being considered at the May, August and November meetings respectively.

## Debtors

Bi-annual reporting of debtors continued to the Committee which demonstrated the ongoing improvement in the management of historic rate debtors and general debtors as a result of the development and application of a *Debt Recovery Policy*.

## **Internal Controls and Risk Management Policies**

### Internal Controls

From the start of the 2015-16 financial year, Adelaide Hills Council has had additional obligations regarding the development and maintenance of a system of internal financial controls, consistent with the requirements of the *Local Government (Financial Management) Regulations 2011*. This has required Council's external auditors to provide an opinion on internal financial controls in accordance with s129(3)(b) of the Act.

Monitoring against the key risks and controls has been generated from a system called 'Control Track'. This system tracks the recognised 'core' controls and the agreed treatment plans by responsible officers. These have been provided to the Audit and Risk Committee on an annual basis.

### Risk Management

Throughout the year, the Audit and Risk Committee has reviewed quarterly updates on the organisation's strategic risks and mitigation actions. The strategic risks are managed in the SkyTrust risk management platform.

At the August 2025 meeting, the Committee were provided with eleven (11) new draft strategic risks and four (4) project risks. After review and evaluation these risks were recommended for finalisation and to be provided to Council as information.

At its May meeting, the Committee received a draft report on the placement of Council's insurance portfolio. The final report was presented to the Committee at the August meeting.

## **Internal Audit**

The Committee received quarterly reports on the implementation of the internal audits. A three-year internal audit plan was developed and provided to and endorsed by the Committee at their April meeting. Four (4) internal audits have been completed during 2025.

The agreed actions from previous internal audits are captured within the Committee's Audit Actions Register and continue to be reported to the Committee to ensure that appropriate actions are being undertaken.

### External Auditor

At its April meeting, the Audit and Risk Committee received the *Annual Audit Plan 2024-25* from its appointed external auditor, BDO.

At the August meeting, the Committee considered the communication received from BDO regarding its interim visit relating to the 2024-25 Annual Financial Statements and Internal Financial Control Audit. A number of recommendations were made by BDO regarding potential improvements to the suite of internal financial controls and management responses and agreed actions adopted.

The Audit and Risk Committee met with BDO in the absence of management at the October meeting.

The Committee noted the certification of Auditor Independence at the October meeting.

In their audit of the Council's Annual Financial Statements, the External Auditors (BDO) have issued an unqualified audit opinion in the *2024-25 Audit Completion Report* providing the following statement:

*In our opinion the accompanying financial report of presents fairly, in all material respects, the financial position of the Council as at 30 June 2025, and its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards, the Local Government Act 1999, and the Local Government (Financial Management) Regulations 2011.*

In auditing the internal financial controls, Council's External Auditors have issued an unqualified audit opinion in the *2024-25 Audit Completion Report* providing the following statement:

*In our opinion, in all material respects:*

*(a) The controls established by Council 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 2024 to 30 June 2025.*

### Governance

At its May meeting, the Committee received its annual report on Council's arrangements and processes for its employees to raise concerns, in confidence, about possible wrongdoing in financial reporting or other governance matters.

At its August meeting, the Audit and Risk Committee received and endorsed the updated Public Interest Disclosure Policy and Procedure.

### Policy Reviews

The Committee plays an important role in reviewing all financial and internal control related policies and making recommendations as appropriate to Council. During 2025, the Committee has reviewed six (6) policies. As part of its new terms of reference, and the associated oversight of governance processes, the Committee was informed about Council's Organisational Policy Framework at the November meeting.

## Other Business

### Director Corporate Services Report

This year the Committee commenced to receive reports from the Director Corporate Services, which has assisted the committee in keeping up to date with key areas relevant to its role and functions.

### Quarterly Performance Reporting

Commencing in the 2019-20 financial year, the Committee receives quarterly performance reports on the achievement of strategic plan objectives and priorities, key projects, customer and other performance targets, capital works program implementation and financial performance.

These reports continued in the 2025 calendar year with the Quarters 3 and 4 2024-25 reports and the Quarter 1 2025-26 report being considered at the May, August and November meetings respectively.

### **COMMITTEE SELF-ASSESSMENT**

At its November meeting, the Committee considered the results of its annual Self-Assessment process. The feedback received is that the Committee is performing effectively in relation to its role and functions under the Committee's Terms of Reference.

### **DETAILS OF MEETINGS**

During 2025, a total of six (6) Audit and Risk Committee meetings were held being:

- 17 February 2025
- 14 April 2025
- 19 May 2025
- 18 August 2025
- 20 October 2025
- 17 November 2025

The above meeting cycle is consistent with the requirements of the Committee's Terms of Reference which requires at least four meetings per year to be held.

The Audit and Risk Committee member attendance at meetings during the year was as follows:

Name	Attendance	Comments
Cr Malcolm Herrmann	6/6	Presiding Member
David Moffatt	6/6	Independent Member
Sarah Beesley	0/2	Independent Member – resigned April 2025
Pamela Lee	6/6	Independent Member
Cr Melanie Selwood	3/3	Committee Member – resigned May 2025
Natalie Simmons	3/3	Independent Member – as of July 2025
Cr Leith Mudge	3/3	Committee Member – as of July 2025



Committee Membership is renewed in a manner to provide continuity of knowledge. Current Membership terms are as follows:

Role	Name	From	To
Presiding Member	Cr Malcolm Herrmann	1 December 2023	30 November 2025
Committee Member	Cr Leith Mudge	11 June 2025	30 November 2025
Independent Member	David Moffatt	1 December 2023	30 November 2027
Independent Member	Natalie Simmons	9 July 2025	30 June 2029
Independent Member	Pamela Lee	1 May 2023	30 April 2027

Membership terms after 30 November 2025 are as follows:

Role	Name	From	To
Presiding Member	Pamela Lee	1 December 2025	31 December 2026
Committee Member	Cr Malcolm Herrmann	1 December 2025	November 2026
Committee Member	Cr Richard Gladigau	1 December 2025	November 2026
Independent Member	David Moffatt	1 December 2023	30 November 2027
Independent Member	Natalie Simmons	9 July 2025	30 June 2029

### **FUTURE WORK PROGRAM PROPOSAL**

The Committee reviewed its work plan for 2026 at its November 2025 meeting. This Work Plan will ensure that the Committee continues to undertake its principal functions as set out in the *Local Government Act 1999*.

### **CONCLUSION**

The body of work undertaken by the Committee is continuing to develop over time and the Committee is striving to ensure that its work is useful in the context of contributing to Adelaide Hills Council strategic objectives.

This is the last meeting that I will be presiding over as it is a State Government requirement that the Presiding Member be an independent person. Ms Pamela Lee was appointed by Council to assume the role of Presiding Member at the 11 November 2025 Ordinary Council Meeting from the 1<sup>st</sup> December 2025. I will continue to be a committee member until November 2026 until the next general election, to provide a seamless transition. I congratulate Ms Lee on her appointment.

Finally, I would like to thank the other members of the Committee for their ongoing efforts in ensuring that the work undertaken is done so at both a highly professional and robust level. I would also like to thank those staff involved in preparing the reports and responding to questions at meetings, as their involvement has significantly aided in the review and decisions of the Committee.

**Cr Malcolm Herrmann**

Presiding Member

Adelaide Hills Council Audit and Risk Committee

17 November 2025



An online version of this Annual Report can be downloaded at [ahc.sa.gov.au](http://ahc.sa.gov.au) or a copy requested by contacting us at:



**(08) 8408 0400**



**mail@ahc.sa.gov.au**



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Stirling SA 5152**

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



**Adelaide Hills**  
COUNCIL